



Transformation of Care and Performance at a General Community Hospital

BACKGROUND

Traditionally, teaching hospitals all over the world were part of medical schools at prestigious universities, which trained most of the physicians. They were recognized as University Medical Centers, where most of the critical and sophisticated services were offered. They hosted most clinical research and presented the world with evidence-based practices. With time, the medical schools were looking for additional sites to train the increasing numbers of medical students and residents. Residents were also seeking training opportunities outside their countries. There was a growing incentive for larger multidisciplinary hospitals, mainly not-for-profit ones, to seek recognition as formal medical training centers. These hospitals had to undergo major changes across their systems to be recognized as training centers. Their expenses originally rose but soon their funding increased dramatically by attracting more sophisticated patients, private donations & investments, and government funding. Lebanon took the lead in the region, where several large community hospitals were transformed into teaching hospitals in affiliation with medical schools in Lebanon or abroad, or with the Arab Board of Medical Specializations.

EXECUTIVE SUMMARY

Client Challenges

A not-for-profit general community hospital of 200 beds in Lebanon was struggling from negative community perception, insufficient funding and the inability to attract tier 1 medical staff. This resulted in:

- Patients suffering from suboptimal patient care
- Inability to handle sophisticated medical needs
- Inability to attract the more affluent community members, or higher end insurance
- Inability to meet its financial obligation to retain its committed staff, or upgrade facilities or medical equipment, or offer new services
- Community having a poor perception of the hospital
- Inadequate funding and revenue

Our Solution

- Guided leadership in the strategic retreat to adopt a new vision and strategy for the hospital
- Developed new staffing plan to recruit and retain highly qualified medical staff
- Spearheaded a total revamp of the management, nursing and technical departments

Our Intervention's Impact

Educational and Professional Development

- In 4 years, the hospital was recognized as a training center for 3 additional major specialties. It provided certificates for specialized training, in affiliation with the medical school
- The hospital became a major training center for management, quality, and paramedical professionals

Governance and Management

- Expenses rose by 60% in 5 years and revenues increased by 100% thus reaching financial balance and the ability to fund most of its projects internally
- An independent community survey showed that the hospital was perceived as the second best hospital in Beirut by its community, and the most utilized
- The hospital became recognized as one of the first four university hospitals in Lebanon

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Key Client Challenge

There was a need to transform the hospital into a university medical center.

Our Solution

Governance and management

- Guided leadership in the strategic retreat to adopt a new vision and strategy for the hospital and to decide on the best strategy to achieve that vision. This included a SWOT analysis
- Assisted staff in the transformation to seek affiliation with a reputable medical school, and comply with the requirements of the Arab Board of Medical Specializations. This led to being recognized as a specialty medical training center
- Helped in setting strategic goals and objectives for each department, along with a list of strategic initiatives. An implementation plan was agreed upon with a timetable spread over several years
- Developed new staffing plan to recruit and retain highly qualified medical staff according to a new full time model. Physicians needed to allocate time for teaching activities
- Spearheaded a total revamp of the management, nursing and technical departments to support the new teaching role of the hospital, and to act as training centers in their domain
- Promoted a new hospital profile with emphasis on customer care and teaching role which was communicated to all stakeholders
- Replaced the traditional quality assurance model with the performance improvement model to achieve lean management and optimize process efficiency and resource allocation

Educational and Professional Development

- Established training programs for quality for both medical and non medical staff

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