

GE Commercial Finance
Healthcare Financial Services

At The Customer, For The Customer
Case Study

“With the help of GE Healthcare
Financial Services, we developed
a streamlined discharge process.”

Dr. W. Mackey Watkins
President and Chief Executive Officer
Texoma Health Care Services



Texoma works with GE to streamline discharge process

Texoma Health Care Services has found that GE Healthcare Financial Services' *At The Customer, For The Customer* (ACFC) program was just the right medicine for its growing pains. In just one year, surgery volume at Texoma's medical center in Denison, Texas jumped 30 percent while non-surgery volume rose 5 percent. The higher demand led to a major slowdown in the hospital's discharge process, causing bottlenecks in moving patients from the emergency department and even resulting in some cancelled elective surgeries.

"This was a very succinct project. It wasn't a huge, involved engagement that went on and on."

"We were talking to GE about buying a new CT scanner and MRI scanner when I mentioned that we were having throughput difficulties," explains Dr. W. Mackey Watkins, president and chief executive officer of Texoma. "One of the senior sales people volunteered to have GE Healthcare Financial Services' process improvement experts make a presentation about how we could tap into the company's best practices."

After deciding to work on the problem together, GE did a baseline survey of the current situation. The company found that the majority of patients were being discharged between 1 and 6 p.m. Then, Texoma and GE enlisted stakeholders in the discharge process from across the hospital, including doctors, nurses, and professionals from registration, admissions and housekeeping. In a workout session led by GE, this 15-person committee met for nearly two days to map the current process and identify ways to improve it. "We got good buy-in from all of the participants, especially the doctors and nurses," notes Dr. Watkins.

Setting new standards

The committee decided to set an 11 a.m. discharge as the gold standard for Texoma. It also developed recommendations for removing major obstacles preventing the medical center from reaching that discharge goal. "Nurses were spending a great deal of time trying to reach a patient's primary care physician and specialists before discharging the patient," says Dr. Watkins. "With the help of GE Healthcare Financial Services, we developed a streamlined discharge process, created a multi-disciplinary discharge planning sheet, and purchased new software that enables housekeeping to notify the floor nurses when a room is cleaned and available for a new patient."

Each recommendation had a champion from the committee, and the group held biweekly conference calls for several months to give updates on each project's progress. As a result, Texoma saw rapid improvement. "This was a very succinct project. It wasn't a huge, involved engagement that went on and on," notes Dr. Watkins.

Reaping the benefits

Within several months, Texoma had reduced length of stay by more than a half-day, the equivalent of \$3.5 million in annual savings for the medical center. In less than a year, length of stay has dropped by almost a full day, reaching an all-time low of 3.5 days. The changes also opened up the equivalent of 15 beds annually. "Now we have wards competing with each other to have the best discharge records," says Dr. Watkins.

Texoma, which first began working with GE Healthcare Financial Services for equipment financing, clearly has found the expanded relationship valuable. "We talked to other companies that specialized in throughput, and they would have been very costly," says Dr. Watkins. The ACFC program "is a real value-add from GE Healthcare Financial Services."



Provider Profile

Texoma Health Care Services
Denison, Texas

Texoma Health Care Services operates Texoma Medical Center, a not-for-profit hospital and five medical clinics offering comprehensive care for three counties in northern Texas and two counties in southern Oklahoma. Its centers of excellence include the Texoma Heart and Vascular Institute, the TMC Behavioral Health Center, the TMC Ambulatory Care Center and the Reba McEntire Center for Rehabilitation. Texoma operates the only Level III certified trauma center between Dallas and Oklahoma City.

Lender Summary

GE Healthcare Financial Services provides:

- Thorough knowledge and understanding of Texoma and the complexities of the discharge process
- Financing solutions tailored to meet Texoma's unique needs and challenges
- Reliable, timely execution at agreed-upon terms

For more information on how we can help you successfully meet your business objectives, contact us at 1-800-598-6201 or visit us at www.gehealthcarefinance.com.



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