

## **The Client**

This client (THS) is unnamed due to ongoing confidentiality obligations. It is a hospital system in Texas with 4 facilities and 1000+ beds. Demographically, 95% of THS's patients were minorities and 50% did not have medical insurance. THS had severe competition from another facility, including negative steerage by physicians. Health care quality scores were low.

## **The Project**

In late 2006, THS hired MedAlign to develop and design a hospital gainsharing (physician incentive) system that would improve quality and efficiency of patient care. As regulatory approval was necessary, the project also included the development of an application to the federal government.

## **The Tasks Performed by Jay Sultan**

- I worked with VP of Sales and Marketing to close the sale.
- I performed strategic management consulting during four weeks that identified significant opportunities for quality and financial improvement.
- I worked extensively with the THS CEO and CFO.
- I conducted over 40 interviews of staff at all levels, from front-line nurses to physicians to every member of the C-suite.
- I performed an extensive business intelligence analysis of their quality and financial performance data.
- I designed a gainsharing program and developed an application to the federal government requesting permission to implement the program.
- I made process improvement recommendations that directly improved health care quality and suggested better measures for quality and performance.
- I interfaced with the system's CIO and corporate offices to establish the necessary data sources and process changes for the project.
- I designed the datamart that will be used to drive the project.
- I developed an extensive and detailed ROI analysis of the project (approximately 400 pages), which modeled hundreds of variables that affected the project.
- I personally managed this project, including other MedAlign staff, over 20 THS staff assigned to the project, and three additional outside consultants.

**The Results**

- The project was finished on-time and on-budget.
- I personally billed over \$160,000 in professional service fees over three months.
- The innovative gainsharing program I designed will develop \$10M in direct savings to THS over three years, as verified by the hospital staff.
- The application to federal government (which was a project deliverable) of 1,200 technical pages was developed in 5 weeks.
- The project is now pending regulatory approval.