

# United Medical Center Washington, D.C.

United Medical Center is a District of Columbia government hospital serving Southeast D.C. and the surrounding Maryland communities.

## THE CHALLENGE

United Medical Center (UMC) faced an unfavorable payer mix and years of patient out-migration, requiring significant annual subsidies from the federal government. UMC engaged Huron Healthcare to establish a strategic and operational plan to address these challenges and create a solid foundation for a sustainable future.

## OUR APPROACH

Huron designed and implemented customized solutions to meet the specific needs of UMC, emphasizing initiatives that would set UMC on a path toward financial stability. Huron's multi-faceted approach created significant and rapid results, generating \$17.8 million in benefits over a single fiscal year.

### Transforming organizational strategy:

Huron worked with UMC to establish an actionable transformation plan that included mission, vision, strategic direction, goals, objectives, a community needs assessment, and a financial impact assessment. At UMC's request, Huron provided an interim CEO to help oversee implementation of the strategic plan, in partnership with other experts from the Huron team.

### Optimizing revenue cycle:

Huron implemented revenue cycle tools and processes that generated \$10.9 million in annually recurring benefit. This included enhanced pre-service work drivers, web-based tools for operations done post-billing, a denials management program focused on root causes, and new reports that provide access to actionable metrics that drive ongoing improvement.

**Increasing reimbursement:** Through a comprehensive CDI program that bridges the gap between clinical and coding language, Huron helped UMC accurately capture services provided, resources consumed, severity of illness, risk of mortality, and complexity of care. These steps

resulted in an annualized benefit of more than \$1 million in increased revenue.

### Reducing labor and non-labor costs:

By implementing cost saving and revenue enhancement initiatives across purchased services, clinical, and food services, the engagement generated \$825,000 in non-labor related cost savings. A comprehensive labor productivity program better aligned resources with volumes, and facilitated more deliberate use of overtime expenditure – creating an annualized benefit of more than \$4.5 million.

**Driving clinical excellence:** Clinical operations initiatives included the introduction of a house-wide capacity threshold management process, a new emergency department staffing plan to align staffing with volumes, and a complete redesign of patient intake processes, which reduced UMC's Left Without Being Seen percentage by over 2%. The implementation of an electronic bed board streamlined bed placement, ensuring appropriate patient status and reducing boarding times. These improvements were supported through enhanced case management and care team collaboration.




“By every reasonable metric, the project with Huron Healthcare was a remarkable success. Specifically, the operational and financial performance of UMC has significantly improved due to our partnership with Huron.”

### Wayne Turnage

Director, District of Columbia Department of Healthcare Finance  
United Medical Center

## RESULTS & BENEFITS


**\$17.8M**  
total benefit achieved during the first fiscal year



**\$10.9M**  
revenue cycle benefit achieved during the first fiscal year



**\$4.5M**  
labor benefit achieved during the first fiscal year



*Titles reflect positions at the time of our engagement.*