

Restructuring the Parkland Health and Hospital System (2004-2005)

The Client:

Dallas County Commissioners Court, Parkland Health and Hospital System, Dallas, Texas

The Challenge:

Provide assistance to the County and health system leadership to identify strategic priorities and initiate implementation plans to assure quality and cost effectiveness.

The Approach:

In 2004, HMA was engaged by the Dallas County Commissioners Court to provide an assessment of the clinical, structural, operational and financial priorities that it needed to address to assure that the public hospital and primary and specialty clinic system was operating efficiently and effectively as it attempted to serve the medically vulnerable communities and populations throughout the county. Over the course of the six month effort, HMA: interviewed several hundred people (providers, community and business leaders, public officials in neighboring counties, social service providers, physician leaders and medical school hierarchy, County and Hospital District board members); reviewed extensive utilization, health status and cost data; observed clinical practice within the hospital and its clinics; met with patient focus groups; discussed key issues with Parkland leadership, and; and held community meetings to determine approaches to key priorities. The resulting strategic work plan was presented and approved by the Dallas County and Parkland leadership.

The Results:

HMA was engaged to assist in the implementation of the recommendations approved in 2004: 1) renegotiation of the Parkland academic/clinical contract with the UT-Southwestern Medical School; 2) assessment of the Parkland clinics for conversion to FQHC status; 3) recommendations to restructure the Parkland Emergency Department; 5) facilitation of a civic panel to oversee the planning for a replacement hospital; 6) recommendations for restructuring jail health services operated by the County; and 7) development of Medicaid strategies.

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