



CASE STUDY

Garden Park Medical Center

Three-Year Transformation from
Bottom-Ranking to Top of the
HCA Scorecard



[KeystoneHealthcare.com](https://www.KeystoneHealthcare.com)

A background image showing a healthcare worker in full personal protective equipment (PPE), including a hood, goggles, and gloves, pushing a patient on a gurney. The scene is dimly lit, suggesting an emergency or critical care setting.

INTRODUCTION

Garden Park Medical Center (GPMC) was a full-service, acute care hospital and HCA facility located in the popular tourist area of Gulfport, Mississippi. The hospital included a 109-bed acute care facility and Emergency Room equipped with a Level III Trauma Center. With over 43,000 annual emergency department (ED) visits and a small capacity for the level of volume, GPMC was consistently overwhelmed.

The Challenges

- **Low Metrics:** With a consistently overwhelmed ED, GPMC's metrics were consistently the lowest in their division.
- **Frequent Psychiatric Holds:** The ED experienced frequent psychiatric holds but lacked the appropriate infrastructure and protocols to effectively manage those patients.
- **Inadequate Nursing Education:** The hospital faced high nurse turnover rates, primarily attributed to inadequate nursing education.
- **Staff Tension:** Poor relations between administration and clerical staff created tension within the hospital.
- **Inconsistent Patient Volumes:** Due to the hospital being located in a tourist destination, patient volumes fluctuated heavily.

The Solutions

The strategy Keystone Healthcare™ used was to create an environment of strong leadership and employee engagement as a foundation for improving the low-performing metrics. Working together, GPMC and Keystone Healthcare™ implemented the following initiatives:

- **ED Medical Leadership:** Keystone Healthcare™ placed a strong ED medical leader to mentor physician staff and ensure their success.
- **Conveyance Model:** Developed by the Patient Flow Team after identifying inefficiencies and working to maintain the current layout, the team implemented a conveyance model that could be tweaked seasonally based on volume.
- **New Psychiatric Unit:** A locked, five-bed psychiatric unit was added to the hospital's ED to mitigate the frequent psychiatric holds.
- **Medical Scribes:** Medical scribes were implemented to help relieve physicians from documentation duties and improve patient interactions.
- **Improved Education:** Additional education was provided to clinicians and charge nurses, including mock drills to reduce nurse turnover.
- **Increased Communication:** The need to improve administration and physician relations was clear. To solve this, direct and transparent communication with the CEO and CNO was enabled, along with active participation with the MEC, ensuring all aspects of patient care, including communication with local providers and specialists, were being fulfilled.



“In my twenty-seven years in healthcare, I have found many provider groups that will promise the world in competent practice, metric improvement and increased patient satisfaction, but only Keystone has consistently delivered. I do not believe that what we have achieved together would have been possible with anyone else.”

- Director of Critical Care Services,
GPMC

The Results

With the partnership of Keystone Healthcare™, Garden Park Medical Center was able to jump from thirteenth position on the HCA Division Scorecard in 2016 to the second position in 2019. By designing the management strategy around the unique needs of GPMC, Keystone Healthcare™ made a significant difference in the patient experience and, ultimately, the bottom line.

PATIENT SATISFACTION UP TO
76.9%

LENGTH OF STAY FOR LOW
ACUITY PATIENTS DOWN TO
58.8
MINUTES

EMS VOLUME UP
2%
YEAR OVER YEAR

EMPLOYEE ENGAGEMENT
AT AN ALL-TIME HIGH OF
80%

NURSE TURNOVER
WENT FROM
37% ↓
DOWN TO
6%

CONSISTENTLY RANKED
IN THE TOP
5 OUT
OF **14 EDs**

"I have been very impressed with Keystone's leadership and the quality of their service. We have seen amazing improvement in throughput and patient satisfaction. The Keystone medical directors are true leaders in the community, and are a tremendous support to my office."

- Chief Executive Officer, GPMC

About Keystone Healthcare™

Keystone Healthcare™ is a leading provider of Emergency Medicine and Hospital Medicine physician staffing and management services for hospitals. Headquartered in Tampa, Florida and with additional offices nationwide, Keystone Healthcare™ efficiently delivers high-quality, patient-centered care through strong physician leadership and involved management that drive our modern and integrated business model and performance metrics.



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& Hospital Medicine Partner? Contact Us!**

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