

Lovelace Medical Center's Electrophysiology (EP) program saw strong growth but faced challenges in workflow, documentation, communication, and resource use, which affected performance. Corazon was engaged to review clinical care and operations to identify improvements. Despite delivering high-quality care, issues like inconsistent documentation, communication gaps, and operational constraints hindered efficiency and patient flow. Rising indirect costs and limited performance visibility further strained financial sustainability and strategic decision-making for the program.



Corazon's Approach

Comprehensive EP Assessment

Corazon deployed a multidisciplinary team to perform a full-scale review of the EP program. The assessment incorporated a comprehensive review of the Electrophysiology program, combining direct clinical observation, workflow evaluation, and detailed chart analysis to assess documentation quality and alignment with best practice standards. Corazon's team conducted interviews with the EP physicians, APPs, anesthesia providers, nursing, and leadership to understand culture, communication, and operational dynamics across periprocedural areas. Internal data, registry submissions, and financial reports were examined to evaluate performance against national benchmarks from the Heart Rhythm Society (HRS), American College of Cardiology (ACC), and Intersocietal Accreditation Commission (IAC), while room utilization, case mix, DRG distribution, and cost trends were analyzed to identify operational bottlenecks and financial pressure points. Together, these components provided a holistic understanding of EP service line clinical quality, operational efficiency, and financial sustainability.

Key Findings

- Lovelace consistently delivers high-quality electrophysiology care supported by skilled clinicians, strong teamwork, and advanced technology.
- Documentation practices were inconsistent to best reflect the high standard of clinical care provided.
- Communication and handoff processes across periprocedural teams were lacking and inconsistent.
- Operational capacity constraints particularly around cath lab utilization and pre/post-procedure space indicate the need for long-term planning and workflow optimization.
- Performance and financial metrics lacked visibility across the team thus hampering informed decision-making and program growth.

Corazon's Recommendations

Corazon identified several strategic opportunities to further strengthen the EP program by building on its current clinical excellence. These recommendations focus on enhancing efficiency, supporting team communication, and aligning processes with national best practices including:

- Strengthen documentation practices to support procedural accuracy, clarity, and compliance.
- Enhance communication and handoff processes across periprocedural teams to improve care coordination, workflow consistency, and the overall patient experience.
- Standardize operational workflows such as scheduling, readiness processes, and reporting to support efficiency, reduce variability, and align the program for growth.
- Increase visibility into key quality, operational, and financial metrics to support data-driven decision-making and strategic planning.
- Begin long-term planning for resource allocation, space needs, and infrastructure to ensure the program can continue meeting growing demand.

Results & Impact

Given the increased focus brought by the Corazon team, LMC achieved significant improvements during the project, such as:

- Improved compliance with informed consent and discharge documentation
- Greater visibility into EP clinical and operational performance metrics, and complication trends
- Identification of a 0.5 bed/day opportunity through optimized LOS management
- Strengthened communication pathways between procedural and recovery / post-care teams
- A clear roadmap for EP program growth, including facility expansion planning
- Enhanced financial insight into contribution margin and profitability drivers

Why Corazon

Corazon's unique, clinically grounded, operationally focused, and financially rigorous multidisciplinary approach enabled Lovelace Medical Center to:

- Validate the high clinical quality of its EP program (especially when benchmarking to peers)
- Address documentation and compliance gaps
- Build infrastructure for scalable growth which is so necessary given the EP growth across all markets
- Improve financial performance
- Strengthen communication, education, and team culture

Lovelace Medical Center is now positioned for EP program expansion, improved clinical documentation integrity, enhanced regulatory readiness, and long-term sustainable growth in one of (if not) the fastest-growing cardiovascular subspecialties.

For a more detailed explanation of this EP Assessment, call 412.364.8200.