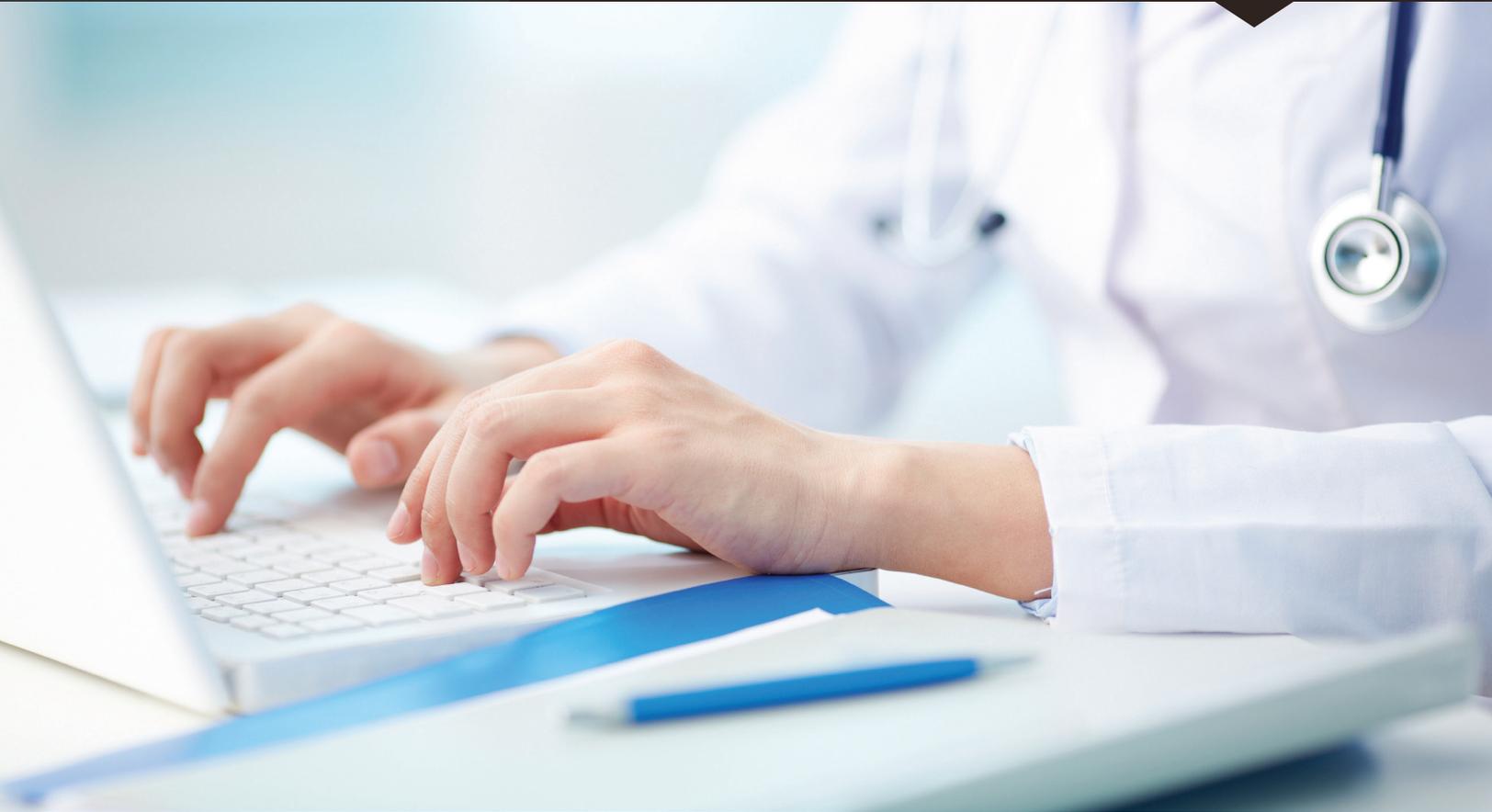




// CASE STUDY

# Lakeland Community Hospital, Watervliet

38 bed hospital with almost 12,000 ER visits a year.



## // CHALLENGE

Grow emergency room patient volume in the face of increased competition from a local competitor, which had recently renovated its ER.

## // SOLUTION

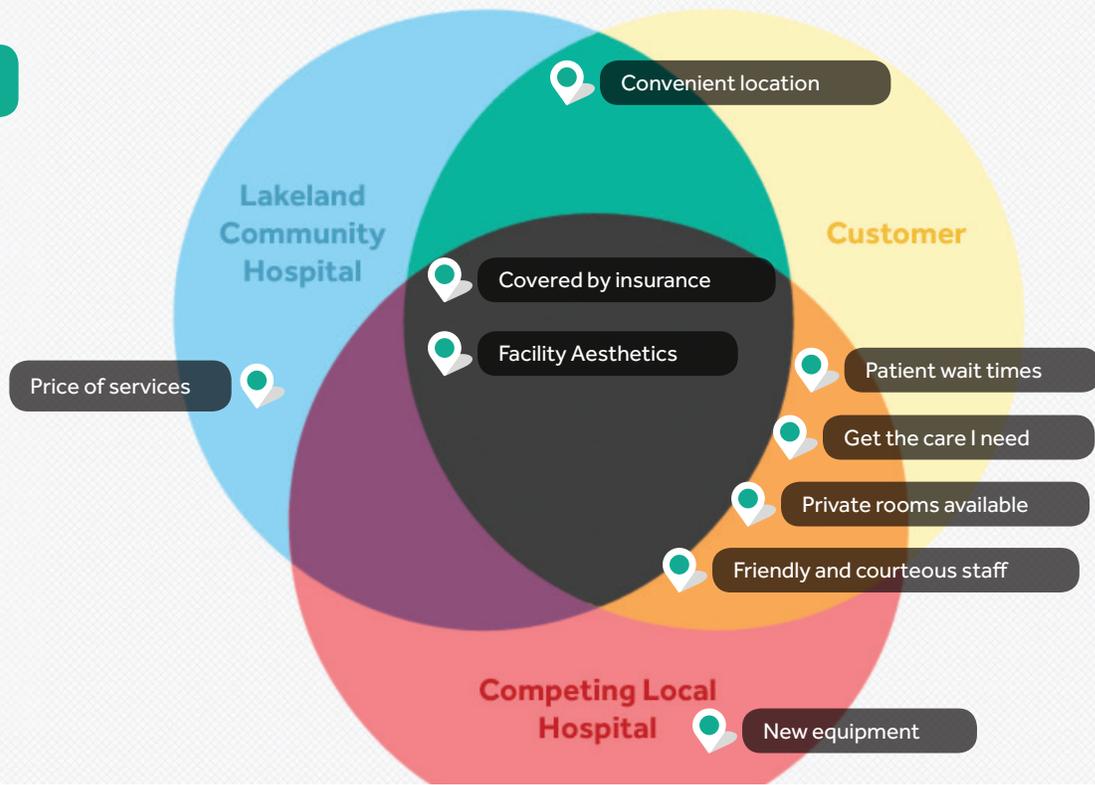
Lakeland Community Hospital, Watervliet utilized Vennli's foundational model to improve business decisions by making it easy to understand how customers make choices. Using a structured survey, Lakeland Community Hospital, Watervliet gathered real-time insights about what's most important to customers and how they choose between competitors. Intuitive data visualization quickly lead to decisions aligned with customer needs.

RESULTED IN

7%  
INCREASE

In the first half of the year





## // KEY INSIGHTS TO DRIVE BETTER DECISIONS

- The convenient location of LCHW was not as important to patients as expected. Patients were willing to drive further to receive the care needed.
- Price of services was also less important to patients than expected.
- LCHW's advantages compared to its competitor were minimal. The community perceived their competitor as having the advantage when it came to being able to provide care needed, shorter wait times, privacy of patient rooms, and friendliness of staff.

Based on these insights, the team at LCHW implemented several initiatives to improve their competitive advantage in their local market:

- To address their competitor's advantage regarding wait times, LCHW implemented a 29 Minute Guarantee for service. This required little investment but involved refining LCHW's internal processes and marketing their success to the public.
- To strengthen their weakness related to their perceived ability to provide care needed, LCHW improved their patient care delivery model. This reduced the need to transfer patients to other facilities, which increases risk and cost. LCHW accomplished this by moving to a hybrid hospitalist model and hiring a full-time general surgeon so patients did not need to be transferred for consults.
- To neutralize its competitor's advantage related to availability of private rooms, LCHW underwent major renovations to the ER to go from 8 semi-private beds to 11 private rooms.

## // RESULTS

Upon executing these new strategies, LCHW reversed losses and immediately increased patient volumes by 7% in the first half of the year. The larger health system was so inspired by their success that these strategies are now being rolled out to a sister hospital.

**7%**  
INCREASE  
In the first half of the year