THE COMPETITIVE EDGE – MAKING THE MOST OF HOSPITALISTS
Driving Quality of Care, Service, and Financial Performance through Integration and Leverage

FTI Hospitalist Services

- Current state assessment of hospitalist program (performance, integration, leveraging of personnel, and collaboration across departments)
- Performance gap analysis and financial benefit opportunity
- Customized roadmap to achieve best practice performance
- Identification of Key Performance Indicators (KPIs) and alignment with compensation and incentives
- Management team, coaching, mentoring, and integrating; development of a collaborative effort across departments
- Creation of multidisciplinary change management team and framework, including charter, formation, KPIs, self-accountability, and continuous quality improvement
- Risk identification and remediation plan
- Project implementation and management support
- Revenue enhancement and risk reduction through improvement in ALOS, readmissions, and coding
- Cost reduction through implementation of best practice workflows, standards, and optimized staffing mix
- High first year return-on-investment
- Strategy - building new, enhancing, or outsourcing hospitalist infrastructure, including RFP development, governance, incentives, scheduling, processes and technology, vendor selection, and service-level agreements
- Interim transition management

Hospitalists occupy an increasingly critical role in America’s health systems. Well implemented hospitalist programs help their organizations drive clinical and financial excellence, improving the quality of customer care and service, as well as physician and staff experience. However, many health systems have failed to realize the full potential of hospitalist programs to deliver significant quality and service improvements. Under both fee-for-service and value-based care models, success or failure in integrating and leveraging hospitalists often means the difference between organizational losses and surpluses. As a result, health systems across the country are now focusing on optimizing hospitalist programs in order to attain the resulting return-on-investment (ROI).

FTI Consulting partners with clients to help them improve hospitalist program quality of care, service, and financial performance. We engage members of the hospitalist team to implement unique and holistic solutions that have proven highly effective for a range of organizations. FTI Consulting’s team, including members who are MD and RN credentialed, assesses all relevant aspects of a hospitalist program to determine performance relative to best practice and create a plan to successfully close any gaps. This expert team develops hospitalist leadership through mentoring, coaching, and oversight with a focus on fostering self-sustainability. The work includes aligning a health system’s hospitalist program with the health system’s leadership team, service lines, departments, and referring providers. To our knowledge, no other consulting practice offers this depth and range of integrated services.

BEST PRACTICE HOSPITALIST PROGRAMS DRIVE QUALITY OF CARE, SERVICE AND FINANCIAL PERFORMANCE BY:

- Deliberately selecting, understanding, measuring, and managing key performance indicators (KPIs) to best practice
- Creating and empowering a culture of ownership, accountability, and continuous improvement
- Engaging as a central player in a highly integrated and collaborative multi-disciplinary management team (as illustrated in the graphic below)
INTEGRATED AND LEVERAGED HOSPITALIST PROGRAMS ARE IMPORTANT TO THE FUTURE OF HEALTHCARE SYSTEMS

- Deliver improved health system operating margins by enhancing throughput (i.e., ALOS reduction), revenues, access to quality incentives and avoidance of penalties (i.e., readmissions, hospital-acquired infections, etc.
- Reduce errors and waste resulting from lack of integration and collaboration of service lines and departments
- Drive physician and non-physician satisfaction in an era of scarce resources resulting in improved retention and reduced recruiting and training costs
- Produce high rankings and positive published quality of care and services information (HCAHPS rating, readmissions, etc.) in an era of consumerism
- Enable participation in emerging pay for performance contract
- Improve access to ER, admissions, and services, which results in improved market reputation and increases in premium customers and referring providers

ABOUT THE FTI TEAM

The FTI Consulting Hospitalist Services Team is led by Chris George, Apurv Gupta, MD, Chuck Holt, who each have 20+ years of experience in strategy and redesigning health system programs. This Team has subject matter expertise or access to all operational and functional areas of a health system, including physician and hospital operations, change and transformation management, technology, customer experience, analytics and performance management, continuous quality improvement, and project management assessment and implementation. Health Solutions is a division of FTI Consulting, Inc., an organization of 3,800+ consultants in 24 countries. FTI Consulting is ranked by Forbes as a top operational consultancy.

RECENT CLIENT EXPERIENCES

Southcoast Health Systems:

Southcoast achieved a 0.7 day reduction in LOS from baseline over a one year period of interventions resulting in a $3.2 million annual expense reduction.

“FTI was very instrumental in helping to define and support the key initiatives that we needed to implement to improve our LOS. They specifically helped us work with our hospitalists and other physicians to institute daily interdisciplinary rounds, improve a geographic rounding process and develop greater accountability through sharing of data on individual and group performance.”

Robert J. Caldas D. O., Senior Vice President and Chief Medical Officer, Southeast Health

Northwest Hospital/LifeBridge Health:

Northwest HCAHPS scores increased by 10 percentage points and key stakeholders reported significant improvement in satisfaction with no increase in staff.

“FTI provided our team members with excellent mentoring and facilitation that was required to get our hospital team to a higher level of performance. We were able to successfully implement key initiatives in short order and start to rebuild the relationship and trust required for true interdisciplinary collaboration. I myself learned a great deal from this engagement.”

Dr. Chaitanya Ravi, Medical Director of the Hospitalist Program at Northwest Hospital/LifeBridge Health

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About FTI Consulting

FTI Consulting, Inc. is an independent global business advisory firm dedicated to helping organizations manage change and mitigate risk: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. Connect with us on Twitter (@FTIConsulting), Facebook and LinkedIn.

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