HOSPITALIST SOLUTIONS
Driving Quality of Care, Service, and Financial Performance through Integration and Leverage

HIGHLIGHTS
- Assess current state of hospitalist program, including performance, integration, leveraging of personnel, and collaboration with service lines and departments
- Analyze performance with respect to best practice and financial benefit opportunity and modeling
- Develop and implement roadmap to achieve best practice performance, including hard wiring culture of ownership and excellence, management team development, identification of Key Performance Indicators (KPIs), alignment with compensation and incentives, and integration and collaboration with key stakeholder service lines and departments
- Build multidisciplinary oversight structure and framework, including charter, formation, KPI self-accountability, and continuous quality improvement
- Mentor physician leadership with respect to team-building, change management, ensuring accountability, and developing collaborative relationships
- Enhance revenues through improvement in average length of stay (ALOS), readmissions, coding, and other quality and safety measures linked with financial incentives
- Reduce costs through implementing best of breed workflows and standards and optimizing staffing mix (MDs, Advanced Practitioners, RNs, and other support staff)
- Guide strategy re: build or outsource hospitalist infrastructure, including RFP development, governance, incentives, scheduling, processes and technology, vendor selection, and service level agreements

Hospitalists occupy an increasingly critical role in America’s health systems. Well implemented hospitalist programs help their institutions drive clinical and financial excellence while improving the quality of customer care and service, as well as physician and staff experience. Yet many hospitals have failed to realize the full potential of hospitalists to deliver significant quality and service improvements. Under both fee-for-service or accountable care models, success or failure in maximizing the integration and leverage of hospitalists means the difference between organizational losses and surpluses. As a result, health systems across the United States are fast implementing and hard wiring best of breed hospitalist programs and enjoying the significant return-on-investment (ROI) that follows.

FTI partners with a health system’s hospitalists and offers proven, unique, and holistic solutions which are highly effective in a range of organizations. FTI’s approach is engaging, educational, and participatory as it assess all relevant aspects of a hospitalist program, creates a gap analysis from best practices, and implements a plan to successfully close the gaps. Our work includes aligning a health system’s hospitalist program with its overall management teams, service lines, departments, and community providers resulting in additional leverage and performance improvement for the health system as a whole.

BEST PRACTICE HOSPITALIST PROGRAMS DRIVE QUALITY OF CARE, SERVICE, AND FINANCIAL PERFORMANCE BY:
- Deliberately selecting, measuring, and managing KPIs
- Creating and empowering a culture of ownership, accountability, and continuous improvement
- Engaging in a highly integrated and collaborative multi-disciplinary management team
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 and hospital-acquired conditions)
- 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 (i.e., HCAHPS rating, readmissions, etc.) in an era of consumerism
- Enable participation in emerging pay for performance contracts
- Enhance market reputation and increase premium customers and referring providers through improved access to ER, admissions, and services

ABOUT THE FTI TEAM

The FTI Hospitalist Services Team is led by Chris George, Lisa O’Connor, RN, Apurv Gupta, MD, and Chuck Holt who each have 20+ years’ 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.

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 multidisciplinary 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. 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