

## CASE STUDY

# INTEGRATING EM AND HM SERVICE DELIVERY REDUCES LOS AND IMPROVES PATIENT EXPERIENCES

### PARTNERSHIP BACKGROUND

Lafayette General Medical Center (LGMC), a 451-bed hospital in Louisiana, was noticing poor operational and quality metrics in its Emergency Medicine (EM) program. Though SCP Health's (SCP) partnership with LGMC began with an initial focus on improving poor operational and quality metrics in EM program, it expanded a few years in to also include LGMC's Hospital Medicine (HM) program.

### GOALS

- ▶ Impact core metrics, including ALOS (HM), LWOTs (EM), and patient satisfaction (EM)
- ▶ Increase provider retention, care consistency, and transfer communication

### STRATEGY

SCP used several process-oriented tactics to guide Lafayette to success, including:

- ▶ Formalized a SOrT (See-Order-Treat) process to move the provider encounter earlier in the patient journey, thereby impacting wait times and satisfaction
- ▶ Developed a playbook for streamlined EM & HM admissions
- ▶ Used a physician leadership council and physician education to address transfer issues and establish a consistent process
- ▶ Added Fast Track hours to see lower acuity patients more efficiently and quickly implemented scribe services
- ▶ Provided expert patient engagement coaching to hospitalists
- ▶ Introduced interdisciplinary rounding and geographic rounds to address length of stay and provider communication

SCP also made staffing and operational updates to help this success be sustainable:

- ▶ Appointed seasoned HM Medical Director
- ▶ Began holding monthly provider meetings
- ▶ Added midlevel provider coverage
- ▶ Started weekly administrator updates
- ▶ Relied heavily on data for decision-making and quality improvement efforts

### IMPACT

- ▶ **ALOS:** Reduced from 4.54 to 3.78 in Year 1 of the HM program, and has consistently hovered around 3.8 for the following three 3 years
- ▶ **LWOTs:** Steadily brought LWOTs down to 1% from 3.5% in Year 1 of the EM program, and has sustained 0.7% YTD average for the following 6 years
- ▶ **Patient Satisfaction:** Consistent mean scores in the mid-high 80s, improving from average score of 85.7 to average score of 89.5 in just one year
- ▶ **Provider Retention:** Both programs have remained fully recruited and staffed



ALOS:  
REDUCED FROM  
4.45 TO 3.78



LWOTs:  
REDUCED FROM  
3.5% TO <1%



PROVIDER RETENTION:  
Established and  
maintain engaged  
clinician staff



PATIENT SATISFACTION  
INCREASED FROM  
Achieved and  
maintain scores in  
mid-high 80s

