

# FINDING THE RIGHT PROVIDERS TO BUILD A HEALTHY, ENGAGING CULTURE

## PARTNERSHIP BACKGROUND

This facility, nestled right outside of Chicago, was constantly operating a provider schedule with five open full-time positions. Many providers would spend a limited amount of time at this hospital before moving on to a larger organization in the heart of the city. With a thin team and high turnover, this facility struggled to build an engaging culture and recruit loyal providers. After successfully working with SCP Health (SCP) on its Emergency Medicine program, this Indiana hospital decided to extend its relationship with SCP to also include its Hospital Medicine (HM) program.

## GOALS

- ▶ Build a team of engaged, enthusiastic providers
- ▶ Eliminate use of locum tenens
- ▶ Improve quality and patient experience metrics

## STRATEGY

This facility wanted to comprehensively overhaul the lifestyle of its HM program. Achieving this large-scale change involved both creating an environment where providers could thrive and finding the right providers who would feed off and sustain that positivity.

To help the hospital bring this vision to life, SCP took over the provider employment process. Our recruitment team used custom criteria provided by the hospital to find candidates who were eager to join in and build on the culture the facility was creating. SCP also helped the hospital implement several structural changes, including:

- ▶ Integrating hospitalist team into different facility subcommittees
- ▶ Opening channels for consistent feedback and communication
- ▶ Improving measurement, monitoring, and analysis of critical metrics and scores (readmissions, LOS, HCAHPS, etc.)

## IMPACT

- ▶ **Staffing:**
  - HM program now operates a full schedule with no locum tenens
- ▶ **LOS:**
  - Greatly improved due to elimination of locums use
  - Ranking higher in performance than local competitors
  - Pillar for improving throughput
- ▶ **HCAHPS:**
  - Improved from 20th percentile to 90th percentile performance scores
- ▶ **DISCHARGE BEFORE NOON:**
  - Improved from 60% to 70%
  - Ranking higher in performance than local competitors



FILLED ALL FIVE  
OPEN HOSPITAL MEDICINE  
POSITIONS IN UNDER  
EIGHT WEEKS



RANKED HIGHER IN LOS  
PERFORMANCE THAN  
LOCAL COMPETITORS



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