Ob Hospitalist Group
Impact Series:

Patient Safety
Patient Experience
Risk Reduction
Physician Satisfaction
Nursing Staff Satisfaction and Retention

Elevating the Standard of Women’s Healthcare

www.OBHG.com
OBHG IMPACT SERIES: Patient Safety

Ob Hospitalist Group’s (OBHG) mission is to **elevate the standard and quality of women’s healthcare.** Our programs do just that by making a positive impact across many significant areas of hospital medicine. Below we will review the impact an OBHG program can deliver to partner hospitals by improving throughput in the main Emergency Department (ED) thereby increasing **Patient Safety**, not just for those patients presenting to Labor and Delivery but all patients with emergent care needs.

OBHG provides our hospital partners with the advantage of highly-skilled, Board Certified OB/GYNs proficient in responding to emergent situations on-site 24 hours a day, 365 days a year. An OBHG hospitalist program positively impacts many areas outside of Labor & Delivery, one such area is the main ED. OBHG partner hospitals enjoy an improvement in ED throughput, thereby increasing the quality of care for other ED patients and improving reportable measures. We also provide additional educational initiatives, as well as OBHG’s SAFE Program to identify areas of potential risk and opportunities for quality improvement.

Providing a high level of patient safety and improving the standard of care requires OBHG hospitalists, local providers and hospital staff working together to achieve the safety initiatives driven by the hospital’s performance metrics and the resolutions the hospital desires. We believe continuing medical education (CME) is a vital part of elevating the safety of women’s healthcare. OBHG educational initiatives include, but are not limited to:

- Emergency Drills
- Advanced Cardiac Life Support (ACLS) Certification
- Advanced Fetal Monitoring & Assessment
- The Hospital’s Existing/Future Performance Metrics and Expected Resolutions
- Operative Vaginal Delivery
- Reducing 3rd/4th Degree Episiotomy Lacerations
- Managing Shoulder Dystocia
- SBAR+R: Structuring Communication in Healthcare

OBHG created our SAFE program to increase patient safety and enhance hospitalist support and education. SAFE consists of: Selecting Excellent Physicians, Assessing and Reducing Patient Risk, Facilitating Clinical Education and Ensuring Organizational Performance.
Some of the services currently available through SAFE are:

- Physician Review Panel
- Risk Event Protocol
- SAFE Hotline
- Perinatal Safety Bundle
- Additional Core Educational Requirements
- Risk Issue Management
- Risk Management Data Collection and Reporting
- Patient Safety Metrics including NQF Measures and Hospital-specific Measures

Ob Hospitalist Group’s impact on patient safety is best represented in the numbers: The annual average claim rate for OB/GYN services is 13%, OBHG’s average claim rate; 1%. In fact, OBHG did not receive a single insurance claim in 2012.

Additionally, OBHG can play a vital role in reducing risk and related expenses, for our hospital partners. Assessment of allegations driving claims show that almost 70% of obstetrical claims are centered on the delivery process, with the majority alleging a delay in care. Failure to properly diagnose fetal distress and failure to perform a timely C-section, represent the most common and costly claims. OBHG data demonstrates that the ability to provide 24/7 obstetrical coverage and manage triage more efficiently through utilization of an OBED, decreases both the hospital risk profile and the correlating physician risk profile.

A recent OBHG report suggests that as an on-site force multiplier for local providers, OBHG’s ability to provide a quicker response time for emergent patients and those with abnormal fetal heart rate patterns can result in multimillion dollar savings for our hospital partners. Additionally, OBHG providers experience fewer claims than a typical OB/GYN. Findings suggest that a typical OBHG provider has about 50% of the exposure of a private practice physician attempting to manage both inpatient and office practice duties. OBHG’s commitment to increasing the quality and timeliness of care by minimizing delays has ultimately improved patient safety, patient outcomes and patient experience while quantifying a correlating reduction in hospital and provider risk.

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OBHG IMPACT SERIES: Patient Experience

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Within OBHG’s stated mission of elevating the standard of women’s healthcare is improving the patient experience. While safety and clinical best-practices are vital to positive outcomes, a positive patient experience and satisfaction are also of utmost importance. Initially so the patient feels safe, secure and cared for during her visit but also to encourage that patient and her family to return to the same hospital not only for OB/GYN care but all of her families’ medical needs.

Enhancing the patient experience, with the intent of improving HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) score performance, can be positively impacted by implementing an OBHG hospitalist program. The presence of a hospitalist who delivers timely clinical decisions, decreasing the necessity of nurse-assisted deliveries and increasing quality of care, has been identified in driving high satisfaction results among patients.

Contrary to the mistaken belief that bringing in a hospitalist program will diminish patient satisfaction and experience, in the article, *Implementing a Laborist Model: Four Case Studies* published by the Advisory Board Company, all administrators interviewed “believe that their respective programs have positively influenced patient satisfaction.” HCAHP scores have been publicly reported by the Center for Medicare and Medicaid Services (CMS) on its Hospital Compare website since March 2008 without a direct financial impact from government payers. However, since 2013, HCAHPS scores from the previous performance period of July 2011-March 2012 will be one of the determining factors in calculating the new Hospital Value-Based Purchasing program payment incentive. As evidenced in the Summer 2012 HCAHPS Executive Insight Letter (www.hcahsponline.org), CMS is frequently asked how hospitals can improve patient’s experience and their answer includes “…we have left it to hospitals and the healthcare industry to take the lead in developing practices, processes, techniques, education and innovations that may improve quality of care.” Implementing an OBHG hospitalist program is one such innovation that can help to increase your HCAHP “topbox” selecting or rather patients choosing the most positive responses on surveys.
“Top-Box” HCAHPS Performance indicators an OBHG hospitalist program positively impacts:

- Communication with Doctors
- Communication with Nurses (OBHG Hospitalists Collaborate with Nursing Staff and Provide Educational Opportunities)
- Communication about Medications
- Responsiveness of Hospital Staff
- Discharge Information
- Would You Recommend Hospital to Friends and Family?

A positive patient experience is not only important to the patient themselves but is of paramount importance to generating revenue and improving patient volume for the hospital. Happy, satisfied patients are also a key objective for private physicians, even when they are unable to be the attending physician. OBHG hospitalists are service-oriented and selfless in their approach to patient care and local provider support resulting in very positive patient, local provider and nursing staff satisfaction reports.

1 http://oblaborist.org/study_articles/laborist_model.pdf

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OBHG IMPACT SERIES: Risk Reduction

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The addition of an OBHG program has positively impacted risk reduction resulting in fewer OB/GYN malpractice claims for many of our current partner hospitals; as well as the reduction in malpractice reserves due to a decrease in compensable events. However, this reduction is not an immediate observable event. The process usually takes a year to realize the benefit of cost savings regarding a reduction in malpractice insurance. Success of the hospitalist model in reducing malpractice claims and costs was discussed in *Implementing a Laborist Model: Four Case Studies*, "one hospital was able to realize a six-figure cost savings in malpractice insurance while another hospital had not experienced an OB/GYN-related claim in almost 2 years."

OBHG programs provide our partner hospitals with the timely professional coverage needed to improve emergency outcomes, limit nurse liabilities and reduce overall hospital malpractice exposure. Eliminating unattended deliveries
and providing immediate care for life threatening procedures, such as placental abruptions and pulmonary embolisms reduces possible claims due to delays in care.

Implementation of an OBHG hospitalist program not only reduces risk and liabilities; it also creates the possibility of our partner hospitals reducing insurance reserves or premium requirements due to the reduction of compensable events.

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OBHG IMPACT SERIES: Physician Satisfaction

Ob Hospitalist Group’s (OBHG) mission is to **elevate the standard and quality of women’s healthcare**. Our programs do just that by making a positive impact across many significant areas of hospital medicine. Below we will review the positive impact an OBHG program can deliver to partner hospitals by improving the work/life balance of physicians; thereby increasing their overall job satisfaction and enhancing the patient’s experience.

The implementation of an OBHG program not only minimizes hospital liability and ensures a higher level of care for patients; it also helps provide local providers more flexibility and time with patients to ensure quality care and avoid adverse outcomes. Having such a program improves a local provider’s efficiency and increases patient throughput of which are substantial benefits in attracting physicians to work at hospitals utilizing an OBHG hospitalist program.

An OBHG hospitalist program not only positively impacts physician recruitment, we have also found that it improves overall physician satisfaction and retention, which is a crucial benefit to a hospital, both clinically and financially.

Lower physician career satisfaction has been linked with lower quality of care and can negatively impact other areas of the hospital such as relationships with nurses and administration. Typically, physicians report lower satisfaction rates when their expectations are not aligned with the hospital’s organizational culture or rules in regards to patient volume and administrative support. Perhaps the biggest factor regarding physician satisfaction is lifestyle and patient volume. Not having control over their schedule and number of hours worked plays a big part in physician burnout. In the field of obstetrics and gynecology, work/life balance is often compromised. An OBHG hospitalist program provides highly-skilled, Board Certified OB/GYNS on-site 24 hours a day, 365 days a year to provide support for call coverage, unassigned care, surgical assistance, increases the pace of patient throughput and greatly reduces the incidence of delays in care, addressing these factors dramatically improves the level of fulfillment and flexibility for physicians.

**Unassigned Care & Surgical Assistance**
Typically, OBHG hospitalists are compensated on an hourly basis and not for specific patient care. Therefore, our hospitalists welcome the role of providing care for unassigned and uninsured patients, allowing local providers more freedom to care for their own patients at the hospital or in their offices. In addition, unassigned coverage reduces the burden staff physicians normally encounter for these less profitable and sometimes uninsured patients.

OBHG hospitalists are prohibited from having financial or employment affiliations with local private practices, so there is no threat of patient recruitment. With no competition and no conflict of interest, an OBHG hospitalist program simply acts as a force multiplier for the existing physician team, providing assistance to any patient population to best assist local providers.
Another key value of an OBHG hospitalist program is surgical assistance readily available for physicians. Having highly-qualified assistance for emergencies and surgical procedures will reduce the unnecessary stress of feeling overwhelmed when handling these situations without support. The presence of an experienced OBHG hospitalist as a surgical assistant improves patient outcomes and prevents delays in care, ultimately decreasing hospital and physician risk and liability.

**Physician Retention**

The financial implications of physician turnover can have a big impact on a hospital’s bottom line. The loss and replacement of a single primary care physician starts at $250,000 and can easily surpass that amount, according to the *New England Journal of Medicine Career Center*. The journal also states that 54% of physicians leave their initial practice group within the first five years.

Other financial burdens placed on the hospital due to physician turnover include recruitment costs and training for replacement physicians as well as orientation costs associated with their onboarding. These hefty financial costs are just one aspect of physician turnover.

Replacing a physician takes time and thus decreases productivity and revenue for a hospital. It can also negatively impact patient satisfaction and quality improvement initiatives at the hospital. Increased turnover can also result in an increase in medical errors and poor continuity of patient care.

OBHG hospitalist programs have had success in limiting physician turnover by improving the work environment and eliminating stress typically associated with the Labor and Delivery unit. Our partner hospitals have also reported vast improvements in recruiting as a result of being able to offer local providers and staff physicians a much more favorable work/life balance due to the presence of the 24/7 on-site coverage our hospitalists provide.

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OBHG IMPACT SERIES: Nursing Staff Satisfaction and Retention

Ob Hospitalist Group’s (OBHG) mission is to *elevate the standard and quality of women’s healthcare*. Our programs do just that by making a positive impact across many significant areas of hospital medicine. Below we will review the positive impact an OBHG program can deliver to partner hospitals by alleviating the stress nurses often face making clinical decisions in the absence of a patient’s treating physician; thereby improving nursing staff satisfaction reducing turnover, and preventing delays in care.

OBHG’s 24 hour a day, 365 days a year presence has a substantial positive impact on nursing and employee engagement at our partner hospitals. By improving nurse retention and strengthening the Labor & Delivery unit, hospitals nationwide have seen OBHG programs improve departmental employee engagement, resulting in a reduction in turnover cost.

**Nurse Retention**
Without the presence of an OB/GYN, nurses sometimes have to make critical care decisions. With an OBHG hospitalist present, nurses can focus their attention on patient care, allowing the physicians to make the clinical decisions. Finally, physicians should be accessible to the nurses; nurses often feel conflicted about when to call a physician when they aren’t in the hospital. Having an OBHG hospitalist available to confer with ensures the nurse does not have to make time-sensitive clinical decisions on their own with fear of adverse outcomes or increased liability as a result of those decisions.

Nurse turnover rates have increased over the years and will likely grow even more in the coming years. It is predicted that there will be a shortage of nearly 1 million nurses in the United States by 2020. Nurses cite several reasons for career dissatisfaction:

- Poor work environment
- Bad relationships with physicians
- Lack of trust and effective collaboration with co-workers
- Not feeling respected and valued for their contributions and capabilities

Low staffing levels at hospitals cause nurses to feel over-worked and increase their stress levels. Nurses desire respect from physicians, as well as open and clear communication between themselves, physicians and administration.
It is estimated that nursing turnover costs between $22,000 and $64,000 per nurse, or 1.3 times their salary. Hospitals incur costs associated with advertising and recruitment of replacements, hiring costs, new staff training and orientation, as well as the cost of unfilled positions, such as overtime payments and temporary staffing.

By retaining nurses, hospitals can maintain or likely increase productivity. There are fewer errors, resulting in an increase in quality of care for patients and patient satisfaction. Organizations with low turnover rates (between 4% and 12%) have lower risk-adjusted mortality and shorter lengths of stay for patients than organizations with moderate (12-22%) or high (22-44%) turnover rates. Work environment and culture are improved, along with satisfaction, trust and accountability.

**Strengthening the Labor & Delivery Unit**
OBHG hospitalist programs strengthen the Labor and Delivery unit of a hospital. Our hospitalists often include staff nurses in their rounds, providing insight regarding the conditions and needs of their patients and enhancing the clinical skills of the nurses. Additionally, our hospitalists are there to happily answer any questions about patient care.

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