

# St. Francis Memorial Hospital Hospital Medicine Program

## Cogent Healthcare

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Relentlessly Improving Hospital Medicine

**COGENT**  
HEALTHCARE

# Current Issues and Challenges

- Constant need to improve quality of patient care, with metrics becoming more complex
- Exceptional service quality to medical staff, referring physicians and hospital processes
- Team stability and leadership
- Community integration
- Developing a true partnership

# Issue #1: Improved Performance in Quality and Efficiency

## Desired Outcomes

**Optimize ALOS**

**Appropriate DVC/Case**

**Appropriate CMI**

**Seamless Handoffs**

**Core Measures, Safety Goals,  
Outcome Measures**



## Cogent Partnership

- Joint Operating Committee (JOC)
  - Regular meeting schedule
  - Dashboard and reporting created with the hospital on shared goals
  - Sharing of data is essential, especially patient level detail and cost information
  - Generates action steps for team, such as review of cases > GM LOS, order set creation, handoff policy
- Cogent Academy Training
  - Hospitalist MSDRG documentation training
  - Handoff training and simulation
- Other
  - Regular meeting venue with hospital coding staff
  - Aligned physician incentives

# Issue #2: Improved Service Quality to Hospital, Medical Staff, Community

## Desired Outcomes

**ED Responsiveness**

**Surgical Co-Management Agreements**

**Consistent and Appropriate Subspecialty Consultation**

**Referrals, Transfers and Direct Admissions**



## Cogent Partnership

- Track and report response times at JOC
- Goals set and regular meeting schedule with ED director
- Policy development
- Regular feedback solicited from surgeons
- Policy for consultation practices
- Cogent Academy training of policy
- Survey of medical staff with JOC reporting
- Policy development
- Survey of ED, referring physicians
- Other
  - Cogent Academy training and simulation in customer service and all policies

# Issue #3: *Leadership and Community Integration*

## Desired Outcomes

**Role in the coordination and leadership of each patient's care**

**Hospital Citizenship**

**Growth**



## Cogent Partnership

- Creation of both service agreements and guidelines for consulting relationships
- Improved collaboration with case management staff
- Hospital committee participation requirements
- Community physician outreach visits by medical director
- Service agreements established with subspecialty physicians

# Issue #4: Team Development

## Desired Outcomes

**Retention**

**Training**

**Performance Feedback**

**Aligned Incentives**

**Professional Growth**



## Cogent Partnership

- Formal physician retention plan
- Hospital leadership involved in all new hires
- Cogent Academy for all existing hospitalists and new hires
- JOC reports and physician-specific reporting
- Physician compensation tied directly to QEP
- Annual review, work plan and professional development plan for every physician completed by medical director

Admission



Concurrent  
Care



Discharge



Post  
Discharge

PCP Fax  
Notification

PCP Telephonic  
Contact

Patient  
Education of  
Care Team Role

ED Discharges

Discharge Plan

Clinical Care

Coding and  
Documentation

Resource  
Management

Landmark  
Events

Communication

Discharge Note  
Dictation

Discharge Note  
to PCP

Collaborate  
with Hospital  
Discharge  
Planner

Arrange  
Follow- Up  
Appointments

Homecoming  
Call

Care Transition  
Management

Patient and PCP  
Satisfaction  
Survey

Clinical Audits

Physician &  
Client Reporting

Requires Hospitalist Physician

Clinical Care Coordinator Responsibility  
Cognate Staff or Technology Responsibility

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# Program Overview

