

Clinton Memorial Hospital (CMH)

ABOUT

Clinton Memorial Hospital (CMH) is a 141-bed hospital located in Wilmington, Ohio. CMH, a part of LifePoint Health, offers a full range of inpatient and outpatient specialized services.

CHALLENGE

CMH found its existing hospitalist management vendor to be unresponsive and ineffective, which was negatively impacting care quality and the patient experience, while also causing excessive operational and administrative work for the organization. Dr. Brian Santin, vascular surgeon and chief medical officer at CMH, said that while the providers themselves were of high quality, CMH really needed a new hospitalist management partner that could more effectively run the hospital's entire program. Santin also emphasized the need for a partner that could provide quality metrics, something the current vendor could not do. Lance Beus, CEO at CMH, said engagement was a critical issue with the previous vendor and that they needed a partner who was willing to "roll up their sleeves" and help build a quality hospitalist program. "We needed a partner with skin in the game."

SOLUTION

CMH chose to partner with Adfinitas Health because of its reputation for transparency, collaboration, and service excellence, as well as their ability to recruit highly qualified clinicians. Santin said they appreciated that Adfinitas Health was founded and led by board-certified physicians. "The leadership teams at both Adfinitas Health and CMH connected from day one," said Santin. The partnership is one that aligns around operational strategies and the patient experience, and includes standing monthly leadership meetings to ensure any potential issues are addressed up front.

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RESULTS

With Adfinitas Health, CMH saw improvements right away, especially in its interdisciplinary team (IDT) rounding strategy. Adfinitas Health was very mindful and supportive of the CMH IDT strategy because they had helped pioneer the IDT model. "This really hit home with us," said Santin. "We've seen firsthand that a well-run, efficient IDT model greatly improves the patient care environment, quality of care, and the bottom line—something our previous partner didn't recognize." In addition to supporting CMH with quality hospitalists and managers, Adfinitas Health also takes the lead in educating CMH clinicians about the IDT model.

"Adfinitas Health brings a willingness to explore alternative solutions to an array of issues," said Santin. For example, the CMH medical director is a nurse practitioner which is a bit unusual, but Adfinitas Health fully supports this innovative approach.

Santin and other CMH leaders are especially appreciative of Adfinitas's responsiveness. In one case, a CMH physician had to unexpectedly take a medical leave on very short notice. Adfinitas Health was able to find a highly qualified replacement who was willing to fill in for the six-day leave of absence. "I can't say that another hospitalist team or medical director would have been willing to do that," said Santin.

Metric	2020: Pre-Adfinitas	2021: Adfinitas YTD
Length of stay	2.9 days	3.0 days
Medicare Case Mix index	1.53	1.57
Patient day variance	+0.6	-0.7
HCHAPS	69.5	72.5
30-day readmissions	0.8%	0.5%

Since partnering with Adfinitas Health, CMH has had zero Code 44's this year and the length of stay has decreased from 3.8 to 2.9.