Comprehensive Emergency Medicine Implementations: Building a Foundation for Clinical & Operational Excellence

SOUND PHYSICIANS

BACKGROUND

Leading academic medical center	100k+ annual ED visits	500+beds	Level 1 trauma center	Pediatric trauma program

THE CHALLENGE

Hospital leadership knew they had talented clinicians; however, they were unhappy with the regional support and leadership provided by their current emergency medicine group. The incumbent provider did not have the leadership or management structure necessary to improve clinical and operational metrics. This burden drove down clinician morale and hindered continuous improvement efforts in the emergency department (ED).

In addition to emergency medicine for adults, this hospital also had dedicated trauma and pediatric emergency departments. An existing emergency medicine residency program amplified overall operational complexity. To get to the desired future state, hospital leadership needed to find a partner skilled at smoothly implementing programs of this magnitude, driving operational excellence, and providing high-quality patient care.

The stakes of this transition were substantial given the onset of the COVID-19 pandemic and the high-acuity patient population in the ED. Contract termination with the existing group, which required only a 60-day lead time, intensified the implementation's complexity and urgency. The hospital had prior experience partnering with Sound Physicians for hospital medicine and knew choosing Sound was the right strategic decision.

- Implementation finalized in 60 days
- Transition completed during COVID-19 pandemic
- 100% clinician retention

A SOUND APPROACH

In anticipation of the tight timeline, the implementation team quickly began the internal activation process. As is customary at Sound, a project manager (PM) was assigned to lead discovery, planning, and execution workstreams.

Next, Sound initiated the partner activation process. Critical components of this phase are Sound's in-depth clinical and operational discovery processes. The team began concurrent discovery projects for adult, trauma, and pediatric EDs, along with lab, radiology, hospitalist, critical care, trauma surgeons and other essential medical staff stakeholders to ensure interdepartmental alignment with the ED's.

This hands-on approach enabled the PM team to begin the staffing workstream quickly. The process included recruitment, contracting, onboarding, credentialing, and HR specialists to retain physicians and APPs. These teams provided concierge-level service throughout the transition to engage and onboard clinicians. Additionally, the CEO of Sound's emergency medicine practice visited the hospital to host a series of town hall meetings with clinicians to address any concerns. As a result of this high-touch approach to recruitment, Sound retained 100% of the ED clinical staff.

Sound's highly engaged transitions team ensured that the ED was live within the shortened 60-day implementation

CLINICAL SUCCESS

On the heels of the frictionless transition, the team was able to set its sights on the hospital's clinical and operational goals. The discovery process highlighted critical areas of focus for Sound's on-site leadership. There were tangible, quantifiable metrics that needed attention; however, they were not achievable without solid multidisciplinary relationships. The foundation built during the onboarding and training processes forged bonds between leadership, front-line clinicians, and other hospital departments. In the first six months post go-live, this hospital experienced substantial improvements in core operational ED metrics.

OPERATIONAL RESULTS

15% reduction of door-to-provider time	**5% reduction in ED discharge length of stay (LOS)**
7% improvement in left before treament completed (LBTC)	**17% improvement in raw PX scores (+8.8 points)**

LEARN MORE

Interested in learning how partnering with Sound Physicians can benefit your hospital or health system?
Visit www.soundphysicians.com or email partnership@soundphysicians.com.