

Baltimore Washington Medical Center (BWMC)

ABOUT

The University of Maryland Baltimore Washington Medical Center (BWMC) is home to leading-edge technology, nationally recognized quality, personalized service and outstanding people. BWMC has 285 licensed beds and is home to more than 3,300 employees and 1,000 medical staff members.

CHALLENGE

BWMC needed a way to improve workflows, enhance safety, and improve patient satisfaction scores.

SOLUTION

BWMC chose to partner with Adfinitas Health for its reputation of providing exceptional hospital management and high-quality physicians and hospitalists. David Lauver, MD, an Adfinitas Health physician, now serves as Medical Director for BWMC. Lauver devotes half his time to administration and the other half to direct patient care. With Lauver, Adfinitas Health has representation and involvement across the majority of committees at BWMC, including the Medical Executive Committee, peer review and credentials. Lauver is also involved in work groups that include patient flow, patient satisfaction, and specific quality initiatives that arise.



“Adfinitas is a true partner, involved at all levels of hospital operations, patient safety, patient quality, and medical staff leadership.”

David Lauver, Medical Director at BWMC

RESULTS

With Adfinitas Health, BWMC reached its goals of improving workflows, enhancing safety, and improving patient satisfaction. The medical center also experienced improvements in many areas.

Safety. Since fully partnering with Adfinitas Health, BWMC has been able to drive down the mortality “observe to expect ratio” to 0.46.

Infection Rates. BWMC has made significant gains in reducing infections. Over the past year, the hospitalist team has had fewer than one case of clostridium difficile (C. diff) per month, only two catheter associated UTIs, and only two central line associated bloodstream infections.

Patient Satisfaction. Patient Satisfaction scores related to physician communication have improved from 73% to 78%, in large part due to the new IDT (Interdisciplinary Team) bedside rounding model implemented by Adfinitas Health.

Benchmarks. Out of seven units, BWMC has begin to show progress and has been able to reach the threshold level for two and the benchmark level for an additional three—all within a single month with Adfinitas Health.

Rounding. Before partnering with Adfinitas Health, BWMC did not have IDT rounding. Instead, they met in a conference room to discuss patient cases. Lauver felt strongly that the rounding process should be more patient-centric, so

he implemented a room-to-room process that included the patient, family, provider, nurse, clinical pharmacist, and charge nurse. This helps ensure everyone is on the same page and has contributed to an increase in patient satisfaction scores for “Communication with Doctors.”

Patient Flow. BWMC routinely runs at or above bed capacity and efforts around patient flow to better serve their community have been a primary focus. Through the team’s efforts and partnership with nursing to increase early discharges, the hospital has seen improvement to the number of discharges before noon, improving capacity for the next patient who needs care.

Growth. Adfinitas Health providers were seeing 40 – 50 patients per day and were well positioned to expand to fill all of the hospitalist needs, both daytime and nighttime. The BWMC leadership team decided to integrate the entire team and they now manage over 200 patients each day. All hospital providers were offered a position with Adfinitas Health and approximately 80% came on board.

Culture. “Adfinitas Health has created a culture of a true team,” said David Lauver. “Because of that culture, everyone pitches in, especially when a provider has to be out of the hospital.” BWMC leadership has noticed that when there is a staffing gap, it’s easy for the team to pitch in. “For example, a provider on the night shift—a role which is hard to fill—recently contracted COVID and had to miss 14 days of work,” said Lauver. “One of his colleagues stepped up and filled the bulk of the shifts.”