

# CASE STUDY: Metrics



## Hospital Information

Methodist Medical Center  
Oak Ridge, Tennessee  
Admissions: 11,000+

## TeamHealth Services

Hospital Medicine

## Results

LOS decreased 1.5 days  
Pharmacy costs reduced by 16%  
Lab costs reduced by 21%  
Imaging costs reduced by 14%

*“From my perspective, the benefit of multi-disciplinary rounding is the ability to gather representatives from various disciplines together to offer a ‘heads up’ on issues of concern. It has been a very rewarding program for our hospital.”*

*- Director of Clinical Effectiveness*

## Challenge

Methodist Medical Center was looking for opportunities to enhance the quality of care for its admitted patients while reducing the hospital's operating costs by properly managing length of stay (LOS) and hospital resources.

## Solution

TeamHealth and the hospital established a performance improvement team to conduct a root cause analysis. The group determined that the discharge planning process, which had been inconsistently applied, needed to be more rigorous, and that the implementation of **multi-disciplinary rounds** would best address the hospital's goals. Every morning physicians and healthcare professionals from multiple departments—typically case management, nursing, pharmacy, social work, rehabilitation, hospice, and sometimes nutrition—meet to discuss a select group of patients and coordinate their approach to each patient's care. The meetings generally last about 25 minutes and begin with a brief clinical synopsis of the patient by the hospitalist, followed by input from other team members regarding the best course of action, with special attention given to discharge planning.

## Results

While some clinicians were hesitant at first to add another meeting to their daily routines, the benefits of the program soon became evident. Within 30 days of implementation, the average LOS dropped almost one full day, and within just a few months, the multi-disciplinary rounds yielded other impressive results:

- **Lab utilization was significantly reduced** as the team became better at staging tests more efficiently.
- **Pharmacy costs decreased** as changes were made to medication orders based on discussions during the meetings.
- The number of patients the team cared for increased without an increase in staff because the **workflow process became more efficient**.
- As reported by participants, the multi-disciplinary rounds resulted in a **stronger sense of teamwork and camaraderie** among physicians, nurses, and other healthcare professionals.