

Length-of-Stay Optimization Through Clinically Accountable Care

Inhospital Physicians stabilized an underperforming hospitalist and ICU program by rebuilding leadership, staffing a trained core team, and implementing disciplined quality and LOS management. Within months, LOS was reduced by up to 36%, home discharges increased, and the hospital generated \$6M+ in contribution margin improvement through sustainable throughput optimization.



The Challenge

A community hospital faced persistent inpatient inefficiencies driven by workforce instability and extended length of stay. The hospitalist program required 12 physicians and 4 APP FTEs, yet only 5 physicians were retained and no APP coverage was in place. As a result:

- Overall LOS index was 131% of expected
- Home LOS was elevated at 114%
- Discharges to home lagged at 68%
- ICU LOS mirrored systemwide inefficiencies, also at 126%, with an average daily census of 29

These factors constrained capacity, impacted throughput, and limited financial performance prompting the start of the IHP Hospitalist and ICU partnership in February 2025.

The IHP Intervention

Inhospital Physicians partnered with hospital leadership to stabilize inpatient and ICU services through strong physician leadership, a trained core provider team, and standardized quality and LOS management.

By November 2025, the program was fully staffed with 5 physicians, 3 APPs, a dedicated intensivist group, and performance dashboards driving accountability and results.

Enterprise-Level Outcomes

Hospitalist Program

- LOS index improved from 131% to 102%
- Home LOS improved from 114% to 87%
- Discharge to home increased from 68% to 73%
- Generated \$6 million in contribution margin improvement through LOS optimization

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Strategic Impact

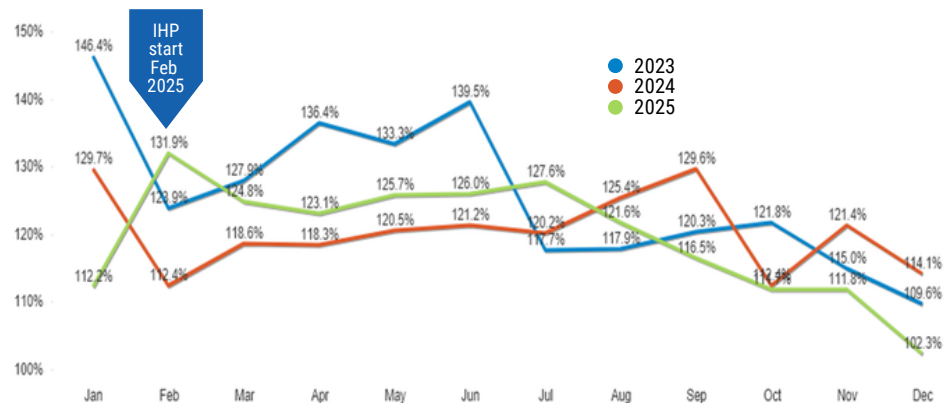
This transformation delivered measurable value across the enterprise:

- Improved throughput and bed availability
- Reduced variability in inpatient and ICU care
- Strengthened physician engagement and retention
- Enhanced patient experience through shorter stays and smoother transitions
- Created sustainable financial improvement without sacrificing quality

The Takeaway

By focusing on leadership, staffing stability, quality discipline, and performance management, IHP helped the hospital convert an underperforming inpatient and ICU service line into a high-performing, clinically accountable model demonstrating that LOS optimization remains one of the most powerful levers for operational efficiency, capacity creation, and margin improvement.

LOS Ratio: Overall



LOS Ratio: Home

