

Investing in Leadership

Better outcomes in maternal safety

2020



Ob HospitalistSM
GROUP
Single Focus. Better Outcomes.

Delivering the future of OB, today

Ob Hospitalist Group (OBHG) is the nation's largest and only dedicated OB hospitalist provider. The company was founded in 2006 on the vision and commitment that every expectant mother presenting to labor and delivery would receive consistent, unconditional, quality medical care from an experienced clinician. OBHG hospitalists deliver 24/7 real-time triage, provide care for unassigned patients, handle obstetrical emergencies and offer collaborative, non-competitive support for private-practice physicians.

A single focus on OB hospitalist medicine has fueled OBHG's demonstrated outcomes, including:

- Improving patient outcomes
- Reducing serious harm events
- Supporting the health and lifestyle of OB/GYNs





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The year 2020 will be remembered not only for the challenges we faced as a world, country and society, but also for the perseverance and leadership that allowed us to meet those challenges head on.

Despite disruptions to work routines and personal lives caused by the pandemic, every member of the Ob Hospitalist Group (OBHG) team (frontline clinicians and national support staff) remained focused on OBHG's number one priority - delivering exceptional care to women and their babies. For this, I am incredibly proud.

An increased focus on our core values and on-site leadership that began in 2019 proved key to weathering the storm and thriving during the challenges of 2020. In 2019, we integrated OBHG's core values into the fabric of the organization by defining the specific behaviors that reinforce and define each core value. Last year those values were exemplified by the way our clinicians and employees pitched in to support each other in the most challenging of circumstances and found innovative solutions to support our hospital partners' changing needs.

Our clinicians have made selfless sacrifices on the front lines, putting themselves and their families at risk to ensure all pregnant women continue to receive the care they deserve. Similarly, our support staff have provided seamless, high-quality service to our hospital partners and clinicians, despite disruption in our normal office operations and a mostly remote setting.

OBHG hospitalists serve as formal and informal leaders on the labor and delivery unit every day. During the pandemic, our clinicians stepped up even further, working with hospital leaders to implement procedures to manage pregnant women who contracted a COVID-19 infection. They leveraged our national network to share best practices and identify national trends to inform local processes and drive initiatives such as telehealth implementations and other operational changes.

This Progress Notes highlights the leadership our clinicians and employees demonstrate every day to make a difference in labor and delivery. On behalf of all of OBHG, I'd like to thank you for your ongoing support. The past 12 months brought much unpredictability, but OBHG remains stable, strong and well positioned to continue our clinical mission of providing high-quality care to more women and babies. As the world begins the process of emerging from the COVID-19 pandemic, we are encouraged and inspired to keep moving forward in our ongoing commitment to expand access to women and their families to the OBHG standard of care.

Sincerely,
Lenny Castiglione
Chief Executive Officer

"I love having the physicians here because it's an immediate resource. Instead of having to wait minutes or longer (minutes matter a lot of times in labor and delivery), having access to somebody who can immediately help us deliver a baby that's in trouble, whether it be by emergency cesarean or a patient who comes in who is imminently delivering, really makes a difference in the level of care that we can give."

– Kathryn Martin, RN, labor and delivery nurse,
Norman Regional Health System



After a year of uncertainty, 2020 came to a close with the uplifting images of frontline healthcare workers across the country receiving the COVID-19 vaccine. These heroes put their health, families and most importantly their own lives at risk to ensure patients continued to receive the highest standards of care. For that, and for everything else healthcare workers do every day, thank you!

In addition to our own clinicians' unwavering commitment to patient care, OBHG's clinical leadership continued to lead initiatives for the entire labor and delivery unit to drive quality and safety for patients. Last year specifically, our clinicians worked hand-in-hand with hospital administrators and medical staff on many COVID-19-related efforts, including:

- Developing and implementing new procedures for the safety of staff and patients
- Training colleagues on proper PPE usage
- Developing telemedicine options for patients inside and outside the hospital
- Setting up testing systems for pregnant women and medical teams
- Relocating entire labor and delivery units

This leadership is what OBHG's clinicians do every day. At OBHG, we take pride in developing and supporting the OBHG clinician leaders at each of our hospitals. The success of our approach in developing and managing customized OB hospitalist programs has resulted in our ability to consistently outperform national benchmarks and move the needle on hospital metrics.

As we continue to navigate the ongoing pandemic, another healthcare emergency continues to loom—our country's maternal health crisis. While our clinical teams have helped our hospital partners address challenges delivering care to pregnant women during the pandemic, they have never lost focus on important efforts to address maternal mortality, reduce C-sections and improve health around hypertension in pregnancy.

While we know that 2021 will still be greatly influenced by COVID-19, we are not losing sight of our primary mission of improving maternal healthcare in this country. We will be focused on heightened efforts around hypertensive disorders in pregnancy and supporting national initiatives such as the [Surgeon General and Department of Health and Human Services' new maternal health plans](#), along with The [Joint Commission's](#) new maternal safety standards.

Certainly, there is much more work to do to ensure that the U.S. is one of the safest countries in the world to give birth. We look forward to working with hospitals, health systems and local providers in serving as leaders to ensure pregnant women receive the care they deserve, with the best outcomes possible.

A handwritten signature in black ink that reads "Mark N. Simon". The signature is fluid and cursive.

Sincerely,
Mark N. Simon, MD
Chief Medical Officer

“OBHG clinicians display leadership by partnering with hospital administrators to strategize accomplishing their goals and metrics. I’ve assisted with a variety of priorities, such as lowering infection rates, decreasing cesarean section rates, raising HCAHPS and increasing Leap Frog scores. It’s really about identifying the hospital’s top concerns and contributing ideas. In this way the OBHG site director and team become an indispensable part of the hospital leadership.”

– Dr. Andrea Jackson, OBHG site director, North Carolina

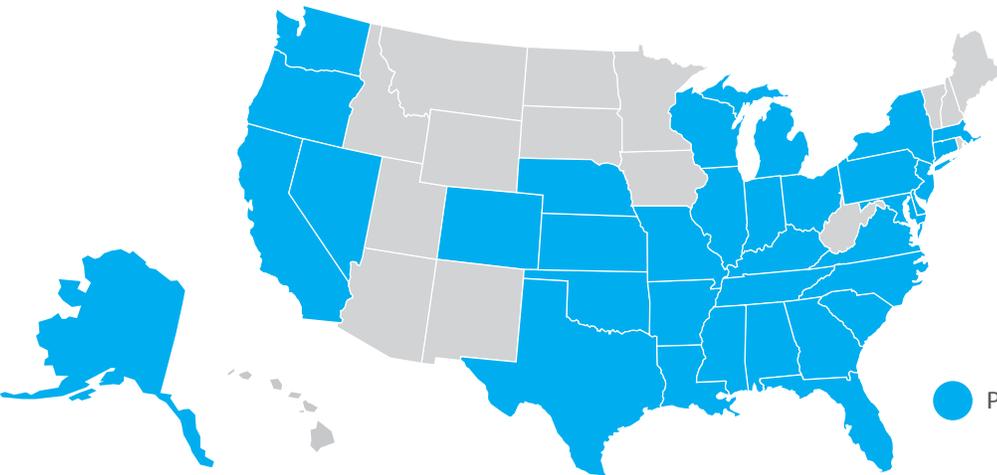
2020 by the numbers



189 Hospital partners



80 Hospital system partners



34 States with programs

PROGRAM STATES



95% Customer retention



71 Net promoter score



472,506 Patient encounters



26,589 Cesarean assists



42,941 Deliveries



157,365 High-risk encounters



50,720 Emergent interventions



Diverse group of **1,072** clinical employees

62% Female **34%** Racial and ethnic minorities



232 Support team employees

Investing in leadership leads to better outcomes

This year's Progress Notes theme, "Investing in leadership," highlights the vital role of clinical leadership in each of our hospital partnerships, especially in 2020. Our clinicians play an important role in ensuring the success of our programs, leading efforts to build strong relationships within the hospital and medical staff and ensuring outstanding clinical quality. Over the last year, that leadership role was critical to the care of patients as our clinicians shared best practices across the OBHG network for COVID-19 patient management, partnered with hospital leadership to implement new protocols and put patient care and safety above their own.

We invest heavily in developing and supporting our clinician leaders through training, data and our regional and national clinical support networks. This foundation prepares our clinicians to take ownership for the success of the entire labor and delivery unit. Every one of our clinicians is a leader, whether they hold a formal title or not. Our single focus in OB hospitalist medicine and deep investment in clinical leadership results in better outcomes for patients and our hospital partners.

Impacting patient care quality across labor and delivery

Not only do OBHG hospitalists provide great care and better outcomes for their own patients, but they also make a significant impact in the quality of care and outcomes for all patients across the unit. Labor and delivery is not a unit where one group sees all of the patients, therefore OBHG clinicians must develop strong leadership and influencing skills to impact care across all patients.

With our single focus in OB hospitalist medicine, OBHG has a deep understanding of the unique dynamics of the labor and delivery unit and what it takes to move the needle across the department.

Our clinicians follow evidence-based medicine and receive frequent training on best practices and protocols in obstetrical care. They serve as positive examples by adhering to hospital protocols, actively participate in drills and simulations and advocating for new initiatives.

Through their 24/7 presence in the hospital, OBHG clinicians are available for immediate, on-site consults for nurses and provide real-time feedback and training when necessary. Our hospitalists build collaborative relationships with private-practice physicians and support their patient relationships, as evidenced by the 50,720 emergent interventions and 26,589 C-section assists we performed on behalf of community physicians in 2020.

Our teams are also available when an emergency medicine colleague requires assistance or for consultations with maternal-fetal medicine physicians or other specialists within the hospital.

This leadership on the unit leads to [better outcomes](#). Our ongoing commitment to excellence and continuous improvement is proven through our results:

- 30%** | Reduction in serious harm events across the unit
- 75%** | Fewer births resulting in malpractice payouts
- 10%** | Reduction in C-section rates across the unit
- 100%** | Compliance with nationally endorsed protocols
- 2.5%** | Average episiotomy rate, which is half the nationally accepted goal



Leadership through committee involvement

We support our clinicians to be local leaders and integrate into the medical staff. They serve on committees, attend department meetings, and, in many hospitals, serve as department chair. Through participation on OB committees, peer review groups and other interdisciplinary committees within the hospital, OBHG clinicians positively influence patient care quality and make critical impacts on maternal safety. Committee involvement allows our clinicians to have a voice at the table to use insights and data from OBHG’s national network to drive clinical, operational and financial improvements.

Our clinicians also showcase their expertise by leading work groups and championing new policies and procedures to reduce C-section rates, improve maternal mortality rates and address specific issues such as obstetric sepsis. All of the clinical leaders at each of our hospitals receive support from our regional medical directors and ultimately our chief medical officer, to help guide them in developing solutions and identifying areas of opportunity.

OBHG’s leadership during the pandemic

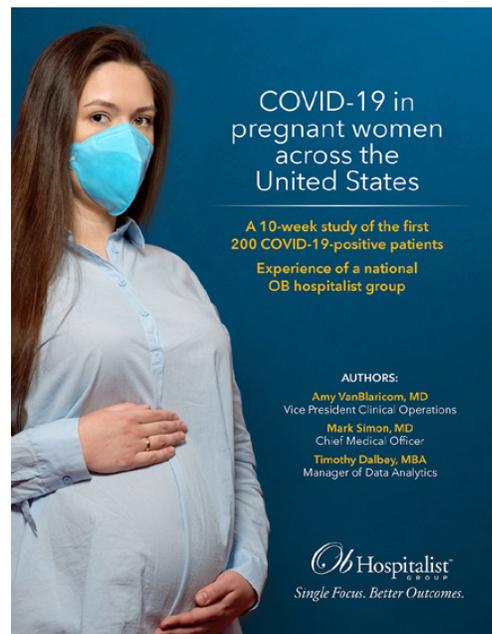
When the COVID-19 pandemic began, our OB hospitalist teams nationwide immediately began working with our hospital partners to ensure the safety of OB patients on the labor and delivery units. They continued to leverage our national network to share best practices and identify national trends as the pandemic evolved.

Our teams helped our hospital partners:

- Develop and implement new procedures for the safety of staff and patients
- Train colleagues on proper PPE usage
- Develop telemedicine options for patients inside and outside the hospital
- Set up testing systems for pregnant women and medical teams
- Relocate an entire labor and delivery unit (in some situations)

In the past, OBHG has leveraged its deep experience and data in OB hospitalist medicine to drive implementation and adherence to national best practices and protocols for delivery complications such as preeclampsia and postpartum hemorrhage. To contribute to the global learnings about COVID-19 in pregnancy, we published a report, “COVID-19 in pregnant women across the United States,” that looked at the first 200 COVID-19-positive pregnant patients who received care from OBHG clinicians in the hospital setting. OBHG researchers conducted the analysis to determine whether patients were presenting with obstetrical or COVID-19 complaints, the volume of asymptomatic positives in the labor and delivery patient population and the geographic distribution of COVID-19 patient encounters.

Data from OBHG’s analysis supported previously documented evidence of high percentage of asymptomatic COVID-19-positive patients as well as regional disparities in prevalence. The analysis also suggested the ongoing need to implement universal testing strategies and appropriately allocate PPE and management protocols on labor and delivery units until further information regarding site-specific prevalence of asymptomatic positive patients could be elucidated. Visit OBHG’s website to [download the full report](#).



Growth and leadership during a pandemic

Consistent clinician pay and benefits throughout the pandemic

When the pandemic began, no one knew what to expect. We didn't know what the future would bring either. However, early on, OBHG senior leadership made some important decisions to keep clinician hours, pay and benefits consistent and keep our recruiting teams fully staffed. These decisions, coupled with the strength of our clinical leaders, enabled OBHG to maintain stability and even thrive during the pandemic. We even experienced our lowest clinician vacancy rate in the history of the company in 2020.

Like every other company in 2020, OBHG faced substantial challenges caused by disruptions to business operations and work routines. Just as our frontline clinicians stepped up to new challenges in the hospital and our program support staff adapted to deliver service remotely, our business development team had to operate in a new environment of remote discussions and video conference presentations.

While we saw a decrease in business development activity (including discussions with potential hospital partners and commitments to develop new OB hospitalist programs) during the early part of the pandemic, our organization remained focused on the primary objective of expanding access to care to pregnant women. After the initial down period, we saw increasing engagement from hospital partners as they updated their operational processes to address the pandemic and shifted focus to other strategic initiatives.

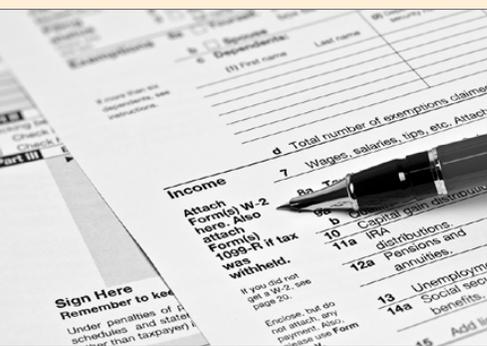
Even though our new commitments numbered less than expected in 2020, we are immensely humbled to have received 22 new partner commitments, launched 18 new programs and expanded coverage for eight of our current hospital partners. In the face of one of the most difficult years for our country and healthcare, 2020 has demonstrated the important role OBHG and OB hospitalists play in improving patient outcomes, reducing malpractice risk and supporting community OB/GYNs.

Network expansion

Our continued growth is a testament to the leadership and dedication of our clinicians and team members in the field to partnering with each hospital to ensure their unique objectives and needs are met. We remain proud of our industry-leading 95 percent customer retention rate, driven by our results in consistently meeting 98 percent of program objectives.

The biggest compliment we can receive is from hospitals referring OBHG to their sister facilities. In 2020, this trend continued with 68 percent of our new partnership commitments coming from extensions of existing system relationships. Furthermore, eight of our current hospital partners expanded coverage, adding certified nurse midwife (CNM) support to their 24/7 physician program, expanding their CNM support or adding additional coverage hours to a part-time program. We are honored by the continued trust these partners have put in OBHG.

We are also excited to expand our footprint into new markets, including entering two new states - Nevada and Kansas - and deepening our presence across the country, including new programs in Illinois, Mississippi, New Jersey, New York, Pennsylvania and





Wisconsin, among others. The demographics of our new partners continues to be diverse, from standalone community hospitals to medical hubs for large, national systems. Our 2020 hospital partner commitments ranged in size from 372 to 4,500 annual deliveries, with five hospitals (23 percent) experiencing fewer than 1,000 annual deliveries. For 67 percent of our 2020 new commitments, OBHG's program was the first OB hospitalist solution for patients and staff.

As we look ahead to 2021, we recognize the uncertainty of the pandemic is not yet behind us; however, we are encouraged by the strong pipeline of active discussions we are having with hospital leaders across the country. Furthermore, we are optimistic that 2021 growth has the potential to return to the levels seen pre-pandemic.

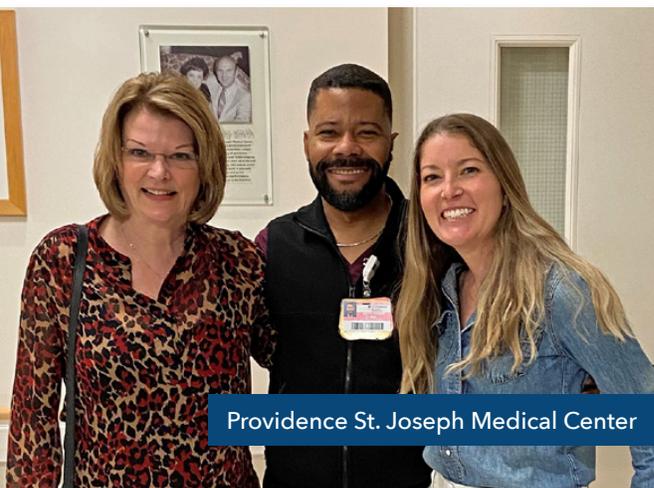
While we celebrate our success as further testament to the differentiated value OBHG brings to our hospital partners, patients, and medical staff, at its core, growth means we are able to further our mission of elevating the standard of care for women. We will continue to integrate each of these programs into our national network to share best practices to drive continuous improvement across all programs.

System partnerships

Last year, we continued to see an increased focus by hospital system corporate leadership on women's service initiatives and care standardization across the service line. While hospital leaders continue to drive decisions at a local level, we have seen the need to further partner with national and regional leadership to drive initiatives and manage outcomes.

OBHG leadership continues to regularly meet with leaders of our national system accounts to review program performance, discuss areas of opportunities, ensure ongoing alignment with corporate strategic initiatives and assist in defining the objectives and benchmarks for OB hospitalist programs across the system.

Moving into 2021, as system leaders continue to drive national initiatives down to the local level, OBHG's leadership and connectivity into system priorities and hospital objectives and culture will continue to be vital.



Heightened interest in OB hospitalist medicine careers

The pandemic has also further proved that OB hospitalist medicine is a growing career of choice for OB/GYNs across the country - particularly during a pandemic. COVID-19 changed the outlook and priorities of many of the 310 OB/GYNs who joined our team in 2020. Some wanted to move closer to family; others had become weary of the stresses of private practice, while stability was a big advantage to others. Many clinicians gravitated towards OB hospitalist medicine as the predictable or part-time schedule allowed them to spend more time with children at home. Throughout 2020, all of OBHG's roles - part-time, full-time, back-up and travel - saw significant increases in interest from OB/GYNs.

As our network continues to grow, recruiting and retaining the best clinicians, who not only excel clinically but serve as leaders of their local hospital teams, becomes even more important. To support partnership expansion, we expect to further grow our existing base of over 1,000 OB/GYNs and 60 plus certified nurse-midwives by more than 30 percent during 2021.

Celebrating our partnerships

As our teams worked alongside our hospital partners in 2020, we had the privilege of recognizing some important partnership milestones. We celebrated six 10-year anniversaries and 23 five-year anniversaries of our programs.

During such a challenging year, we knew that it was more important than ever before to celebrate with our hospital partners and the OB physicians, nurses and hospital staff that make our partnerships so successful. We are appreciative of the teams at these hospitals for their ongoing partnership and dedication to elevating the standard of women's healthcare in their community and we look forward to continuing our partnerships for years to come.



Mary Washington Hospital
10-year anniversary



St. Francis Medical Center
10-year anniversary



Morton Plant Hospital
5-year anniversary

"We would never want to go back to not having a (OBHG) hospitalist program. We don't have the infrastructure administratively to do this on our own."

– Dr. Patricia Pollo,
Director of OB/GYN and President of Good Samaritan Hospital medical staff,
Good Samaritan Hospital, Suffern, New York

OBHG hospital partner spotlight



Cleveland Clinic Mercy Hospital in Canton, OH, boasts a strong obstetrics program, performing about 1,400 deliveries per year. In 2019, hospital leadership partnered with OBHG to implement an obstetric emergency department (OBED), which opened in January 2020.

What prompted Cleveland Clinic Mercy Hospital to begin discussions with OBHG about a potential OB hospitalist partnership?

Senior Vice President and Chief Nursing Officer, Barbara Yingling: We were looking for a service that provided a sense of urgency. We really wanted to elevate our women's service program, and OBHG came highly recommended. One way to start was to enlist their assistance; they then introduced us to the OBED process. It's been very successful so far.

How do you feel the hospital can better serve pregnant women with OBHG's partnership?

Director of Maternity Services, Cassie Green: It has been wonderful to have patients seen by a provider shortly after their arrival to the hospital versus hours later. We've gotten lots of positive feedback from the patients who have visited the OBED knowing that they're getting care from a board-certified provider.

Barbara Yingling: I like the standardization that OBHG brings to the care of our women. There is a lot more consistency than what we had with our past model. Patients are seen right away, and OBHG has been implementing protocols and standardization. I think that's a big piece of it and we're still seeing the program evolve. Our site leader Dr. Perkins is excellent as well.

How do your community OB/GYNs partner with the OBHG hospitalist team?

Barbara Yingling: Initially, my biggest concern was how OBHG would be accepted. The community physicians overall have been very receptive to the OBHG team. OBHG is here to partner with the community physicians to deliver the best care to mothers and babies. I think the trust factor is there with the OBHG group. The transition has gone very well.

Chief Medical Officer Dr. David Gormsen: We brought the OBHG hospitalists in, had a meet and greet dinner and really made it a point to communicate exactly what the program was about six months in advance. So, they were very well prepared ahead of time.

Cassie Greene: A lot of the community physicians have embraced the OBHG providers. When OBHG onboarded, the staff and OBHG was very open minded. It's been a wonderful transition.

What is the biggest benefit of partnering with OBHG?

Dr. Gormsen: We have expertise available 24/7; the OB hospitalists are willing to step in and see patients, support the community physicians and nursing staff, not just for emergencies but whenever we need it. The OBED part has also been a big success with patients.



Our clinical leaders

OBHG establishes new Diversity and Inclusion Committee

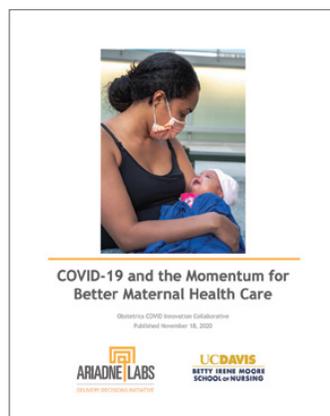
OBHG is committed to supporting diversity, equity and inclusion within our organization and at our hospital partner sites. Recognizing that building and maintaining a truly equitable and inclusive organization is continuous work, we launched a Diversity and Inclusion Committee in 2020. Consisting of a varied group of OBHG clinicians and support team members, the committee is leading OBHG's efforts to make a positive impact in the maternal healthcare of brown, black, LGBTQ, disabled and Latino mothers. We look forward to the important work of this committee as they lead our organization in continuing to improve the lives of our patients and combating health inequity.

Clinician recognition and industry involvement

We're proud to showcase just some of the many accomplishments and industry involvements of our 1,000+ strong clinician team.

Maternal health industry involvement

At OBHG, many clinicians across the organization wear multiple hats, including one called "volunteer." Through their memberships in professional associations such as American College of Obstetricians and Gynecologists (ACOG), many of our clinicians hold volunteer positions within their district or section. In addition, we provide our full-time clinicians with membership benefits to the Society of OB/GYN Hospitalists (SOGH), and in 2020, three of our OB hospitalists volunteered as SOGH committee chairs.



Outside of membership associations, many of our clinicians serve on statewide maternal mortality review committees, where they help states perform comprehensive reviews of pregnancy deaths and formulate new processes for preventing future deaths. Other OBHG clinicians are involved in statewide efforts such as surveying level of maternal care designations in Texas, representing the obstetrical care in outcomes assessment program in Washington and serving as a steering committee member for a state hospital association's safe deliveries roadmap.

In 2020, a group of OBHG clinicians participated in a maternal stakeholders group convened by Ariadne Lab that included obstetricians, midwives, registered nurses, doulas, health administrators, investors, community leaders and women who recently gave birth. After a series of virtual dialogues, the [COVID-19 and the Momentum for Better Maternal Health Care](#) report was released, outlining recommendations for health system leaders and policymakers about investments and innovations that have the biggest potential to make sustained impacts in maternal health. We are proud of our clinician's contributions to this important industry effort.

Leadership appointments and awards

We would also like to congratulate the following OBHG clinicians for the leadership roles they assumed or awards they received in 2020:

- In April, Medical Director of Operations **Dr. Rakhi Dimino** was elected to the board of directors for the Preeclampsia Foundation and was named vice president of the board in December. Dr. Dimino is passionate about educating and engaging others about hypertensive disorders of pregnancy. In 2019, she spoke at the MoMMA's Voices Champions for Change Summit, organized to empower individuals with "lived experiences" to use their voices to reduce maternal complications in pregnancy and the postpartum period.
- ACOG Division VII honored **Dr. Lynda Gilliam** with the Outstanding District Service Award for her leadership and contributions. Dr. Gilliam served eight years as an officer in the Alabama section.
- The Healthy Start Coalition of Southwest Florida recognized **Dr. Karysee Trandem** with a Lifetime Achievement Award for her impact on maternal and infant health nationally and internationally.
- Vice President of Clinical Operations **Dr. Amy VanBlaricom** assumed the role of regional medical director for obstetrics at CHI/CommonSpirit in January. The position involves oversight and accountability for quality, education, peer review and policy development for obstetrics at six hospitals in Washington and Oregon.



Hospital partner recognitions

We want to thank all of our clinicians for their dedication to exceptional patient care and collaboration and particularly congratulate those who received formal recognitions from our hospital partners and affiliated teaching programs in 2020:

- **Dr. Esther Koai** was named a physician of the year 2020 at Ocean Medical Center. Her nomination read: "Dr. Koai is an OB/GYN hospitalist who not only exemplifies the highest standard of the medical profession but goes above and beyond for all patients and team members working on the maternity unit here at Ocean Medical Center."
- **Dr. Theresa Pappas**, OBHG hospitalist at St. Michael Medical Center in Silverdale, WA, was recognized as teacher of the quarter for her extraordinary contributions to the education of the Northwest Washington Family Medicine residents.
- For the second year, **Dr. Elliot Roberts**, site director at Jackson-Madison County General Hospital in Tennessee was honored as outstanding clinical specialty preceptor of the year from the University of Tennessee Family Medicine Program.
- **Dr. Maridee Spearman**, site director at St. Francis Eastside in Greenville, SC was named preceptor of the year by the Edward Via College of Osteopathic Medicine classes of 2020 and 2021.
- **Dr. Dyanne Tappin** was honored with the Family Residency Teaching Award at St. Michael Medical Center in Silverdale, WA. The award represents the hard work and strong collaboration between Dr. Tappin and the OBHG team at St. Michael Medical Center.
- Carroll Hospital in Maryland recognized **Dr. Martha Ann Thomas** as physician of the month. "Dr. Thomas exemplifies teamwork. She consistently provides amazing bedside care and treats her patients with the highest level of care and compassion and works well in stressful situations. Her skill and experience in obstetrics makes her an amazing and valuable team member. Her skill with difficult deliveries, forceps use and external versions helps in the prevention of unnecessary Cesarean sections, thus improving outcomes for our patients."

OBHG's Clinical Leadership Awards

Every year, four exceptional site director honorees are selected for OBHG's Clinical Leadership Award based on a combination of measurable program elements and intangible leadership qualities. Congratulations to our 2020 recipients for their standout efforts in exceeding quality standards, significantly lowering NTSV C-section rates and improving processes to help grow labor and delivery business.



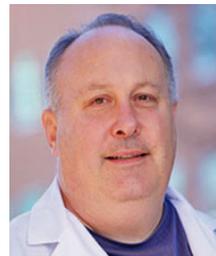
Dr. Todd Andrews
OBHG Site Director,
Bakersfield Memorial
Hospital



Dr. Nahille Natour
OBHG Site Director,
Houston Methodist
Willowbrook Hospital



Dr. Meera Kesavan-Nasir
OBHG Site Director,
South Miami Hospital



Dr. Ned Vogel
OBHG Site Director,
Memorial Regional
Medical Center

"We are often the safety net - the one who runs to the emergency room, the delivery room, the postpartum floor, the triage bay. We are the curbside, the assist, the second opinion and the sounding board. We are a trusted partner every hour of every day."

– Dr. Jane van Dis,
OBHG clinician, California



White Coats for Black Lives

In June, multiple OBHG clinicians participated in White Coats for Black Lives events. Health care workers stepped out of hospitals and medical practices across the country to stand in solidarity in reflection and commitment to improve the health and safety of people of color.



Supporting our clinical leaders

We recognize the importance of supporting our clinicians through leadership development. Here's an overview of how we supported their leadership growth in 2020:

New clinical management leadership structure

Our experience demonstrates that clinicians will be more successful when they are supported by strong, committed leaders. In February of 2020, we expanded our clinical leadership structure to meet the needs of our hospital partners and invest in our clinicians. Four OBHG leaders were named to the newly created role of vice president of clinical operations:



Dr. Amy VanBlaricom
Western U.S.



Dr. Charlie Jaynes
Central U.S.



Dr. Susie Wilson
Southeastern U.S.



Dr. Lisa Bukovac
Northeastern and
Midwestern U.S.

These individuals bring long histories of leadership experience within OBHG and their hospital sites to the role. They work in concert with OBHG's medical directors and chief medical officer to ensure clinical alignment across the OBHG network and collaborate in a dyad partnership with the vice presidents of operations to ensure clinical, operational and financial success of all programs. They have already made a significant impact in empowering our clinical teams, supporting our partner sites and ensuring clinical consistency across their region.

OBHG's National Clinical Leadership Meeting

Each year, we gather our OBHG site directors from across the country for our National Clinical Leadership Meeting. The in-person event equips our clinical leaders with tools to develop and manage their teams, meet program objectives, build strong relationships within the hospital and ensure outstanding clinical quality. Due to the pandemic, plans had to be shifted in 2020. Instead of meeting in person, we planned a virtual, three-day experience organized around the theme, "You deliver the difference." A virtual meeting platform enabled attendees to participate in breakout sessions to share best practices with colleagues and collaborate during sessions focused on real-life case studies about leadership and management, delivering quality, building relationships and delivering value. The event keynote speaker, Vernice "FlyGirl" Armour reminded our site directors of their importance in impacting lives on the "battlefield of life" every day and inspired and empowered our clinicians to "get gutsy." While the virtual meeting was a success, we look forward to gathering in-person together as a group again in the future.

OBHG's Clinical Leadership Academy

In 2020, 38 additional OBHG clinicians successfully completed OBHG's Clinical Leadership Academy, specially designed for clinicians interested in further developing their leadership skills and pursuing leadership positions. The curriculum is designed to foster growth and help participants learn skills that will equip them to be more strategic, open-minded, supportive to their teams and successful in a leadership position. The small class size allows for collegial, group interaction. We look forward to continuing to develop our clinician leaders in 2021.

A shot of hope: OBHG clinicians across the nation receive the COVID-19 vaccine in December



“In my day-to-day interactions as an OB hospitalist, there are many opportunities to live out OBHG’s mission as I care for expectant mothers. I am grateful that I work for a healthcare company that creates a corporate culture and work environment that makes it even easier to focus on these principles. In our role as hospitalists, we are compensated for the time that we provide the hospitals with the presence of an experienced physician, not based on how many procedures we perform. As such, each patient is provided with the same time, attention and high quality of care irrespective of their method of payment.”

– Dr. Nicolai Hinds, OBHG clinician, Illinois

Leading through crisis while maintaining culture

Supporting our teams during the pandemic

As the full impact of the COVID-19 pandemic became clear in early March, OBHG leadership met daily to monitor the situation and lay plans to protect our clinical and support team members and ensure everyone stayed informed. When the work-from-home orders went into place on March 17th, support team members in our Greenville, SC and Houston, TX offices were prepared with the resources, processes and support needed to effectively shift to productively work from home.

We began continuously communicating with our clinicians to confirm they were taking the appropriate personal precautions to prevent infection and had the resources they needed to provide patients with the highest quality of care. Our teams met daily to monitor the evolving situation to keep our clinicians up to date on the latest screening, testing and treatment options.

The rapid changes brought on by the pandemic in both personal and professional lives meant that all of our employees had to adapt to new ways of life very quickly. It also meant that we needed to up our communication game. Not only did we need to increase the frequency of our communication with our teams, but we also needed to communicate through multiple channels to ensure our employees were kept abreast of the latest news and announcements. To stay in touch with employees, we utilized existing channels and introduced new ones that will continue to stay in place post-pandemic. Some of the approaches we are using to communicate with employees and encourage collaboration during the pandemic include:

- In the early days of the pandemic, Dr. Mark Simon, our chief medical officer, sent a daily email to all clinicians highlighting COVID-19 science-backed reports and other important company updates. This communication continues although the frequency has decreased.
- Dr. Simon also launched a weekly site director newsletter to streamline information to our local clinical leadership while keeping them informed.
- OBHG CEO Lenny Castiglione and Dr. Simon began recording weekly video messages for our clinical and support teams. These recorded discussions allow all OBHG to “see and hear” OBHG leaders provide updates on the company and the industry. An OBHG clinician or other internal guest frequently joins the program to talk about specific topics such as physician leadership, implicit bias, wellness or the launch of an OBHG initiative. The Friday Forum sessions have been so successful that they will continue post-pandemic.
- OBHG’s Ob Exchange platform, our web-based collaboration tool continues to be a highly utilized and valuable place for OBHG clinicians to share information and access the latest learnings about COVID-19 and other clinical subjects. Our support team members also rely on Ob Exchange to stay connected with teammates and the organization.
- OBHG leaders across the organization strengthened their workforce communication in 2020 through frequent check-ins, video conferencing and other methods. Lenny Castiglione made a personal commitment to connect with every one of OBHG’s 175 plus site directors.

“Cultural diversity is one of the defining characteristics that makes the United States so special. And yet, cultural bias in healthcare is an unfortunate reality. Patients often feel underrepresented when it comes to their own care or the care of their family members. Healthcare providers need to understand the practices that contribute to bias in care and what can be done to curb instances of cultural bias. Education is the foundation for ensuring there is awareness about preventing bias.”

– Alissa Erogbogbo, MD,
Medical Director of Operations





A greater focus on employee well-being

While always a focus at OBHG, employee health and well-being became even more important during the pandemic. In addition to the COVID-19 virus itself potentially affecting employees and their families, we recognized the potential impact of increased stress and anxiety on general well-being. The uncertainty of 2020 was the opportune time to take a fresh look at OBHG's benefits and offer even greater support and resources to employees.

OBHG's new Care fund

The Care fund was established during 2020 as a way of helping OBHG teammates negatively impacted by the pandemic. The fund provides financial resources to those struggling during the pandemic who may need additional assistance.



Fostering wellness

To support employees' mental and emotional well-being, OBHG introduced multiple new wellness offerings, including free online fitness options and wellness programs, accessible to OBHG employees and their families.

Thanks to our financial partner, Gryphon Investors, many OBHG executive leaders, support team members and site directors participated in a Positive Intelligence program, based on Shirzad Chamine's *New York Times* bestselling book. The program combined weekly video sessions with daily app-guided practices to boost core mental fitness muscles focused on managing stress and improving relationships.

"As OB hospitalists, we fill in the gaps in caring for women in the hospital with maternal and gynecological issues needing attention. We are the first line of defense in providing safe, efficient medical care to those in need. Lastly, patient care is our number one concern."

– Dr. Lydia Sims,
OBHG clinician, Texas



“Continuing to balance work, home and family needs during a pandemic is stressful even for people who thrive on stress. We are committed to our employees and as we moved through 2020, we worked hard to make sure our employees received the support they deserved. Each of the talented individuals that we employ are driven by a dedicated focus to OBHG’s clinical mission. We appreciate their dedication and want to always make sure that we are offering benefits and resources that are attractive to OBHG’s entire talent base.”

– Cheryl Slack,
OBHG Chief Human
Resources Officer

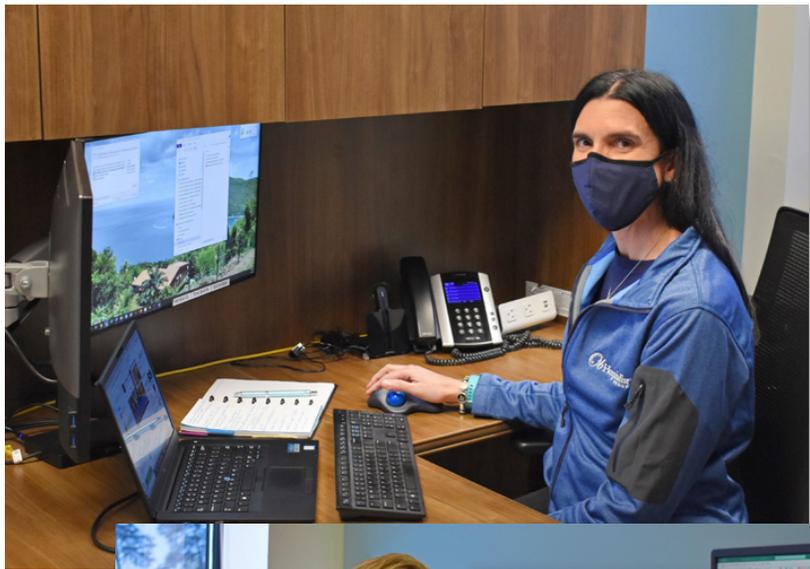


On the clinical side, several OBHG clinicians launched a new initiative called “Conversations that matter.” All OBHG clinicians were encouraged to attend these recurring meetings featuring a different physician leader speaking on topics such as gratitude, trust and morale. Attendance was voluntary, and attendees were encouraged to share as much as they wanted—or say nothing at all. Participants reported feeling recharged by the opportunity to talk about experiences and connect with each other.

It didn’t take a pandemic for OBHG to recognize the pervasive and ongoing need to address physician burnout. In 2018, we launched the clinician-focused CARE (Clinician, Assistance, Recovery and Encouragement) program - a first-of-its-kind peer initiative designed to support clinicians suffering from the psychological impact of an adverse event. OBHG’s CARE program was another option for clinicians suffering from COVID-19-related depression or exhaustion.



All employees also had access to OBHG’s Employee Assistance Program (EAP). Whether someone needed work/life resources, mental health assistance or legal and financial advice, the EAP service was an available option.



OBHG hospital partner spotlight

When a large healthcare system in Florida opened a new hospital in 2010 and launched their women's services department the following year, leadership wanted to set the bar high from inception. As the standard of care for birthing hospitals across the country, implementing an OB hospitalist program would be key. They partnered with OBHG from day one to accomplish their goals.

Now, the director of patient services can't imagine a labor and delivery unit without an OBHG hospitalist presence. As the manager of nursing and clinical care for inpatient units, she sees the benefits of the partnership every day. The OBHG hospitalists aren't simply there to work shifts, they are part of the greater hospital team and are involved in the hospital's initiatives.

The OBHG team holds debrief meetings twice per day, running through every OB patient's status. The goal of this is to ensure all hospitalists and nurses are on the same page. Additionally, the OBHG team participates in OB drills and biannual training with the nursing team. This close partnership ensures that the department runs smoothly.

"We are doing this in order to keep things safe in our department. The hospitalists are willing to do this and be there consistently - every single day, twice a day. It's another level of oversight they are helping us with."

The OBHG team also collaborates with the private OB/GYN group that delivers at the hospital, serving as first assist in the operating room. When they aren't working together to safely deliver babies, OBHG hospitalists and private-practice OB/GYNs collaborate on joint initiatives, including the Promoting Primary Vaginal Deliveries (PROVIDE) Initiative through the Florida Prenatal Quality Collaborative (FPQC), which focuses on lowering C-section rates across the state.

The collaboration between OBHG and private-practice OB/GYNs has paid off. With a C-section rate of 30.4%, Florida had the highest rate nationally in 2018. In 2019, the OBHG hospitalist team at this location had a primary C-section rate of 19.1%.

Hospital leadership recognizes that without OBHG's support they would lack physician services for their unassigned population, see increased burnout among local OB/GYNs, and struggle adopting new practices.



19.1%
C-section rate
OBHG hospitalist
team at
this location

"Having a seat at the table in the variety of committees and initiatives at the hospital gives OBHG hospitalists a voice, recognition, and a value added. The hospital understands better what services we are there for. We're not there just to assist on C-sections."

– Dr. Melissa Larsen, OBHG Diplomat

"For me it was a pretty easy proposition. Since the go-live date, the partnership (with OBHG) has been smooth as silk. I even forget which day we turned over because it was so smooth."

– Dr. Mark Olszyk,
Chief Medical Officer and Vice President of Medical Affairs,
Carroll Hospital Center, Westminster, MD

OBHG in the news

OBHG experts are regularly quoted in the news and contribute to a wide range of regional, national and industry publications. In 2020, many of the topics our clinicians addressed were related to COVID-19, such as actions pregnant women should take to protect themselves and why obstetric collaboration is mission-critical in a public health crisis. Our experts also shared their perspectives on topics such as preeclampsia, postpartum depression screening and the evolving liability landscape.

These articles were published a range of outlets including *Forbes*, *ACOG Green Journal*, *Physicians Practice*, *The Hill*, *ProPublica*, *Medical Economics*, *KevinMD* and *Health Evolution*.

Highlighted media placements included:



Forbes - Dr. Rakhi Dimino

Pregnancy in the time of coronavirus: What to know and ask

Ob.Gyn.News - Dr. Mark Simon

In a public health crisis, obstetric collaboration is mission-critical

ProPublica - Dr. Rakhi Dimino & Amy VanBlaricom

What coronavirus means for pregnancy and other things new and expecting mothers should know



Huffington Post - Dr. Mark Simon

Health care workers struggle with shortage of protective gear

Medical Economics - Heather Moore

The evolving liability landscape and obstetrical care

ACOG Green Journal - Dr. Jane van Dis

Stand up for equity



ABC-13 Houston - Dr. Rakhi Dimino

Houston doctor uses Twitter to share post vaccine journey

Healthline - Dr. Mark Simon

Pregnancy plans being put on hold during the COVID-19 pandemic



LA Parent - Dr. Chasity Jennings-Nunez

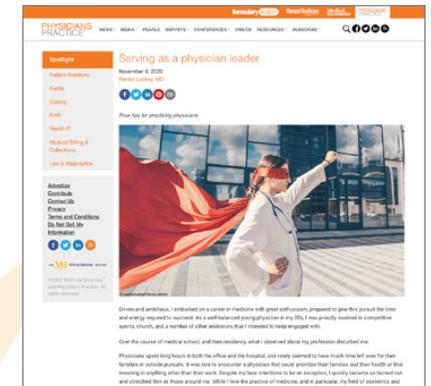
4 COVID-protecting actions to remember during pregnancy

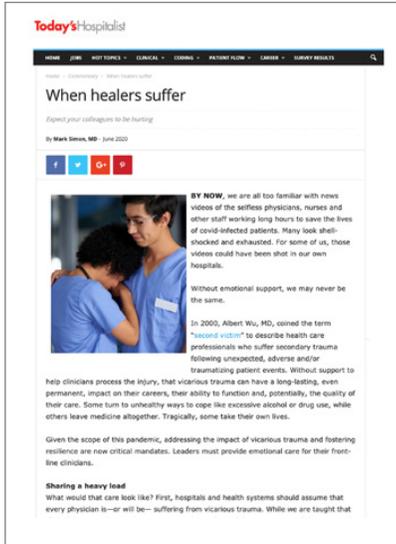
Physicians Practice - Dr. Rakhi Dimino

Five self-care tips for physicians in the COVID era

Physicians Practice - Dr. Rene Lockey

Serving as a physician leader





Odessa American - Dr. James Van Riper
ORMC now offering 24/7 OB/GYN coverage

KevinMD - Dr. Dwight Hooper
Why postpartum depression screening is more essential than ever before

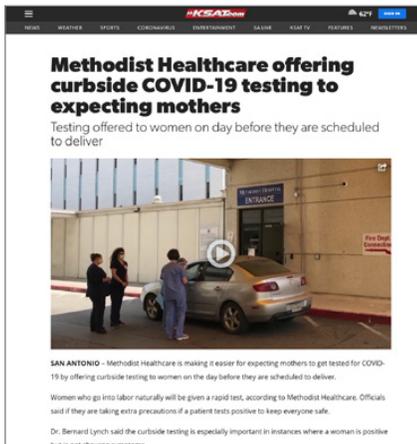
Today's Hospitalist - Dr. Mark Simon
When healers suffer

KevinMD - Dr. Jane van Dis
Providing clinician support in times of calm and chaos

The Hill - Dr. Rakhi Dimino
Health executives and policymakers must join the battle against preeclampsia

Health Evolution - Dr. Mark Simon
Health care executives put aside competitive differences to fight back COVID-19

CW39 Houston - Dr. Rahki Dimino
Tips for pregnant women, with and without COVID-19



KSAT-TV - Dr. Bernard Lynch
Methodist Healthcare offering curbside COVID-19 testing to expecting mothers

Health Evolution - Dr. Rene Lockey
Physician burnout: 5 steps CEOs can take to fix the problem

MD Magazine - Dr. Mark Simon
The birth of a new decade: will we finally improve maternal care in the US?

Roper.com - Dr. Danny Lickness
How long does postpartum insomnia last?

The Hospitalist - Dr. Rakhi Dimino
Labor and delivery: An overlooked entry point for the spread of viral infection



Listen and subscribe to The Obstetrics Podcast

Stay informed about what's going on in the obstetrics industry while getting your podcast fix. OBHG's show, The Obstetrics Podcast, features topics aimed at OB/GYNs and healthcare leaders ranging from maternal health topics to how hospitals can better treat preeclampsia to why OB/GYN residents are choosing hospitalist medicine.

Subscribe on your favorite podcast directory or [listen directly](#).

“Many companies have great mission statements, but few succeed in practically fulfilling their mission. Positively impacting lives requires positive action from positive people. This is our difference. We BELIEVE, from our support team, to clinicians, to the board room that we are capable of positively impacting the lives of women, their babies and their families. We believe our mission is worthy of excellence. It is from a culture of honor that we serve with honor. Indeed, it is our privilege to cultivate an environment of peace and safety for those we serve. We change the atmosphere. We make it happen. We deliver.”

– Dr. Jacqueline Basham,
OBHG clinician, Kentucky



Elevating the Standard of Women's Healthcare

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