CLINICAL SAFETY & EFFECTIVENESS
COHORT # 19

Reducing New OB Visit Cycle Time to Increase New OB Appointment Availability
The Team

■ Division
  - Elizabeth Castillo, Practice Manager OB-GYN
  - Kristina Keller, Practice Manager Otolaryngology
  - Amy Hernandez, Front Desk
  - Valerie Gonzalez, Scheduler
  - Monica Garza, Insurance Verification
  - Maricela Casarez-Lead MA
  - Abbie Aburizik-Facilitator

■ Sponsor Department:
  - Rochelle David, M.D., Medical Director
  - Jeanette Jimenez Hernandez- Director of Practice Operations
Team Picture
The aim of this project is to decrease the cycle time for new OB visits by 15% by December 31, 2016.

The process begins when a patient arrives at the front desk and ends when a patient checks out at the front desk. This is important to improve because it not only affects physicians and our staff, it causes delays for our patients.
Project Milestones

- Team Created: September 2016
- AIM statement Created: September 2016
- Weekly Team Meetings: September 2016-December 2016
- Background Data, Brainstorm Sessions, Workflow and Fishbone Analyses: September-October 2016
- Interventions Implemented: October 2016-December 2016
- Data Analysis: November 2016 – December 2016
- CS&E Presentation: January 13, 2017
Background

- Long appointment cycle times decrease patient satisfaction.

- New OB appointment availability is 2 months out.

- This problem is important to address because we need to provide better, more efficient access to medical services for our patients.
New OB Appointment Cycle Time
Fishbone

Front Desk
- Interruptions: Label Printing & Patient Check-Out
- No 15 Minute Policy
- Templates
- No 15 Minute Policy
- MyChart Patient Questionnaire
- Chart Prep
- Patient Labs-Order Ahead of Time
- Dot System
- Medical Supplies Not Available
- No Procedure Guidelines
- Proper Patient Prep

Call Center
- Not Obtaining/Updating Correct Insurance Coverage Information
- No MyChart Enrollment
- Scheduling Appointments
- Not Directing Patients To General Questionnaire
- Not Confirming Patient Appointments
- Eligibility Work Q's
- Patient Education
- No Standard 15 Minute Policy

Verification Unit
- Appointment Availability- No Overbooking Policy
- Arrival Time Restrictions
- Other Assigned Tasks: Q-Natal Auths/Referrals

Clinical Staff
- Proper Patient Prep
- Dot System

 Physicians
- MyChart Patient Questionnaire
- Chart Prep
- Patient Labs-Order Ahead of Time
- Insurance Not Verified Ahead Of Time
- Eligibility Work Q's
- Patient Education
- No Standard Templates For Add Ons/Same Day Appointments
Pre-intervention Data: Fishbone and Process Map Analysis

- No 15 Minute Late Policy
- No Communication from Sonographer to Medical Assistant
- Medical History Taken When Patient Has Been Brought Back to Room
- Incomplete Exam Room Set-Up by Medical Assistant
- Medical Supplies Not Available in Exam Room
- Insurance Not Verified Ahead of Time
- Front Desk Has Several Interruptions
- Front Desk Has Other Assigned Tasks
- Call Center Not Collecting Correct Insurance Coverage Information
Pre-intervention Data: Appointment Data Capture

- Patient Scheduled for 30 Min Ultrasound Appointment and 30 Min Physician Consult
- Median Appointment Cycle Time: 111 min
- Average Appointment Cycle Time: 115 min
- Appointment Data Collection Methods Included:
  - *Epic Time Stamps*
  - *Observation*
  - *Staff Documentation of Times*
DO: Implementing the Change

- 15 Minute Late Arrival Policy: 10/24/2016

- Epic Dot System to Notify MA’s that Ultrasound is Complete: 10/24/2016

- Ensure Insurance Verification is Complete 3 Days in Advance: 10/24/2016

- Call Center to Register Patients on MyChart: 10/24/2016

- Assign Front Desk Authorization Requests to Benefit Coordinator: 11/1/2016

- Train Clinical Staff to Set-Up Exam Rooms The Same and Before Patient is Called Back: 10/26/2016

- Ensure Clinical Staff Has Medical Supplies Readily Available in Exam Rooms: 10/26/2016

- Send Medical History Questionnaire to Patients via MyChart- trialed with IVF patients; 2-3 min savings
CHECK: Results/Impact

- Reduced Median and Average Patient Cycle Time by 16.2%
- Average Appointment Cycle Time: 96.9 min
- Median Appointment Cycle Time: 93 min

- Ultrasound to Called for Rooming decreased 15.5 min
- Rooming to MD Enters Room decreased 1.5 min
- MD Enters Room to Released for Check-Out/Labs decreased by 1 min

**Patient Cycle Time (Post Data)**

- **UCL**: 171.9
- **CL**: 96.9
- **LCL**: 21.9

![Patient Cycle Time Graph](graph.png)
CHECK: Results/Impact

New OB Visit Cycle Time (Pre and Post Interventions)

mR New OB Visit Cycle Time (Pre and Post Interventions)
ACT: Sustaining the Results

- Implement MyChart OB Questionnaire to all New Patients by February 2017
- Develop Patient Education
- Continue to Stream Line Workflows as Necessary
- Employee and Physician Engagement
Return on Investment

- With Decreased Patient Appointment Cycle Time We Can:
  - Increase New OB Visits Per Session (72 Sessions Per Month) Thus Increasing Department Reimbursement
    - 2-4 Visits Per Session
    - 144-288 New OB Appointments Per Month
    - OB Global Reimbursement Per Patient: Around $2000
    - $2,000 X 144-288= $288,000-$576,000 a Month

- Overtime Reduction:
  - Decreased from October 2016: $3,611.79 to November: $1,195.86 (66.89%) 

- Increased Patient Satisfaction-Patient Satisfaction Scores
  - Patient Experience Practice Champion Award
  - September 2016: 93.84%
  - October 2016: 92.54%
  - November 2016: 94.55%
  - December 2016: 94.94%
Conclusion

- Minimized Appointment Cycle Time That Has Enabled Us To:
  - Increase Access and Patient Volumes
  - Increase Patient Satisfaction
  - Reduced Overtime Expenses
  - Streamline Workflows for Better Efficiency
  - Appropriately Assign Each Staff Member’s Respective Responsibilities
  - Increased Patient Use of MyChart

What’s Next

- Increase Same Day Appointment Availability:
  - 1 Appointment Per Session (Half Day) Per Physician (72 Sessions Per Week)
  - 72 Same Day Appointments a Month
- MyChart NEW OB Questionnaire Live Implementation- February 2017
  - Anticipate an average time reduction of 2 min
- Sustain Workflow & Responsibilities
- Continue Quality Improvement Efforts
Thank you!