

Change Package for Efficiency

Concept	Change Ideas
<p><u>Balance Supply and Demand for Non-Appointment Work</u> Understanding the patterns of demand and supply at the appointment level will allow for focused efforts to reshape and rebalance this system.</p>	<ul style="list-style-type: none"> ○ Flow-map the patient journey across the office ○ Measure cycle/lead times ○ Do a walk-around with observation ○ Begin a care team workload analysis ○ Study and predict daily demand for non-appointment work ○ Use concept of one-piece flow versus batching to match the work ○ Match the demand to the correct resource ○ Study and understand support staff supply ○ Separate responsibilities for phone, patient flow and paper flow ○ Map out specific support processes and improve them ○ Develop a philosophy of doing this moment's work this moment
<p><u>Synchronize Patient, Provider and Information</u> Analyzing and addressing the factors that contribute to delays at the appointment will allow for the planning and testing of improvements.</p>	<ul style="list-style-type: none"> ○ Make sure that patient, provider, room and information are all available at start of visits ○ Analyze the flow of all the critical components: patients, providers, information, staff, equipment and rooms ○ Start morning, afternoon, and evening sessions on time ○ Develop a script for patient arrival and scheduled-with-provider times ○ Register patients by telephone ○ Do an interruption study and limit interruptions especially of providers ○ Use health prompts to anticipate full potential of today's need ○ Use a "chart check" to ensure that all information is correct ○ Develop mechanisms to keep the rooms open ○ Use rooming criteria to ensure that patients are prepared for visit ○ Do a minutes-behind graph ○ Institute a 15-second rule ○ Use scheduled pauses to apply continuous flow approach to non-appointment activities (e.g., return phone calls) ○ Consider abbreviated checkout for selected patients (e.g., patients who don't need a follow-up appointment)
<p><u>Predict and Anticipate Needs</u> Communication is critical to allow the team to operate effectively in anticipating and addressing patient needs.</p>	<ul style="list-style-type: none"> ○ Develop a plan for scheduled team meetings, monthly, weekly ○ Determine a decision-making process ○ Use regular "huddles" to anticipate and plan for contingencies ○ Communicate among care delivery team throughout the day ○ Develop a plan for late patients ○ Develop a plan for late providers ○ Develop a "hotlist" for acute conditions ○ Plan for procedures and other "unusual" appointments ○ Plan for expected and unexpected interruptions in flow ○ Do as much as possible with standard protocol

<p><u>Optimize the Environment</u> Set the team up for success by managing the environment to promote optimal team performance.</p>	<ul style="list-style-type: none"> ○ Use open rooming to maximize flexibility ○ Standardize Rooms ○ Standardize equipment and supplies ○ Keep rooms fully stocked at all times/use Kan ban (insert a reminder form near back of pile, when reached, clerk sees form has been taken out and knows to restock) ○ Use standard layouts/supplies ○ Develop signals for equipment ○ For limited equipment, develop plans to know the location of equipment at all times ○ Complete a care team workload analysis ○ Co-locate staff and equipment if possible ○ Cross-train staff
<p><u>Manage the Constraint</u> We can only go as fast as the slowest step, and we want that slowest step to be the natural pace of the provider patient interaction. If the constraint is elsewhere, it is reducing efficiency.</p>	<ul style="list-style-type: none"> ○ Identify the constraint (person or process) ○ Drive unnecessary work away from the constraint ○ Define all roles and responsibilities ○ Re-allocate work to appropriate level of skill, expertise, licensure ○ Reassess forms for ease of completion (check-off boxes, etc) ○ Flow map all provider support processes and look for leverage opportunities