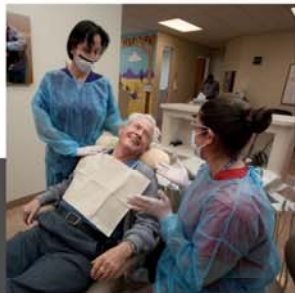




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## **America's Voice for Community Health Care**

### **The NACHC Mission**

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.

# Radical Redesign to Improve Productivity and Reduce Cycle Times – A Case Study on Improving Patient Access

October 2020

# Agenda

- Introducing our Speakers
- Wood River Health Services Overview
- Primary Challenges
- Five Steps to Operational Excellence
- WRHS Today

# Introducing our Speakers



Alison Croke  
President & CEO  
Wood River Health Services



Gabriel Del Muro  
Trainer, Coach  
Coleman Associates

# Wood River Health Services



# Primary Challenges

- Cycle time for patients = 51 minutes
- Patients per hour – 1.5
- Capacity utilization -66-75%
- No same day appointments available – being used in advance for follow-up visits
- Time to third next available appointment = 25 days for routine re-checks
- Providers taking charting home

# 5 Steps to Operational Excellence

- 1 Leverage outside expertise to support team.
- 2 Break the schedule and simplify it.
- 3 Redefine the care team and the workflow.
- 4 Communicate results and wins.
- 5 Implement validation systems.



# 1 Leverage Outside Expertise

Engaged Coleman Associates to perform a Rapid DPI™





# Break the Schedule



# Break the Schedule

Stop trying to get patients to follow your schedule.

- ✓ Eliminate requirements to show up early
- ✓ Implement Simplified Patient Schedule (SPS)
- ✓ Jockey the Schedule
- ✓ Develop a culture of “Say Yes”
- ✓ Change Providers to “sheep” and Medical Assistants to “shepherds”



# 3 Redefine the Care Team...

Ensure team-based care is truly team-based.

- ✓ Leverage organizational resources to solve organizational problems (e.g. staff in other departments support peak call times)
- ✓ Ensure the front office is part of the care team by increasing communication and collaboration between the front office and the back office (e.g. walkie talkie's, huddles)
- ✓ Shift team workflow from being provider driven.
- ✓ Find ways to change language and visual tools to shift the focus and responsibility from provider centric to team based.

# 3 ...and the Workflow

## Redesign the workflow to leverage the whole care team.

- ✓ Create a process (“Team Dance”) that establishes roles and responsibilities and leverages tactics to keep everyone on track
  - ✓ MAs complete robust visit prep ahead of meeting
  - ✓ Care team huddles before the start of each day
  - ✓ MA (“shepherd”) direct the team’s workflow, providers (“sheep”) follow MA’s direction
  - ✓ MA transfers information to help provider set agenda (30 second report)
  - ✓ Care team “QuickStarts” appointments (for example, Medical Provider and MA, Behavioral Health Provider and MA)
  - ✓ Care team ensures the provider finishes documentation before moving to the next appointment

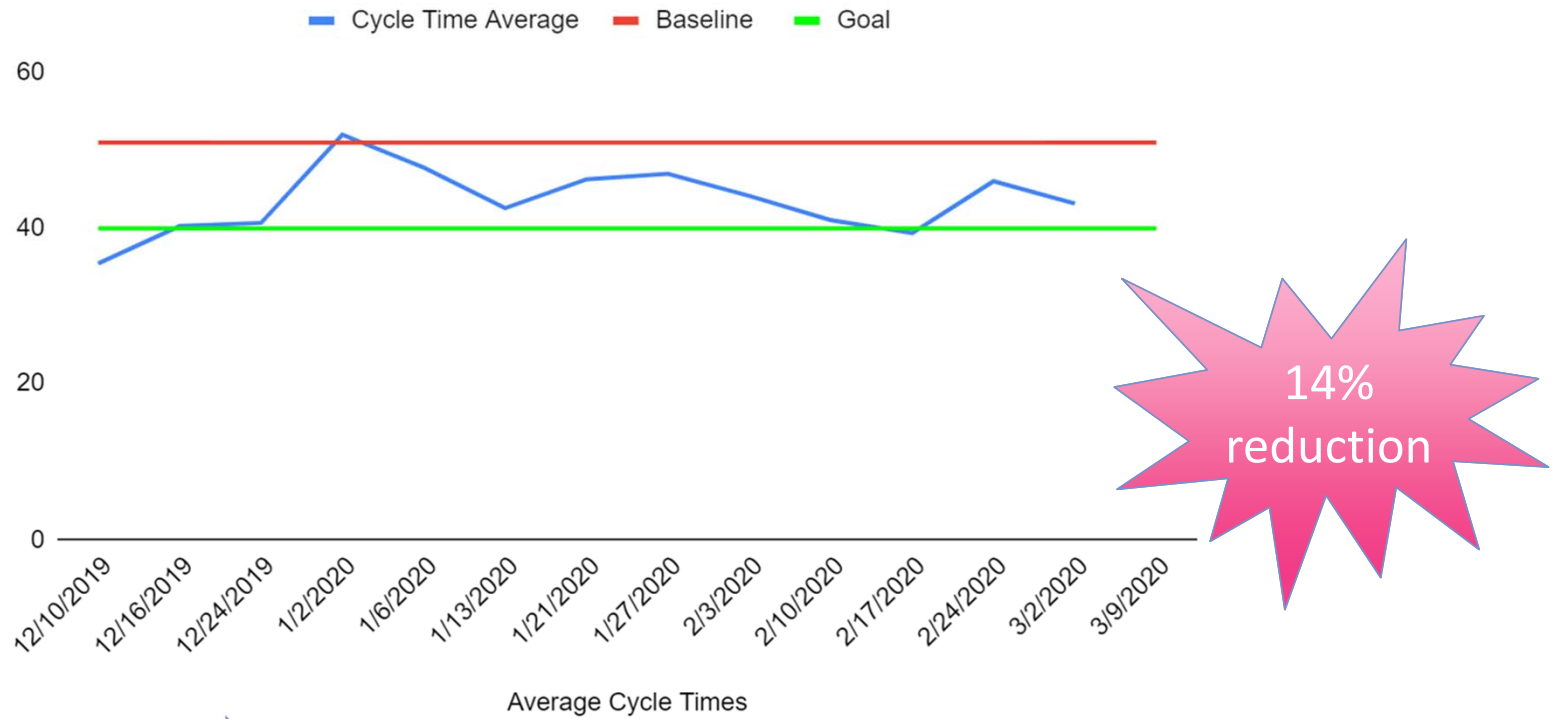


# 5 Implement Validation Systems

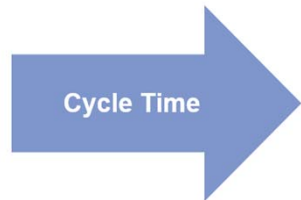
Validate new behaviors – again and again and again

- ✓ Implement systems to validate daily, weekly, monthly and quarterly to keep focus
- ✓ Find ways to celebrate wins
- ✓ Identify ways to recognize ‘what right looks like’ to help hardwire new behaviors

# Pre-COVID-19 Cycle Time



51  
minutes

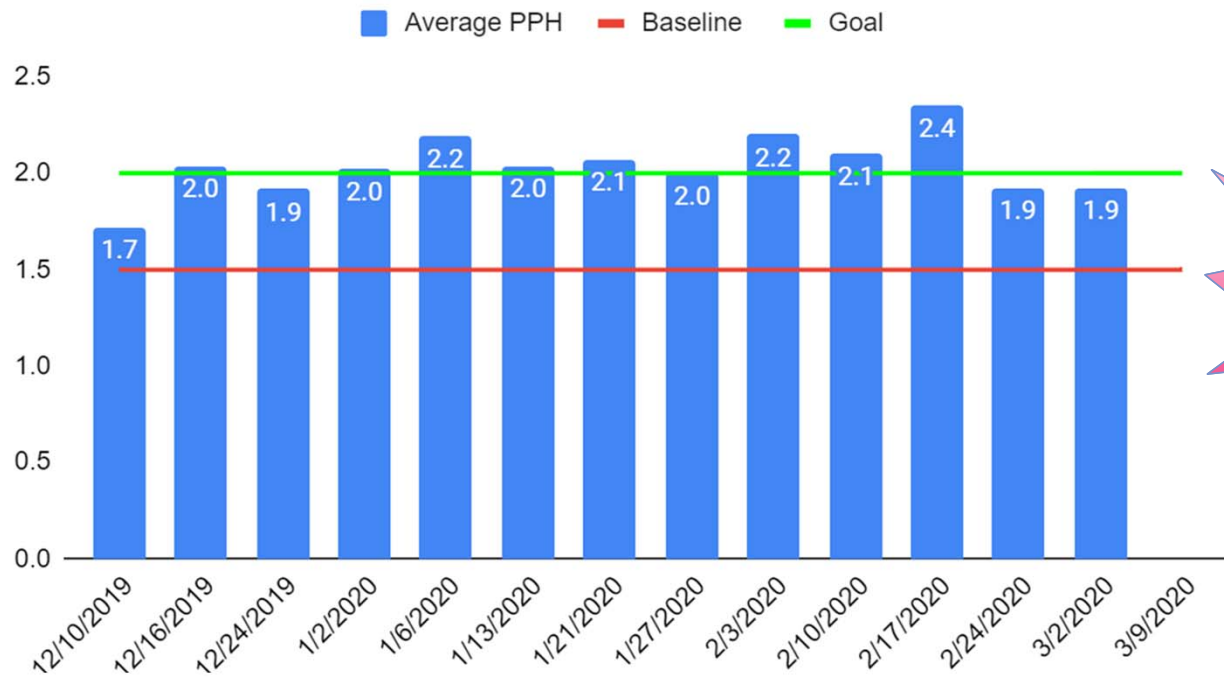


44  
minutes

14%  
reduction

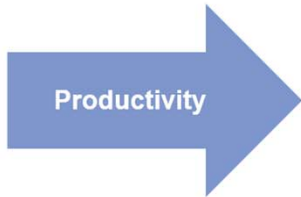


# Pre-COVID-19 Patient Per Hour (PPH)



33%  
increase

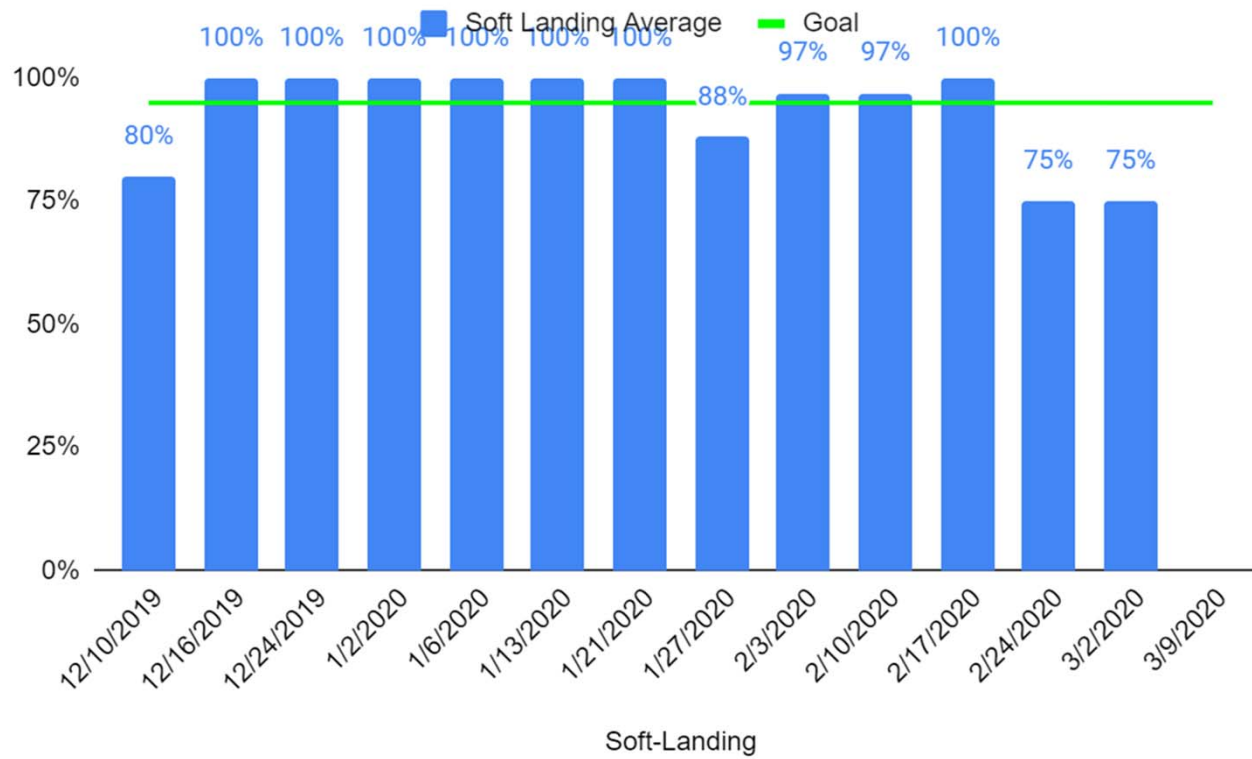
1.5  
PPH



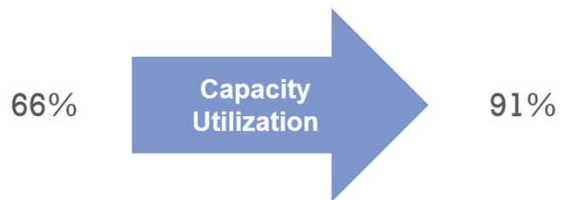
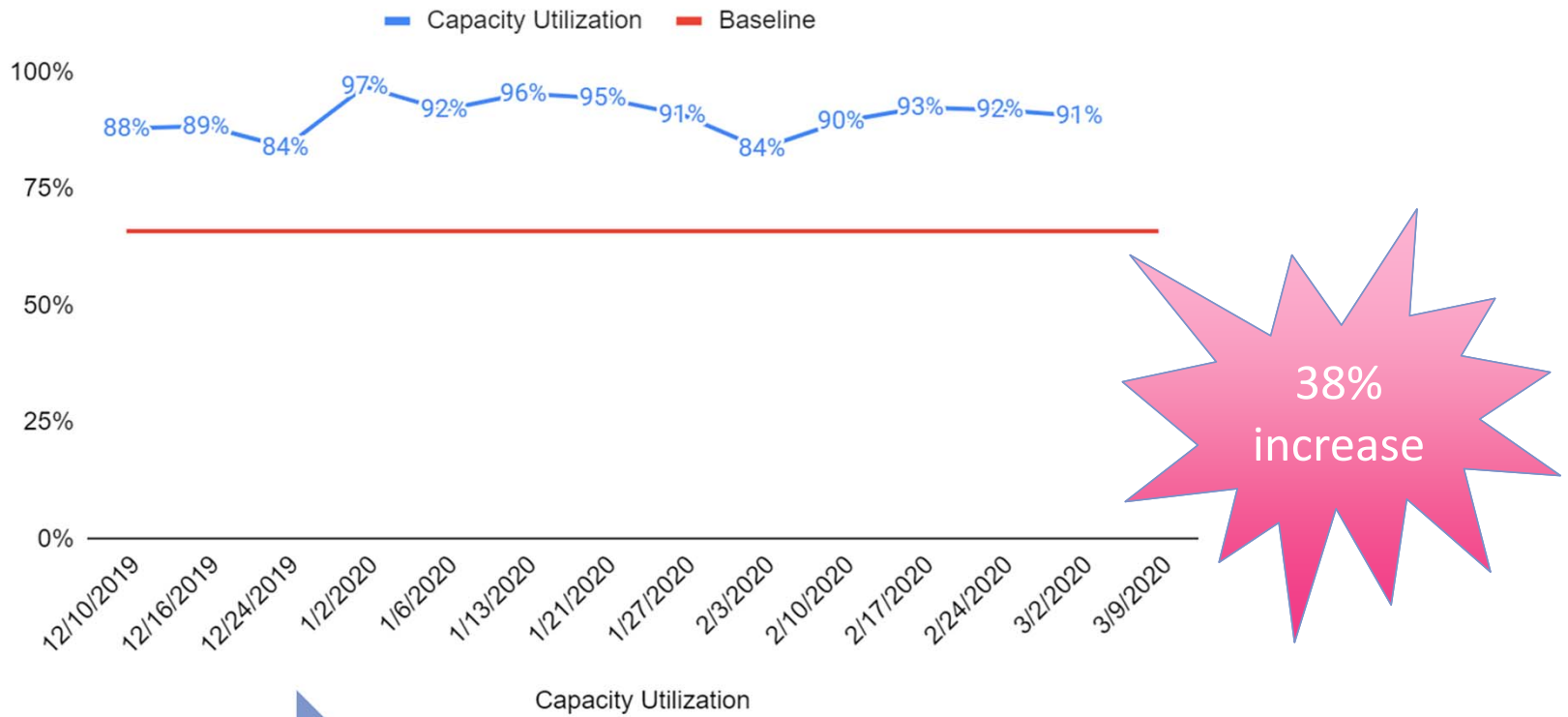
2.0  
PPH

Patients Per Hour

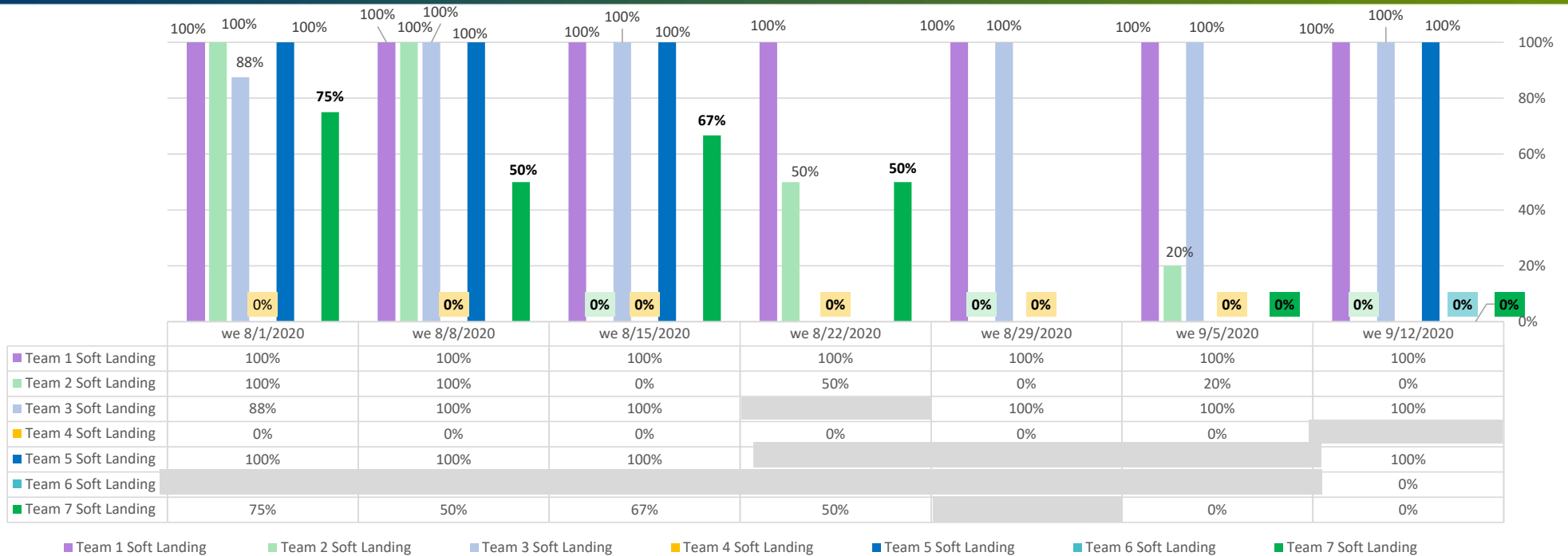
# Pre-COVID-19 Soft-Landing



# Pre-COVID-19 Capacity Utilization



# Average Daily Soft Landing

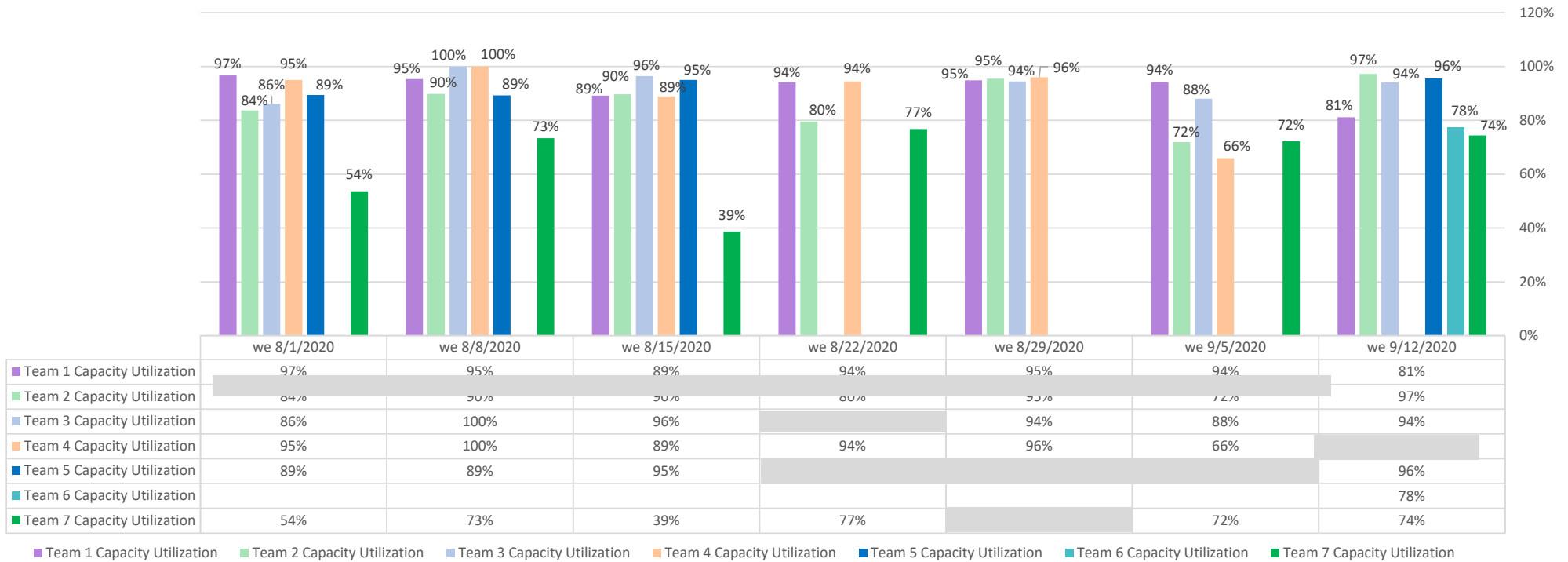


Week ending 8/1 – 9/12

- The overall average of the daily Soft-Landing goal was 58%.

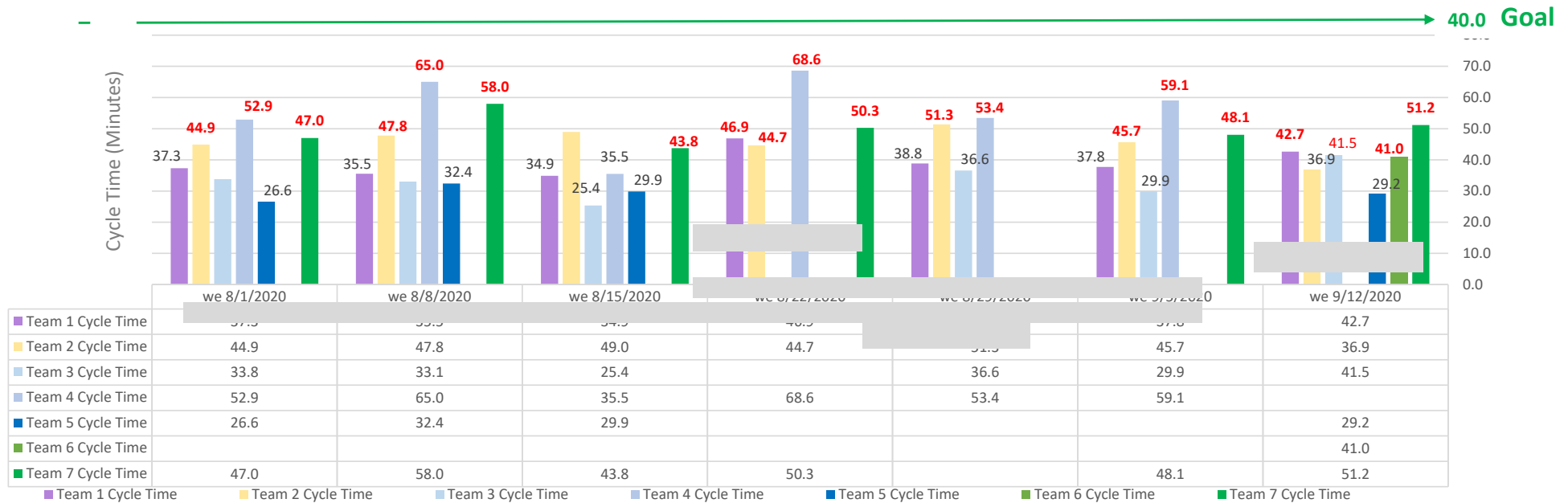
Data as of 10/16/2020

# Average Daily Capacity Utilization



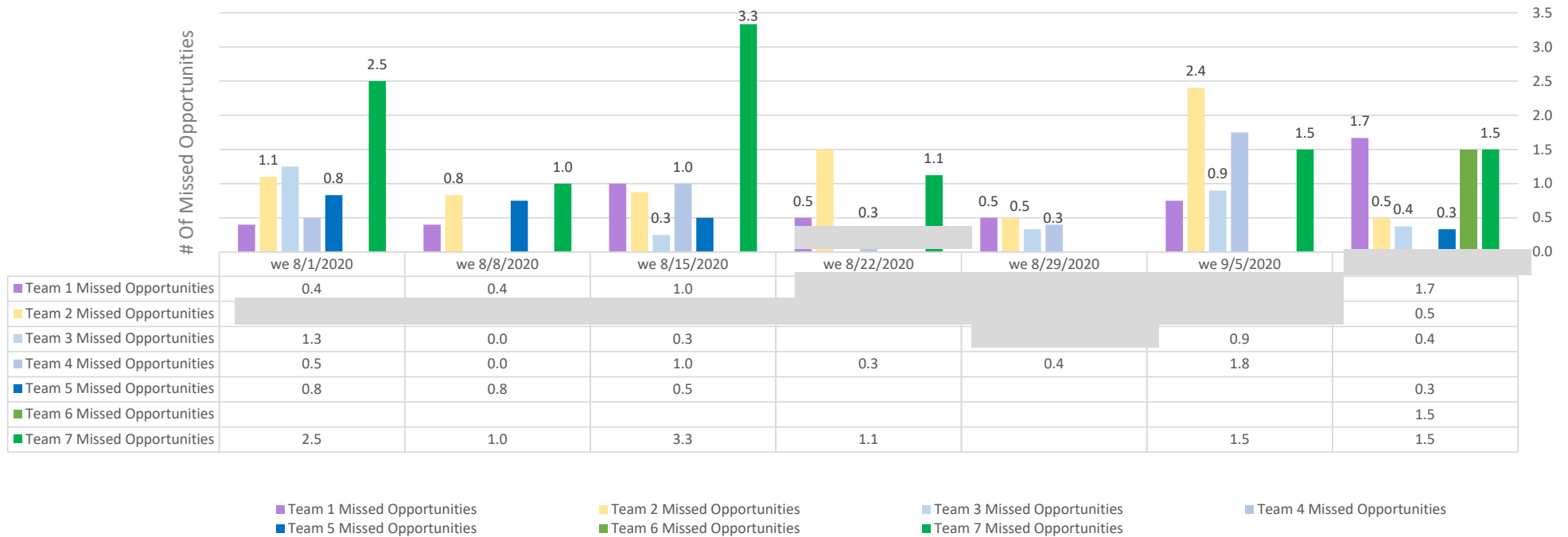
- The overall average of the daily Capacity Utilization goal was 86%.

# Average Daily Cycle Time



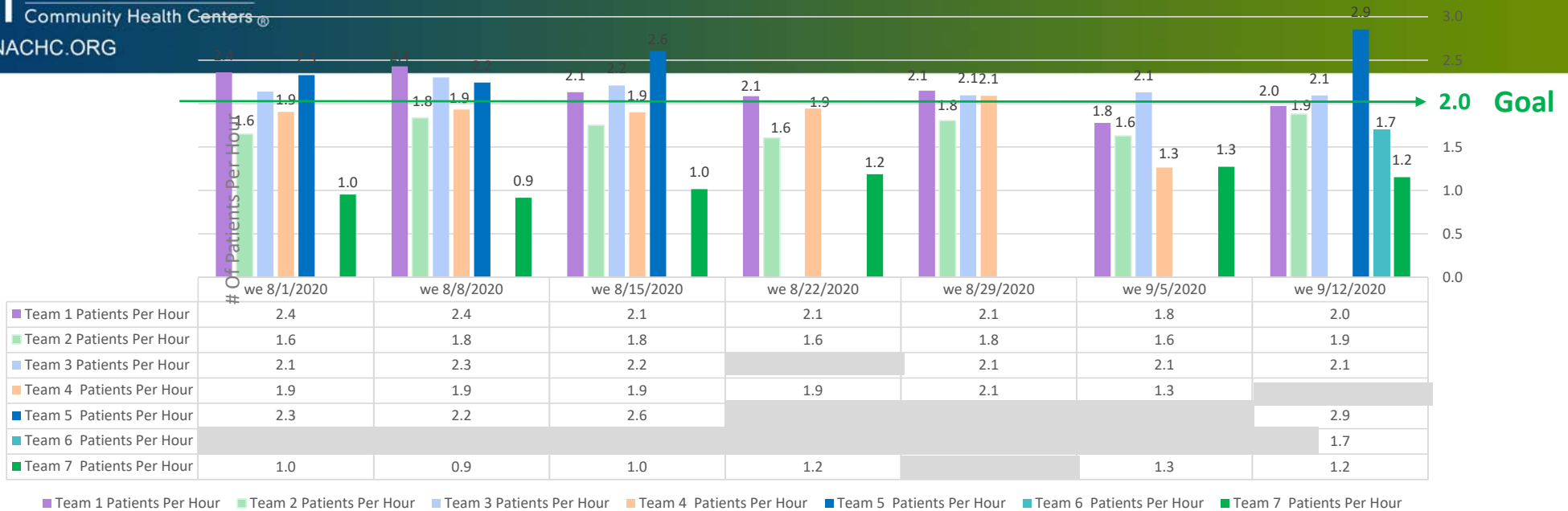
- The overall average of the daily Cycle Time (goal of 40 minutes or less) was 57%.

# Average # Of Missed Opportunities Per Day



- There was an overall average of 1 missed appointment opportunity

# Average Daily Patients Per Hour



Week ending 8/1 – 9/12

NOTE: This data represents 7 weeks of data. Formula differs from Productivity report.

- There was an overall average of 2 patients per hour. There has been no change since the last reporting period (6/22/2020 thru 8/15/2020).

\* A definition of Patients Per Hour is available in the appendix.



# Questions

