



## Continuous Quality Improvement During a Pandemic

October 20th, 2021



## Objectives

- Participants will learn key indicators, the definition of each indicator, and how to measure performance
- Participants will learn tactics to improve each of the key indicators
- Participants will identify the leadership behaviors needed to make these process improvements successful



# Key Indicators of Operational Performance



# Cycle Time

- The time from the moment the patient walks through the door to the moment they walk out of the door
- Usually looked at as an average





# No-Show Rate

- A No-Show is any appointment that is missed without a call ahead of the appointment time.
- The No-Show Rate is calculated by the # of No-Shows /# of Scheduled Appointments





# No-Show Rate Results

	No Show Rate
July 2019	17%
March 2021	9%



## Productivity

- Productivity is a measure of how many patients are being seen. There are several different ways to report productivity, but we will be using Patients Per Hour (PPH).
- PPH is calculated by # of Patients Seen/ # of Hours Worked





# Tactics for Performance Improvement





## Steps in the Team Dance

- Robust Confirmation Calls
- Visit Prep
- Jockeying the Schedule
- PCT Huddle
- QuickStart
- Robust Intake
- 30-Second Report
- Midway Knock
- Charting in Real Time
- Over Communicate



## Robust Confirmation Calls

- Reminder calls work --- if well executed
- No more than two days ahead
- Pack your own parachute: the right person calls.
- Use a script to establish a consistently effective process
- Call repeatedly until you reach patient/know you can't.



## Jockey-ing the Schedule

- Call No-Shows immediately at or just before the appointment time.
  - Possible reschedules, creating open slots.
- Protect open slots by moving early arriving patient into about-to-expire slots.
- Allow front desk/phone staff to fill open slots.
- Jockey-ing is based upon trust and communication from front to back.
- Decrease "Missed Opportunities" radically.



## QuickStart

- All staff arrive on time.
- Huddle is the 15 minutes before the clinic session in an exam room.
- The "clock starts"
- Clinician stays in the room
- Bring the patient back and the clinician and support staff start the visit with the first patient together.



## 30-Second Report

- MA (or other support staff) completes intake
- Finds the provider and asks if they are ready to hear about the patient
- Shares information learned during the Robust Intake
- Provider gives MA instructions if appropriate and they try to anticipate what provider might need for visit



## Over Communicate



- Stop using flags, tasks, and try direct communication first. Try walkie-talkies.
- Verbal communication is sometimes the fastest way to get information across.



# Leadership Behaviors for Sustainability



## Attention to Data

- Data should be accurate, timely, and meaningful.
- Collect and look at the same data as your staff.
- React to data, good or bad.
- Hold staff accountable for the steps of the Team Dance





# Coaching

- Behavior change requires training and follow-up
- Coach staff to help them succeed
- During transitional times, staff may need additional coaching



# Accountability

- Changes you make cannot survive if the system they live in don't change too
- Add new processes to Job Descriptions, Performance Evaluations, etc.
- Hold low performers accountable so that high performers can flourish

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# Questions?

