Improving Effectiveness and Efficiency in Office Based Practice

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Problems with Health Care

- Delays in care
- Disparities
- Cost is too high
- Miscommunications
- Poor coordination
- Burn out

“Work Smarter not Harder”
Effectiveness – “doing the right thing”

- Answering patient calls within 30 seconds
- Notifying patients of test results within 2 days
- Register and room patients within 5 min
- Respond to patient calls by day’s end
- Going home at a reasonable time

Efficiency – “Doing the thing right”

- With the least amount of resource
  - Materials, Space, Time, Staff
- While still maintaining quality
- Creating the opportunity to backfill with value
  - Update equipment
  - Extra exam rooms or workstations
  - More time with patients
  - More personal time

The Study of Work

- Scientific management theory
- Methods engineering
- Industrial engineering
- Systems engineering
- Increase desired outcome of a job (process)
- Make the job (process) easier

Frederick W Taylor (1880)
Frank and Lillian Gilbreth (1885)

The Study of Work

• Time Study – designed to measure how long an average worker takes to complete a task

• Motion Study – designed to determine the best way to complete a repetitive activity

Time and Motion Studies
<table>
<thead>
<tr>
<th>Brick Laying (multistep process)</th>
<th>Application of Work Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Stooping</td>
<td>• Manufacturing</td>
</tr>
<tr>
<td>• Lifting</td>
<td>• Banking</td>
</tr>
<tr>
<td>• Turning</td>
<td>• Military</td>
</tr>
<tr>
<td>• Walking</td>
<td>• Healthcare</td>
</tr>
<tr>
<td>• Applying mortar</td>
<td>– Ex. Scrub Nurse</td>
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<tr>
<td>• Laying brick</td>
<td></td>
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<tr>
<td>• Inconsistency</td>
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<td>• Inaccuracy</td>
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<tr>
<td>• Wasted materials</td>
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<tr>
<td>• Wasted time</td>
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<tr>
<td>• Work injury “burn out”</td>
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**Scrub Nurse**

**SIPOC**

- FMEA
- Pareto Charts
- Axiomatic Design
- Fishbone Diagrams
- 5S
- Root Cause Analysis
- Control Charts
- Check Sheats
- DMAIC
- PDSA
**DMAIC and PDSA**

- **D** – Define
- **M** – Measure
- **A** – Analyze
- **I** – Implement
- **C** – Control (sustain improvement)

- **P** – Plan
- **D** – Do
- **S** – Study
- **A** – Act

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**Data Collection for Cycle Time**

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Cumulative Time</th>
<th>Value-added Time</th>
<th>Non-value added Time</th>
<th>Notes</th>
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**Cause and Effect “fishbone”**

- Person
- Method
- Machine
- Material
- Environment

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**Flow Chart the Process**

- Patient calls for appointment
- Is 10F available?
- Scan system for next available apt
- Is apt available?
  - Yes: Schedule appointment
  - No:

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Target Checkout Counter

Response Time Delay Before & After Pilot

Where To Get Started?

- Waiting area
- Registration
- Call center
- Nurses stations
- Communications
- Documents
- Electronic medical record system
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“The value of an idea lies in the using of it.”
-Thomas A. Edison

Effectiveness and Efficiency

• Transformation occurs when a deliberate process is used to analyze needs and available resources.

• GOAL = VALUE ADDED (More time, space, staff to devote to other office needs)
Effectiveness and Efficiency

- Transformation requires vision
  - Looking at our resources from a different perspective

- Resource Utilization
  - Space
  - Information/Materials
  - Time
  - Relationships (RN, MA, MD, Patients)

**RESOURCE #1: Space**

Space Utilization

- Goal - Use space available to improve efficiency in three areas
  - Clinical Area – Improve Patient Care
  - Registration – Improve Patient Flow
  - Call Center – Improve Access

Clinical Area – Improve Patient Care

- Team approach to Patient Centered Medicine
- Doctors are not practicing in isolation
  - Nurses
  - MAs
  - Pharmacists
  - Social Workers
  - Nutritionists
- Clinical workspace needs to reflect this philosophical change
Clinical Area – Improve Patient Care

- Our clinical area had limited function
  - Need:
    - Any given half day: 6 MDs + 6 MAs + 1 pharmacist + 1-2 learners + RN = 16-17 workstations
  - Actual capacity:
    - 4 total workstations for MDs + 3 computers at nursing station = 7 workstations
- Physical barriers led to communication barriers
Clinical Area

- New design added workstations and opened up walls
- 12 stations (compared to 6) for providers
- + 4 computers (compared to 3) for nursing stations

Total: 16 workstations

- Increased communication between MD & MA
- Better learning environment for students
- Effective environment for charting

Registration

- Add equipment
- Improve workflow
- Decrease patient wait time
Registration – Improve workflow

• One printer and one scanner shared for 4 workstations
  – Waiting for available scanner/printer
  – Movement from desk required with each patient check-in
• Single monitor screen
  – Toggle back and forth for different aspects of registration

Registration – Improve Workflow

• IF...
  – 30 seconds saved for each patient registration
• FOUND TIME...
  – 690,000 seconds per year
  – 11,500 minutes per year
  – 191 hours per year
  – 23 days per year

Call Center – Improve Access

• More staff needed to accommodate the results of the call center project
• Staffing increase from 3 to 6 call center employees
• Need to add 3 more work stations
Call Center – Improve Access

• Utilizing space improved:
  – Quantity of workstations
  – Quality of environment

• Warm, inviting, clean
• Better staff retention
• More skilled/experienced staff over time

RESOURCE #2: Information

GOAL: Organize and Utilize
BEFORE

OneNote

AFTER

Resource #3: Time

• How can we shave seconds off a process?
• Those seconds lead to hours to devote to other tasks...
Electronic scripts helped save time but significant work devoted to refills still exists.

**Refill Request Intervention**

All requests pended for 90 day supply with 3 refills (With exception of controlled substances)

- **Goal:** To create uniform process that decreases frequency of refill requests = TIME SAVED
- Based on article from Dr. Christine Sinsky

### Intervention Effects

- Decreased faxes for Med Records to sort = FOUND TIME
- Decreased refill requests for MA staff to enter = FOUND TIME
- Decreased items in EMR inbox for MD to review = FOUND TIME
- Decreased failed transmissions of requests (fax machine not busy)
- Decreased waiting - improved patient satisfaction

### Concerns

- Using refill requests to “catch” chronic disease patients who miss their appointments
- Patients won’t keep their follow up
- Physicians can change amount and number of refills when they sign order
- Decrease in MA work time for refills can now be shifted to develop a more proactive recall system for no shows

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### Resource #4: Relationships

- Successful relationship relies on successful communication
- Communication must be easy
- Teams can make the work even easier
- Methods
  - Pre-Visit Calls
  - Team Communication using EMR
  - Electronic patient portal

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Image from Wikipedia Commons
### Relationships: Organization and Utilization

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<th>Relationship</th>
<th>Details</th>
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<tr>
<td>Doctor to Patient</td>
<td>Nurse to MA</td>
</tr>
<tr>
<td>Doctor to MA</td>
<td>Doctor to Nurse</td>
</tr>
<tr>
<td>MA to Patient</td>
<td>Pharm to Patient</td>
</tr>
<tr>
<td>Nurse to Doctor</td>
<td>Patient to Nurse</td>
</tr>
<tr>
<td>Social worker to Patient</td>
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### Pre-Visit Calls

- RN or MA starts the visit before patient walks into clinic
- **Intervention Effects:**
  - Prioritize/Triage list of patient concerns
  - Update EMR with medication changes
  - Identify and obtain information from interval hospital admissions and ED visits
  - Decrease No Show Rates

### MD-MA-RN Communication Tools

- Staff Messaging within EMR

### Electronic Patient Portal
Electronic Patient Portals

Summary

- Transformation requires resources and vision
- Deliberate process leads to maximal impact of change
- Look at your own practice’s resources
- A change in perspective can lead to a change in efficiency and effectiveness