Two birds with one stone
- Improving patient wait time and satisfaction at the same time
Agenda

• Patient Access history
• Situation analysis
• Outcome goals
• Problem areas
• Examples of best practices
• Results
• Report samples
• Vendor selection
In this Session

- Learn how to measure and manage patient wait time during various phases of registration.
- Understand the wait time metrics and how to use them to address issues.
- Use pagers to engage and keep track of patients.
- Use real-time intervention for patient issues around wait times and general dissatisfaction with process.
• What you can't measure, you can't manage & improve (Obj 1, 2)
  • i. Lobby wait time
  • ii. Pre-service wait time
  • iii. Service wait time
  • iv. Metrics

• Wait Time Best Practice Framework (Obj 3, 4)
  • i. Strategies to decrease patient wait time
  • ii. Use an "Event Monitoring" model to access wait time metrics in real-time.
  • iii. Develop resolution strategies to address patient dissatisfaction
Patient Access History

- 1861 - First Patient Access clerk during the Civil War
- 1882 - First Insurance company established in Massachusetts
- 1939 - First Blue Shield plan, established in California
- 1965 - The Social Security Act (Medicare) was signed into law by President Lyndon B. Johnson
- Late 80s and early 90s – Managed plans
Current State of Patient Access

- Hospitals have changed significantly
- Today there are iPads, mobile & hand-held devices, apps, etc.
- Patients expect more:
  - Latest technology for better care & administration
  - Reduced wait time in patient lobbies
  - Fair estimates at Point of Service
  - Convenience - self service
Patient Access Goals

- Improved Revenue Cycle
- Improved Patient Experience
- Achieve Management Goals & Employee Trust

*Work hard to gain the trust of employees & ensure positive changes, while partnering with management to sharpen areas of improvement.*
Goal

• The average time patients spend waiting to see a healthcare provider is **22 minutes**, according to a 2009 report by Press Ganey Associates.

• The report also noted that patient satisfaction dropped significantly with each **five minutes of waiting time**.

• Our goal at was to reduce the time between a patient’s scheduled appointment and placement in an exam room to **10 minutes** or less for a minimum of **90%** of all outpatients.
## Identify Problem Areas

<table>
<thead>
<tr>
<th>Process</th>
<th>Key Indicator</th>
<th>Trigger Point (Goal)</th>
<th>Current Performance (example)</th>
<th>Need to Address?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Arrival</td>
<td>Patient Wait Time for Quick Reg / Quick Look</td>
<td>6.40 minutes (example)</td>
<td>5 minutes</td>
<td>Yes / No</td>
</tr>
<tr>
<td>Care Process for “Less Sick” Patients</td>
<td>Patient Wait Time for Intake</td>
<td>1.42 minutes (example)</td>
<td>9 minutes</td>
<td>Yes / No</td>
</tr>
<tr>
<td>Care Process for “Sicker Patients”</td>
<td>Patient Wait Time for IP ED Bed</td>
<td>4.32 minutes (example)</td>
<td>5 minutes</td>
<td>Yes / No</td>
</tr>
<tr>
<td>Decision Making and Leaving</td>
<td>OP Discharge to Disposition</td>
<td>30 minutes (expected time)</td>
<td>25 minutes</td>
<td>Yes / No</td>
</tr>
<tr>
<td></td>
<td>IP Transfer to IP Care</td>
<td>90 minutes (expected time)</td>
<td>120 minutes</td>
<td>Yes / No</td>
</tr>
</tbody>
</table>
Outcome Goals

• Reduction of wait time
• Instant feedback with customer surveys
• Real-time reaction to negative feedback
Greeter Flow

Walk-In Patient

Scheduled Patient

Greeter Assigns Coaster

Patient Assigned Coaster
Identify Most Likely Wait Time Causes

- Factors that influence wait time include:
  - Patient arrival time
  - Test recovery time
  - Equipment issues
  - Fluctuations in staffing
  - Physicians detained
  - Process or system issues
Identify Where Issues Reside Wait Time Tracking

• Inconsistent tracking of throughput times
• Manual entry of times
• Excessive front desk responsibility
• Technical difficulties
  • Local PC-based application
  • Homegrown unsupported application
  • Modality wait times
• No HL7 feed
Address All Issues Customer Service Survey

• Possible customer service survey manipulation on paper surveys
• Manual entry of survey results on SurveyCube
• Untimely service recovery opportunities
• Real-time service recovery for negative response (Instant feedback)
Examples of Best Practice

• Promptly escort patients to exam rooms
• Provide staff members with a daily work schedule
• Electronic documentation of patients arrivals need to be made
• Notify “walk-in” patients on approximate wait time
• Measure patient & service wait time
• Collect survey data while patient is waiting in lobby
• Alerts supervisor when patient has been in lobby for “X” minutes or submits a negative response on survey
Monitor Throughput Times

- Continuous monitoring of throughput times
- Real-time employee shift if needed
- Throughput times by scheduled vs. walk-in
- Ability to track modality throughput
- Throughput time by employee
  - Identify coaching/training opportunities
- Real-time page for alert question
  - Was the staff that you spoke to courteous and helpful?
Patient satisfaction survey question:

How would you rate the amount of waiting time before being seen by a physician?

Below shows percentage of patients who scored with a three or four to this question.

January 2009- December 2009 - 49.7%
January 2010 - May 2010 - 57.60%
June 2010 - October 2010 - 61.90%

Improvement over 2010
12 point increase - 24%
Improvement 2011 post implementation
Four point increase – 7%
Strategy for Accountability

• Hourly monitoring of current throughput
• Explanation of registration >10 Min
• Trend volume by hour
  • Real-time shift adjustments
• Daily review of negative alert questions
Benefits & Features

- Improves patient satisfaction
- Reduces patient wait times
- Increases patient throughput
- Reduces costs
- Reduces risk of liability
- Increases service line utilization
Results

• In June 2010, the average lobby wait time was around 15 minutes

• By September 2010, our wait time reduced to an average of eight minutes with some process and system changes
### Wait Time Detail Report

**WAITIME DETAIL REPORT BY FACILITY (510)**

**DATE RANGE:** 08/01/2010 - 08/11/2010  
**HOSPITAL CODE:** ABC

<table>
<thead>
<tr>
<th>Visit Type</th>
<th>Patient Number</th>
<th>Patient Name</th>
<th>Hosp Service Code</th>
<th>Clinic Code</th>
<th>Lobby Wait Time (Min)</th>
<th>Reg. Time (Min)</th>
<th>Serv. Time (Min)</th>
<th>Total Time (Min)</th>
<th>Through Put Time (Min)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCHEDULED</td>
<td>111111</td>
<td>ROSE VOIT</td>
<td>36 MR</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3322336</td>
<td>CARA CRAIG</td>
<td>36 MA</td>
<td></td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>$215:02:24 (nurse) This is a</td>
</tr>
<tr>
<td></td>
<td>4455446</td>
<td>ERICA JOHNS</td>
<td>36 MR</td>
<td></td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>0</td>
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<tr>
<td></td>
<td>6655668</td>
<td>TOMMY JOST</td>
<td>36 RA</td>
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<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1235467</td>
<td>LEOTA TAYLOR</td>
<td>36 MA</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1566565</td>
<td>KAYE SMITH</td>
<td>36 MA</td>
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<td></td>
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<td></td>
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<tr>
<td></td>
<td>5666546</td>
<td>ADRIAN BECK</td>
<td>36 GI</td>
<td></td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>3</td>
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</tr>
<tr>
<td></td>
<td>9813541</td>
<td>CARRIE REED</td>
<td>36 SO</td>
<td></td>
<td>3</td>
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<td>-1</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Patients</strong></td>
<td><strong>8</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>W2989</td>
<td>DEBBIE KIRBY</td>
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<td>0</td>
<td>1</td>
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<td></td>
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<tr>
<td></td>
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<td>0</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>W2962</td>
<td>FRED JONES</td>
<td>1</td>
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<td>8</td>
<td>10</td>
<td>2</td>
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<tr>
<td></td>
<td>W2961</td>
<td>SAMANTHA SMITH</td>
<td>1</td>
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<td>1</td>
<td>-2</td>
<td>0</td>
<td>2</td>
<td></td>
<td>$218:47:48 (registrar): Testing 1234</td>
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<tr>
<td></td>
<td>W2960</td>
<td>DEBBIE MOORE</td>
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<td></td>
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<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
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<tr>
<td></td>
<td><strong>Total Patients</strong></td>
<td><strong>5</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**FACILITY TOTALS**

- **Total Patients:** 13
- **Average:** 1 Min 1 Min 2 Min 3 Min 2 Min
# Weekly Wait Time Stats Report

**WAITTIME WEEKLY STATS REPORT (512)**

**DATE RANGE:** 08/01/2010 - 08/11/2010  
**HOSPITAL CODE:** ABC

<table>
<thead>
<tr>
<th>Visit Type</th>
<th>Weekday</th>
<th>Visit Count</th>
<th>Avg. Lobby Time (min)</th>
<th>Avg. Reg. Time (min)</th>
<th>Avg. Serv. Time (min)</th>
<th>Total Time (min)</th>
<th>Throughput Time (Min)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SCHEDULED</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ABC</td>
<td>Monday</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>ABC</td>
<td>Tuesday</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>2</td>
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<tr>
<td><strong>Total Visits</strong></td>
<td></td>
<td><strong>8</strong></td>
<td><strong>2 Min</strong></td>
<td><strong>1 Min</strong></td>
<td><strong>1 Min</strong></td>
<td><strong>4 Min</strong></td>
<td><strong>2 Min</strong></td>
</tr>
<tr>
<td><strong>UNSCHEDULED</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ABC</td>
<td>Monday</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>2</td>
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<tr>
<td>ABC</td>
<td>Tuesday</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total Visits</strong></td>
<td></td>
<td><strong>5</strong></td>
<td><strong>2 Min</strong></td>
<td><strong>0 Min</strong></td>
<td><strong>2 Min</strong></td>
<td><strong>4 Min</strong></td>
<td><strong>2 Min</strong></td>
</tr>
<tr>
<td><strong>FACILITY AVERAGE</strong></td>
<td></td>
<td><strong>13</strong></td>
<td><strong>2 Min</strong></td>
<td><strong>1 Min</strong></td>
<td><strong>2 Min</strong></td>
<td><strong>4 Min</strong></td>
<td><strong>2 Min</strong></td>
</tr>
</tbody>
</table>

**DCSGlobal**
## Wait Time Corporate Stats Report

**WAITTIME CORPORATE STATS REPORT (514)**

**DATE RANGE:** 08/01/2010 - 08/11/2010  
**HOSPITAL CODE:** ABC

<table>
<thead>
<tr>
<th>Region Code</th>
<th>Hospital</th>
<th>Visit Type</th>
<th>Visit Count</th>
<th>Lobby Time</th>
<th>Reg. Time</th>
<th>Service Time</th>
<th>Total Wait Time</th>
<th>Through Put Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>TX</td>
<td></td>
<td></td>
<td>13</td>
<td>0 Min</td>
<td>0 Min</td>
<td>2 Min</td>
<td>4 Min</td>
<td>0 Min</td>
</tr>
</tbody>
</table>

**ABC MEDICAL CENTER**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>8</th>
<th>1</th>
<th>0</th>
<th>1</th>
<th>4</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled</td>
<td></td>
<td></td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

**FACILITY AVERAGE**

|                |                |            | 13          | 0 Min      | 0 Min     | 2 Min        | 4 Min           | 0 Min           |
### Totals by Lobby Report

<table>
<thead>
<tr>
<th>Date</th>
<th>Week Day</th>
<th>Total Visits</th>
<th>Lobby Wait Times</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Min</td>
</tr>
<tr>
<td>08/02/2010</td>
<td>Monday</td>
<td>57</td>
<td>0</td>
</tr>
<tr>
<td>08/03/2010</td>
<td>Tuesday</td>
<td>63</td>
<td>0</td>
</tr>
<tr>
<td>08/04/2010</td>
<td>Wednesday</td>
<td>59</td>
<td>0</td>
</tr>
<tr>
<td>08/05/2010</td>
<td>Thursday</td>
<td>68</td>
<td>0</td>
</tr>
<tr>
<td>08/06/2010</td>
<td>Friday</td>
<td>55</td>
<td>0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td><strong>300</strong></td>
<td>0</td>
</tr>
</tbody>
</table>
Lobby Wait Time > 10 minutes Report

<table>
<thead>
<tr>
<th>Pat First Name</th>
<th>Pat Last Name</th>
<th>Patient Number</th>
<th>Check In Time</th>
<th>Reg Start time</th>
<th>Lobby Wait Time (Min)</th>
</tr>
</thead>
</table>

Total Patients: 4

Avg Lobby Wait Time 12 Min
Vendor Selection

• When choosing a wait time solution, vendor selection is **vital**.
  – Partnership with your Hospital/Health system
  – Ability to develop new features
  – Knowledgeable of processes, product lines and industry standards
  – Pre and post go-live support
  – Continued support for current areas as well as future rollouts
  – Capital vs. operational budget
Vendor Selection

YOU’VE GOT TO IMPLEMENT A SIX SIGMA PROGRAM OR ELSE YOU’RE DOOMED.

AREN’T YOU THE SAME CONSULTANT WHO SOLD US THE WORTHLESS TQM PROGRAM A FEW YEARS AGO?

I ASSURE YOU THAT THIS PROGRAM HAS A TOTALLY, TOTALLY DIFFERENT NAME.

WHEN CAN WE START?
Contact Information

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  - 972-781-2030 xtn 102
39th Annual Educational Conference & Exposition

leading the way

a brave new world of patient access

Thank you!

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