

Project Description

Launch **New Patient Visits** with 4 novel elements:

1. Web-based self scheduling.
2. Tablet based questionnaire intake.
3. Orientation group visit to explain APCs.
4. Exam room tasks shared by MD & APC.

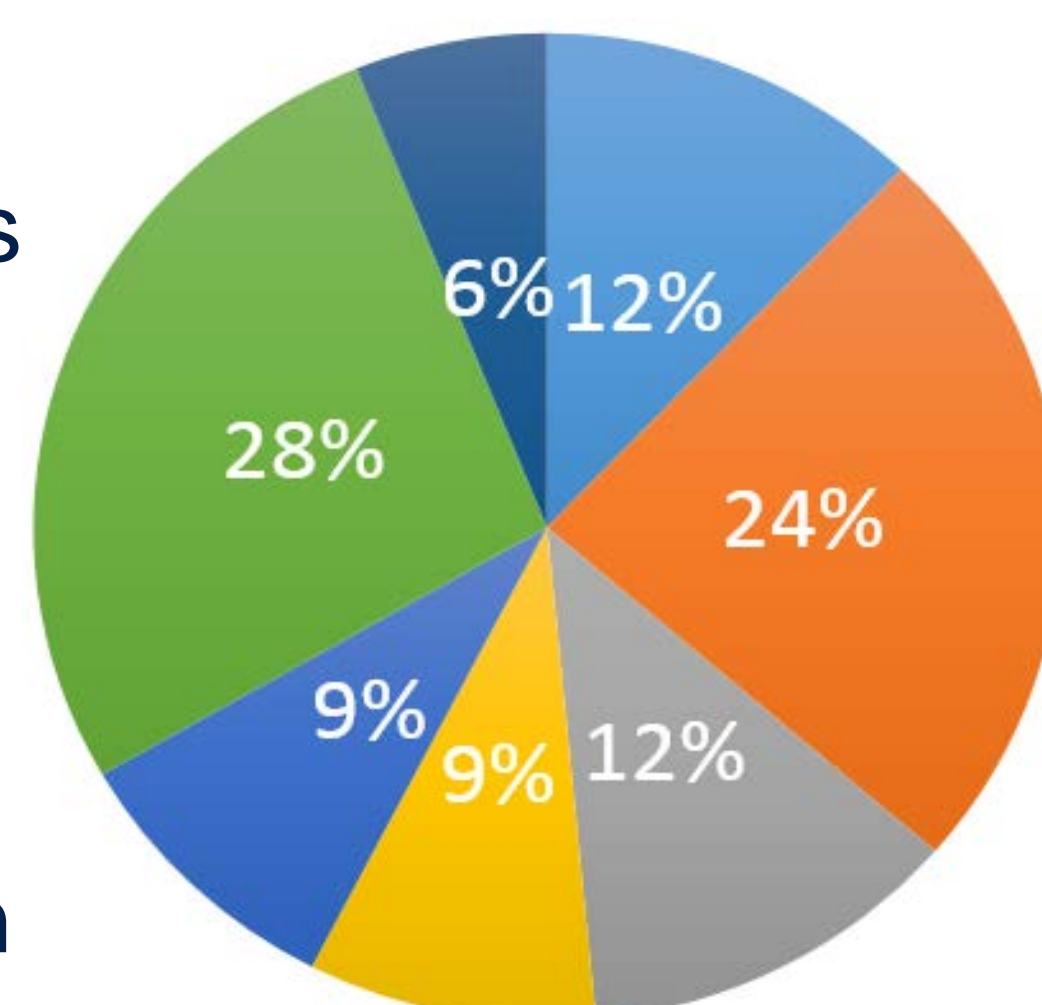
Problem Statements:

1. Our clinic workflows are **manual and costly**. Currently we are **12.6% above** our cost targets with **labor** as the biggest expense.
2. New patients **don't understand** what is an **Advanced Practice Clinician (APC)** and the role they play in team based care.

Discovery:

61 Interviews from **7** partner groups: Patients, frontline clinicians, leaders IT, marketing, operations, finance.

1. Strong belief that by **leveraging technology** we can lower costs.
2. The **complexity** of our information technology systems required many more interviews in this space than anticipated.
3. Best way to explain **team based care** is to **show** patients how it works in real time.



Goal:

Deploy workflows that **lower operating costs** for a new patient visit and **achieve high satisfaction** from patients, staff and providers.

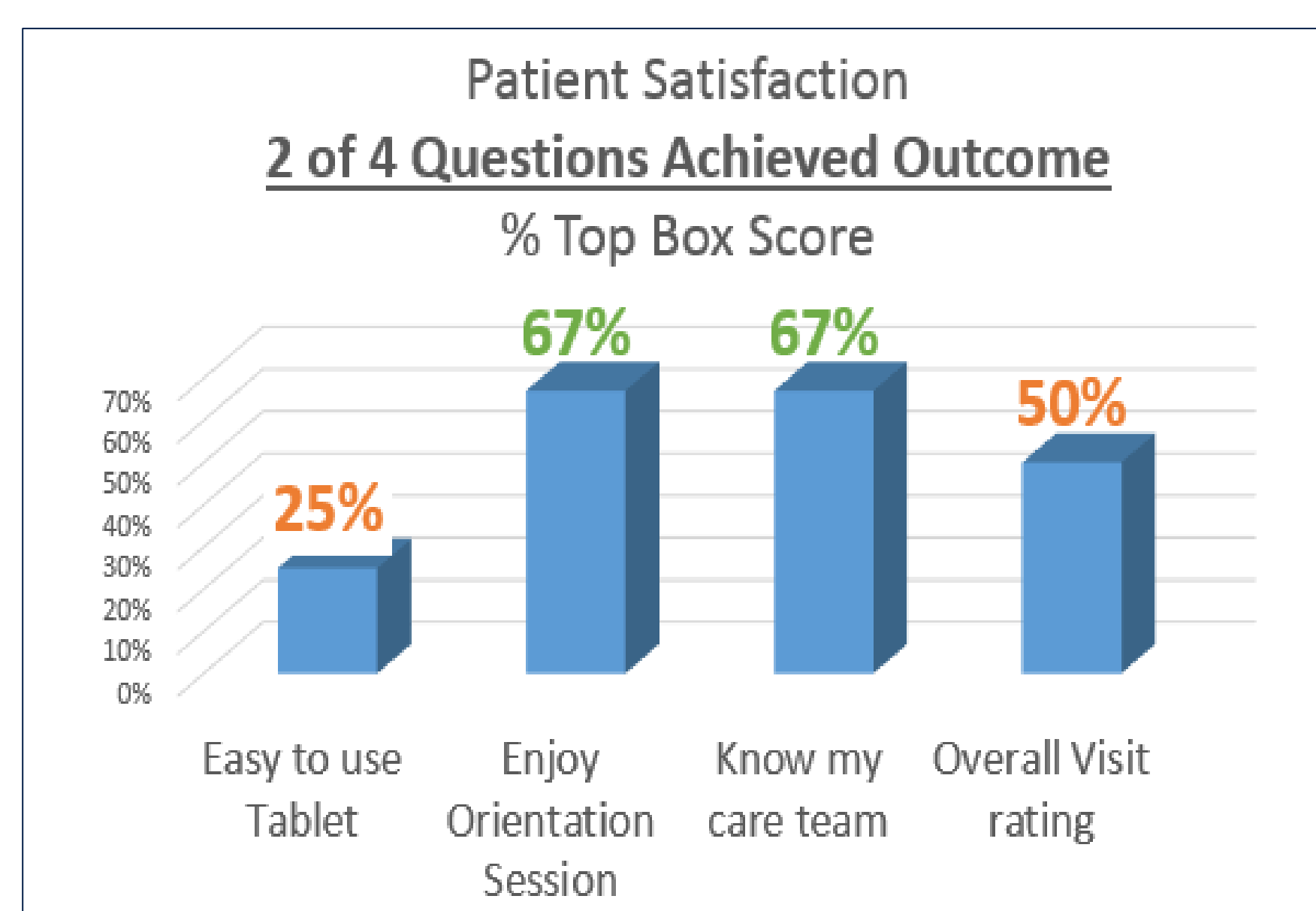
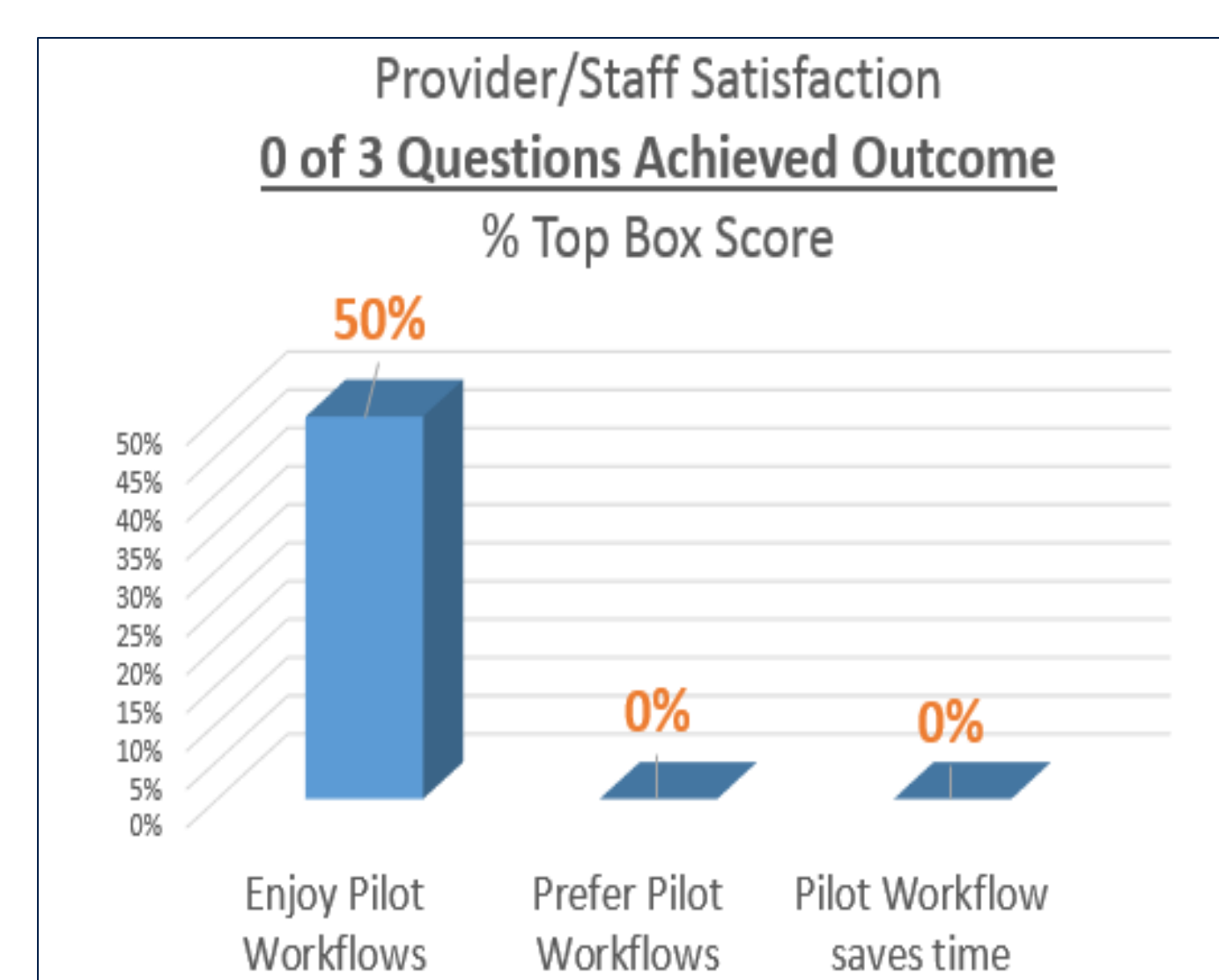
Outcome-oriented Objective:

1. Reduce **operating cost** of a new patient visit by **15%** by 6-30-18.
2. **Top Box* Patient Satisfaction** of the new process at **60% or above** by 6-30-18.
3. **Top Box* Provider/Staff Satisfaction** of the new process at **60% or above** by 6-30-18.

*Top Box = Highest Rating

Results

Variable Cost /Patient	Difference (Enhanced - traditional)	Traditional Way	Enhanced Way
Labor Cost for scheduling	\$ (3.00)	\$ 3.00	\$ -
Labor Cost for Check in	\$ -	\$ 3.00	\$ 3.00
Labor Cost for rooming & check out	\$ -	\$ 12.00	\$ 12.00
Provider NP Cost for visit	\$ -	\$ 26.00	\$ 26.00
Provider MD Cost for visit	\$ (15.00)	\$ 63.00	\$ 48.00
Total Variable Costs	\$ (18.00)	\$ 107.00	\$ 89.00
% change	-17%		



Lessons Learned

1. Patients are self scheduling into these appointment slots, thereby **eliminating the staff cost associated with appointing**.
2. The total process time has been less than anticipated resulting in a **more efficient patient experience and lower labor cost**.
3. Despite the above, **staff and providers do not prefer** this new workflow yet. Survey comments reveal operational issues, scheduling challenges and low patient volume as barriers to overcome.
4. The technology piece with the greatest success was the **web based appointing platform** rather than the tablet interface. Qualitative comments point to navigation and formatting issues on the tablet as the main hurdles.
5. The **human touch beats virtual touch**. Patients interact with the APC as part of the visit. This helps with **building connection and understanding** the APC role on the care team.

Next Steps:

1. Tweak workflow to improve operational efficiency.
2. Explore launch at a site with higher patient volume.

Mission Model Canvas

Key Partners <ul style="list-style-type: none"> • Divisional Presidents who oversee space allocation • Service Line Leaders who own staff/APC resources • Support services leaders to provide logistic support • Patient Advisory Council 	Key Activities <ul style="list-style-type: none"> • Create standard work for group visits. • Deploy tablet technology • Draft financial model 	Value Propositions <ul style="list-style-type: none"> • Improve the patient and provider experience with the first visit by achieving a top box satisfaction score of 60% or higher • Reduce operating cost by 15% to conduct a new patient physical visit 	Buy-in & Support <ul style="list-style-type: none"> • Primary Care Leaders • NP/PA council • Patient Council • IT/IS leaders • C-suite executives 	Beneficiaries <ul style="list-style-type: none"> • New Patients who don't have a good understanding of our system of care • Operation Leaders who value lower costs without affecting patient experience • Primary Care Physicians who are burdened low value tasks
Mission Budget/Cost <ul style="list-style-type: none"> • Variable costs of staff, clinicians and logistic support • Development costs of new technology platforms 		Mission Achievement/Impact Factors <ul style="list-style-type: none"> • Reduce variable cost to onboard a new patient by 15% • Provider/Staff satisfaction with Top Box score =>60% 		