

# LEAN PROCESSES

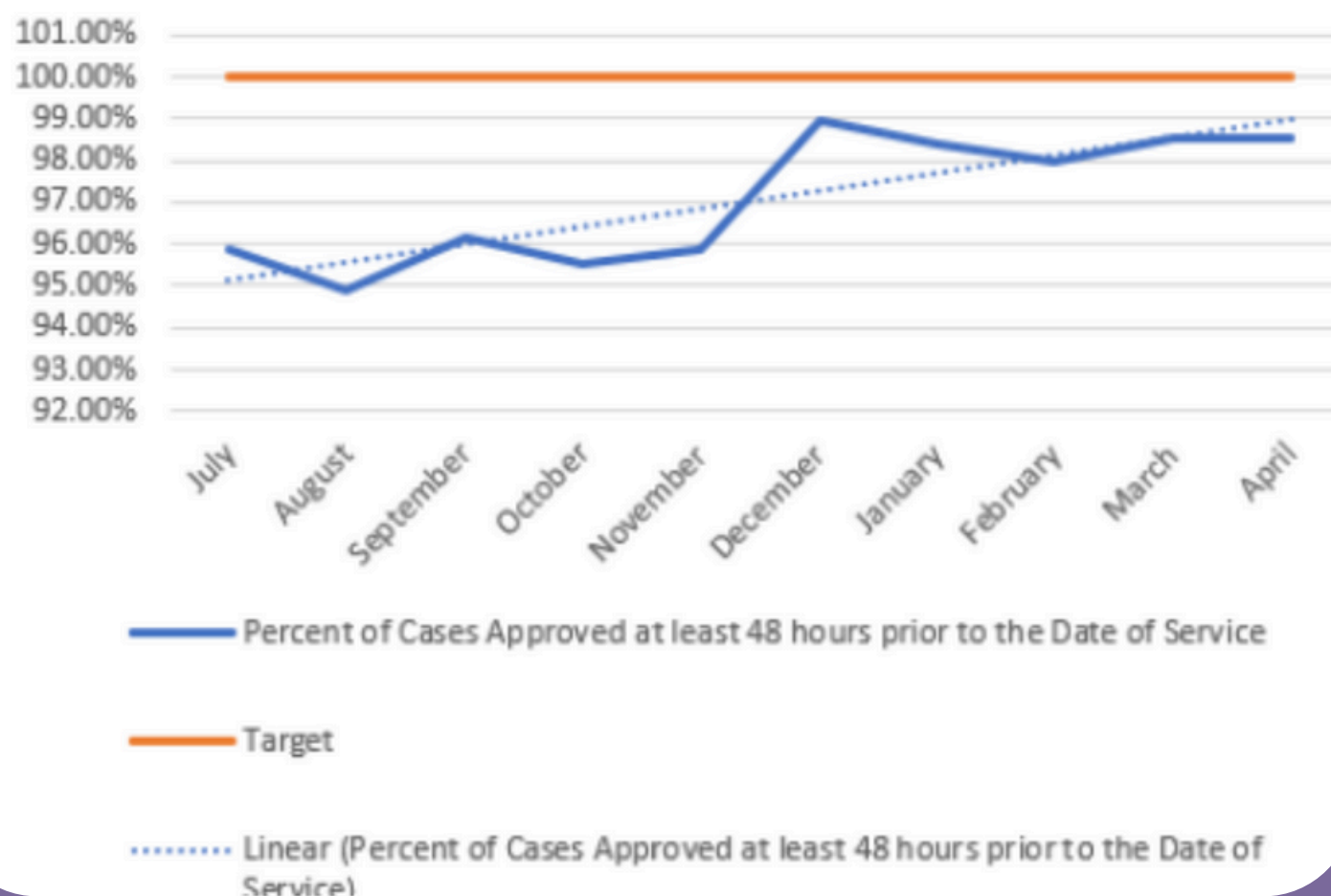
## RIE/RAPID IMPROVEMENT EVENT AND A3 PROJECTS

### RIE/RAPID IMPROVEMENT EVENT

- PARTICIPATED IN MULTIPLE RAPID IMPROVEMENT EVENTS (RIEs) TO STREAMLINE WORKFLOWS AND REDUCE WASTE ACROSS KEY PROCESSES.
- REGULARLY PRESENTED DATA AND IMPROVEMENT OUTCOMES TO PHYSICIANS AND C-SUITE LEADERSHIP WITH CLARITY AND IMPACT.
- LED A FOCUSED INITIATIVE TO IMPROVE SURGICAL AUTHORIZATION EFFICIENCY, TARGETING PRE-SERVICE MAJOR PROCEDURES.
- DELIVERED TARGETED IN-SERVICES AND CREATED REGION-SPECIFIC JOB AIDS FOR REFERRING OFFICES TO IMPROVE ACCURACY IN AUTHORIZATION SUBMISSIONS.
- INCREASED AUTHORIZATION SUCCESS RATE FROM 95% TO 99%, MINIMIZING SERVICE DELAYS AND ENHANCING PATIENT CARE READINESS.
- REDUCED DEPARTMENTAL REWORK BY 4%, FREEING UP STAFF TIME AND IMPROVING OVERALL TEAM EFFICIENCY.

CURRENT AVERAGE: February average: **98 %**.

Cases Secured at least 48 hours prior to DOS by Month



### A3 PROJECT – OPTIMIZING SCHEDULING

DURING AN A3 INITIATIVE AT SAINT AGNES MEDICAL CENTER, I HELPED LEAD A PROJECT AIMED AT INCREASING OUTPATIENT RADIOLOGY VOLUMES. BY ANALYZING PATIENT OUTREACH GAPS AND ENHANCING OUR COMMUNICATION STRATEGY, WE SUCCESSFULLY BOOSTED DAILY REVENUE AND PATIENT ENGAGEMENT.

KEY CONTRIBUTIONS & OUTCOMES:

- PARTICIPATED IN A CROSS-FUNCTIONAL A3 PROJECT TO OPTIMIZE OUTPATIENT RADIOLOGY SCHEDULING AND ATTENDANCE.
- IDENTIFIED COMMUNICATION GAPS AS A PRIMARY BARRIER TO PATIENT FOLLOW-THROUGH.
- IMPLEMENTED AUTOMATED TEXTING AS PART OF OUR PATIENT OUTREACH STRATEGY.
- IMPROVED PATIENT ATTENDANCE AND REDUCED NO-SHOW RATES SIGNIFICANTLY.
- RESULTED IN A \$3,000/DAY REVENUE INCREASE SUSTAINED OVER A 3-MONTH PERIOD.
- STRENGTHENED COLLABORATION BETWEEN SCHEDULING, CLINICAL, AND ADMINISTRATIVE TEAMS.

A3 Title: Optimizing Scheduling to Fill Open Slots		Manager: Lauree Howell, Lisa Trujillo-Curry, Alexis Hernandez	Team: Preservice, Centralized Scheduling	Start Date: 03/19/24	Complete: 6/18/2024																		
Area: Pre-Service / Centralized Scheduling		Leader: Amy Flores, Joshua Alencastro	Revision: 3	Rev Date: 6/18/2024																			
<b>1. Reason for Action:</b> In March of 2024, there were an average of 128 authorized diagnostic imaging referrals ready to be scheduled at SAMC. An attempt to schedule had been made on all of these cases by the Centralized Scheduling Department. There were an average of 37 openings for imaging services (MRI, CT, US, XR), which resulted in a potential loss of around \$11,000.00 in revenue for the hospital per day. We need to determine a way to mitigate these potential losses by making sure our imaging schedules are full.			<b>5. Countermeasures:</b> <table border="1"><thead><tr><th>Root Cause:</th><th>Approach:</th><th>Name: GO or No GO</th><th>Who:</th><th>What:</th><th>When:</th></tr></thead><tbody><tr><td>1. Patients are more likely to respond to texts.</td><td>1. MyChart</td><td>Go</td><td>Bernie</td><td>Sending MyChart Messages</td><td>When auth is complete</td></tr><tr><td>2. It is easier to respond and there is less risk of a scam.</td><td>2. Google Text</td><td>Go</td><td>Breanna</td><td>Sending Texts to schedule</td><td>When auth is complete</td></tr></tbody></table>			Root Cause:	Approach:	Name: GO or No GO	Who:	What:	When:	1. Patients are more likely to respond to texts.	1. MyChart	Go	Bernie	Sending MyChart Messages	When auth is complete	2. It is easier to respond and there is less risk of a scam.	2. Google Text	Go	Breanna	Sending Texts to schedule	When auth is complete
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<b>2. Current Situation/Condition</b> Metric: Approved Referrals vs. Open Slots vs. Scheduled Cases <b>Stakeholders:</b> Patients, Physician offices, Scheduling, and Pre-Service <b>Pareto:</b>  <b>Customers:</b> Patients, Physicians <b>Requirements:</b> We need services authorized and scheduled as soon as possible. Customers are not currently responding to our phone calls/voice messages.			<b>Root Cause:</b> <b>Approach:</b> <b>Name: GO or No GO</b> <b>Who:</b> <b>What:</b> <b>When:</b>																				
<b>3. Future State (Targets and Goals):</b> Overall goal - Fill schedules so that there are no more than 15 empty slots available per day. Expected/hopeful turn around for this metric is four to six months reducing potential loss by half/around \$5,500.00. Interim Goals - (1) Enhance the indexing/transcribing process so scheduling can avoid faxed order backlog. (2) Implement MyChart Messaging. (3) Implement Google Texting.			<b>Revised Process Flow:</b> We have added Google Text and MyChart Messaging to our process.  <b>6. Rapid Experiments:</b> <table border="1"><thead><tr><th>Experiment</th><th>Pre-experiment Data</th><th>Results:</th><th>Implement or discard:</th></tr></thead><tbody><tr><td>1. MyChart Messaging</td><td>04/01/2024 - 06/17/2024</td><td>Decreased number of approved auth waiting to be scheduled.</td><td>Implement</td></tr><tr><td>2. Google Text Messaging</td><td>05/06/2024 - 06/17/2024</td><td>Decreased number of approved auth waiting to be scheduled.</td><td>Implement</td></tr></tbody></table>			Experiment	Pre-experiment Data	Results:	Implement or discard:	1. MyChart Messaging	04/01/2024 - 06/17/2024	Decreased number of approved auth waiting to be scheduled.	Implement	2. Google Text Messaging	05/06/2024 - 06/17/2024	Decreased number of approved auth waiting to be scheduled.	Implement						
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<b>4. Top Gaps / Root Cause(s)</b> <b>Analysis:</b>  <b>Verification:</b> (1) Epic reports analyze APPROVED referral data. (2) Daily pivot table pulls indicate calls unsuccessful after multiple attempts. (3) Reports from scheduling indicate that patients prefer/are excited for the texting options.			<b>7. Action Plan:</b> <table border="1"><thead><tr><th>What:</th><th>Who:</th><th>When:</th><th>Notes:</th></tr></thead><tbody><tr><td>1. Add total referrals received to data to show additional trends.</td><td>Amy and Joshua</td><td>7/1/2024</td><td></td></tr><tr><td>2. Think about increasing outreach attempts</td><td>Amy and Joshua</td><td>7/1/2024</td><td></td></tr></tbody></table>			What:	Who:	When:	Notes:	1. Add total referrals received to data to show additional trends.	Amy and Joshua	7/1/2024		2. Think about increasing outreach attempts	Amy and Joshua	7/1/2024							
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<b>9. Benefits and Reflection</b> Initial Cost per Unit: Final Cost per Unit: Initial Satisfaction: Final Satisfaction: Initial Ease of Task: Final Ease of Task: What Went Well: Google Texting seems to be the largest win. We started with an average of 35 open slots a day and are down to around 27 open slots a day. What could we do better: We could have the rest of the team work on Google Texts. Currently, we only have one active Google "Texter".			<b>8 Confirmed State:</b> <b>Hit Goal (Yes/No)</b>  <b>Metric:</b>																				