

Changing The Patient Access Dialogue: *How A Three-Pronged Approach Is Bringing About Performance Breakthroughs*

AMGA 2014 Annual Conference
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VANDERBILT  UNIVERSITY
MEDICAL CENTER

- Patient Care/Research Biomedical Information
- 600+ Beds Adult Care
- Level I Trauma Center
- Comprehensive Burn/Life Flight
- Magnet Designated Institution
- 50,000+ Admissions Annually



MONROE CARELL JR.
 children's Hospital
at Vanderbilt

- 250+ Pediatric Beds
- Leapfrog Recognition
- Level IV Neonatal ICU
- 13,000+ Admissions Annually



VANDERBILT  UNIVERSITY
MEDICAL CENTER

Vanderbilt Medical Group:

- 1.9 Million Visits Annually
- 1,200+ Faculty Physicians
- 125+ Outpatient Clinics

Our Access Challenges ***2008 Environment***

- Inconsistent service levels
- Poor access management
- Highly variable & complex scheduling rules
- Limited understanding of capacity/utilization
- Lack of standardization: measurement or transparency
- Underutilization of Epic/scheduling software capabilities

Our Vision: ***As A High Performing Health System***

- Responsive to patient needs
- Clear accountability for total care of patient
- Coordinated care & transitions actively managed
- Easy access to appropriate care
- Commitment to process & measurement transparency
- Continuously learning & improving

Developing An Access Strategy

High Level Timeline

- Patient Family Advisory Committee
- VUH & SOM Leadership, peer leaders
- Employing consultative work led to creating Performance Improvement Office

2008 Identify systemic issues & initial evaluation clinics

Provider scheduling/templates

Call Management

Pre-appointment/
referring providers

Telephone Nurse Triage

2009-2010 Align organization around singular goal

Outpatient access operations

NPWT Target

***TRANSPARENCY
COMMITTMENT**

2011-2012 Support data definitions & transparency dialogue

Capacity Mgmt.
integration

Dashboards/Website
Greater understanding
of scheduling tools and
capabilities

2013 Transformational shift in focus

Comprehensive access
strategy
Service line starting point
Call recording

***COMPACT
AGREEMENT**

Developing An Access Strategy *Performance Improvement Office*

- Formed in 2008
- Three-part mission
 - Create value
 - Develop & internally export talent
 - Collaboration
- Focus: access & clinical operations
 - Patient-centric focus
 - Add value via people, process, technology integration
 - Methodology neutral (Lean, Six Sigma, etc.)

PIO Structure 2013

Capacity Management Services

- Advanced Analytics
- EPIC Tools
- Website/Toolkit

Operations Consulting Projects

- Operations/Capacity
- Resources for Chairs
- VUMC Operations Initiatives

Access Operations

- Advanced Call Center
- Integrating Access Centers
- Next generation tool deployment

A Starting Point

How Do We Define “Access?”



Engagement

What does it mean to our customers?

Alignment

How are the systems aligned?

Measurement

What goes into the core &
How do we make it transparent?

What Did We Do? *Engagement*

- Conducted a full process/analytic access review
- Engaged patients & Patient Family Advisory Group
- Asked & listened to front-line workers
- Partnered with leadership at all executive levels & clinical services
- Collaborated with peer organizations
- Grew our reengineering & analytics resources
- Created service line agreements

Aligning Goals: Service Compacts

Outcomes & Agreements

**ACCESS
COMPACT
AGREEMENT**
is the
FOUNDATION
of our future

NEW PARTNERSHIP

Divisions

The “GIVE” (old way)

- No common alignment with goals
- Inconsistent experiences
- Unpredictable/patient frustration

The “GET” (new model)

- Alignment with organizational goals
- New Access “Toolkit”
- Operations accountability

Clinic

- Unpredictable, reactionary workload
- “Putting out fires”
- Physician frustration

- Prospective mgt.
- Transparent service performance
- Patient experience feedback

**Access
Services
Team**

- “All hands on deck”
- Inability to leverage new tools & processes
- Constant readjustments

- Mgt. of scheduling process & staff
- Opportunity to pilot new access features/tools/ideas
- Long-term investment

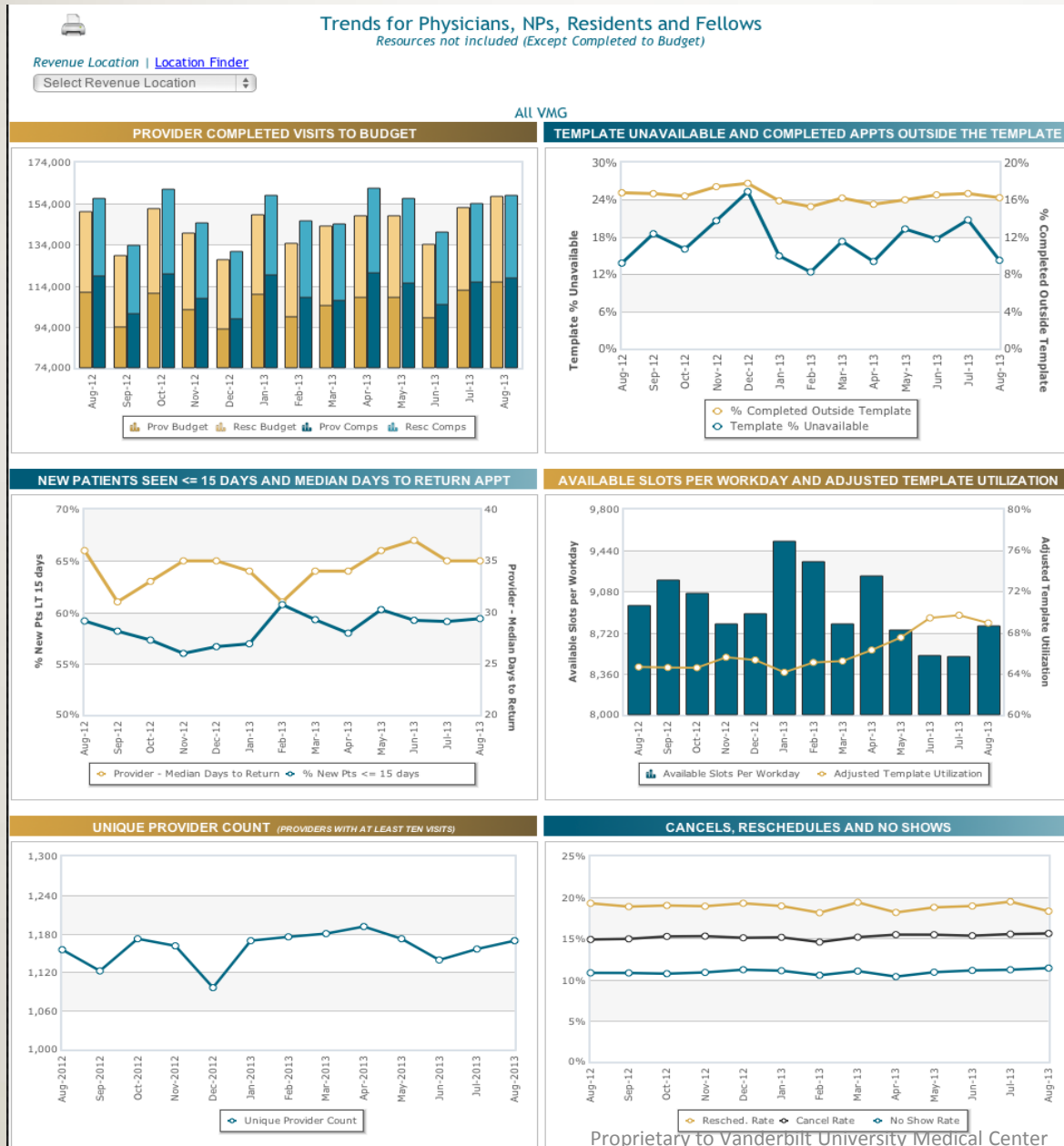
Building The Core

Establishing The “Vanderbilt Way”



- Accountability & consistent performance
- Standardized & comparable access measures
- Specific goals & data transparency
- Common definitions for metrics

Data Transparency & Management Snapshot



- Completed Visits to Budget
- Template Unavailable & Completed Outside Template
- New Patients 15 Days & Median Days to Return
- Available Slots & Adjusted Template Utilization
- Unique Provider Count
- Cancells, Reschedules, No Shows

Tipping The Balance *Game Changers & Value Impact*

Game Changers

Data Transparency & Mgt.

Capacity Mgt. Website & Toolkit

Compact Agreements

Access Initiatives

40% completed clinic re-engineered capacity

15-20% "same store" improvement

Improving call mgt. models & centralizing ops

\$30-35M annual financial impact

Culture & Dialogue

Leadership
Commitment

Why Is This So Challenging?



CULTURE

- History of designing to unique preferences
- Wide range of organizational definitions/understanding of access operations
- Potential loss of control vs. scalable solution

ENGINEERING

- Complex current operational design/rapid growth
- Little documentation/tribal knowledge or measures
- Consensus from current to future state

TECHNOLOGY

- Inconsistently utilized & deployed across organization, multiple systems
- Historically underutilized but recent improvements have been made

STAFF

- Unclear expectations & role accountabilities across decentralized units
- Lack of robust programmatic training
- Historical job descriptions
- Multiple management models

What Have We Learned?

Critical Success Factors



Engagement is Critical:

- Strong patient advocacy required
- Stakeholders at every level
- Leadership commitment



Necessary Infrastructure Fundamentals:

- Effective capacity management
- Changes in one area affect other areas
- Dedicated multidisciplinary team/resources



Change Management is Challenging:

- Clear roles & accountabilities
- Measureable performance
- This is a journey



No “Gold Standard,” Still Learning:

- Visible progress in performance –Transparency is key
- Commitment to real-time learning

Thank You!
Q&A