



Lumetra

Brighter insights. Better healthcare.

Physician Office Workflow and Process Change

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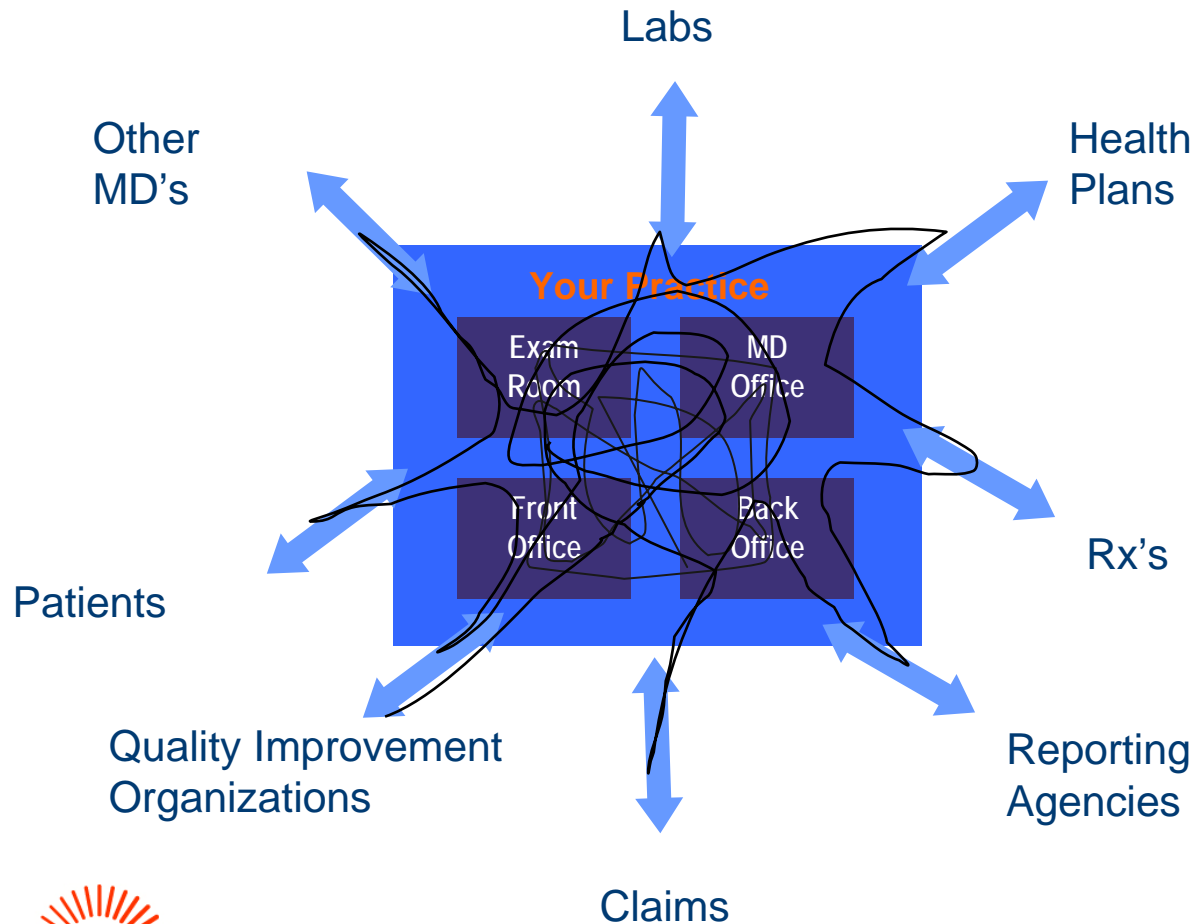


Presentation Goals

1. Understand the benefits of workflow change
2. Review common areas for change
3. Be able to identify and prioritize changes
4. How to document workflow activities

Why Think About Workflow?

Practice Processes



Interventions [IT & Redesign]

Financial/Admin Foundation

- Billing
- Registration
- Scheduling

Transactions

- ePrescribing
- Results Reporting
- Referral Management

Practice Workflow

- Practice Messaging & Orders
- Chart & Document Mgmt
- Clinical Documentation

Care

- Care Redesign
- Care Manager
- Patient Relationship Manager

Common Practice Problems

Results Tracking and Follow-up	67.1%
Phone and Fax Processing	54.3%
Medication Refills	53.9%
Inefficient Use of Resources	51.4%
Chart Chasing	50.0%
Unable to Stay on Office Schedule	48.6%
Patient Wait Times	47.1%

So What do We do About It?

Assess Your Practice

- 12 Know Your Processes- Practice Core and Supporting Processes Assessment:** Ask each member of the staff to rate the core and supporting processes using this worksheet. Based on these findings, staff members choose what to work on improving. Rate each process by putting a tic mark under the heading which most closely matches your understanding of the process. Also mark if the process is a source of patient complaints. (See Appendix, page A14-A16 for the Pareto worksheet and example to help you analyze the data.)



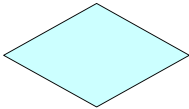



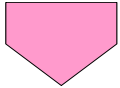

Steps for Improvement: Each of the processes below should be flowcharted in their current state. Explore improvements for each process based on the outcomes of the assessment tool. Once you have flowcharted the current state of your processes and determined your change ideas use the PDSA Cycle Worksheet on page 26 to run tests of change and to measure. The collection of flowcharts will create your Practice Playbook (see page 29).

Processes	Works Well	Not a Problem	Small Problem	Real Problem	Totally Broken	Cannot Rate	We're Working On It	Source of Patient Complaint
Answering phones								
Appointment system								
Messaging								
Scheduling procedures								
Reporting diagnostic test results								
Prescription renewals								
Making referrals								
Pre-authorization for services								
Billing/Coding								
Phone advice								
Assignment of patients to your practice								
Orientation of patients to your practice								
New patient work ups								
Education for patients/families								
Prevention assessment/activities								
Chronic disease management								

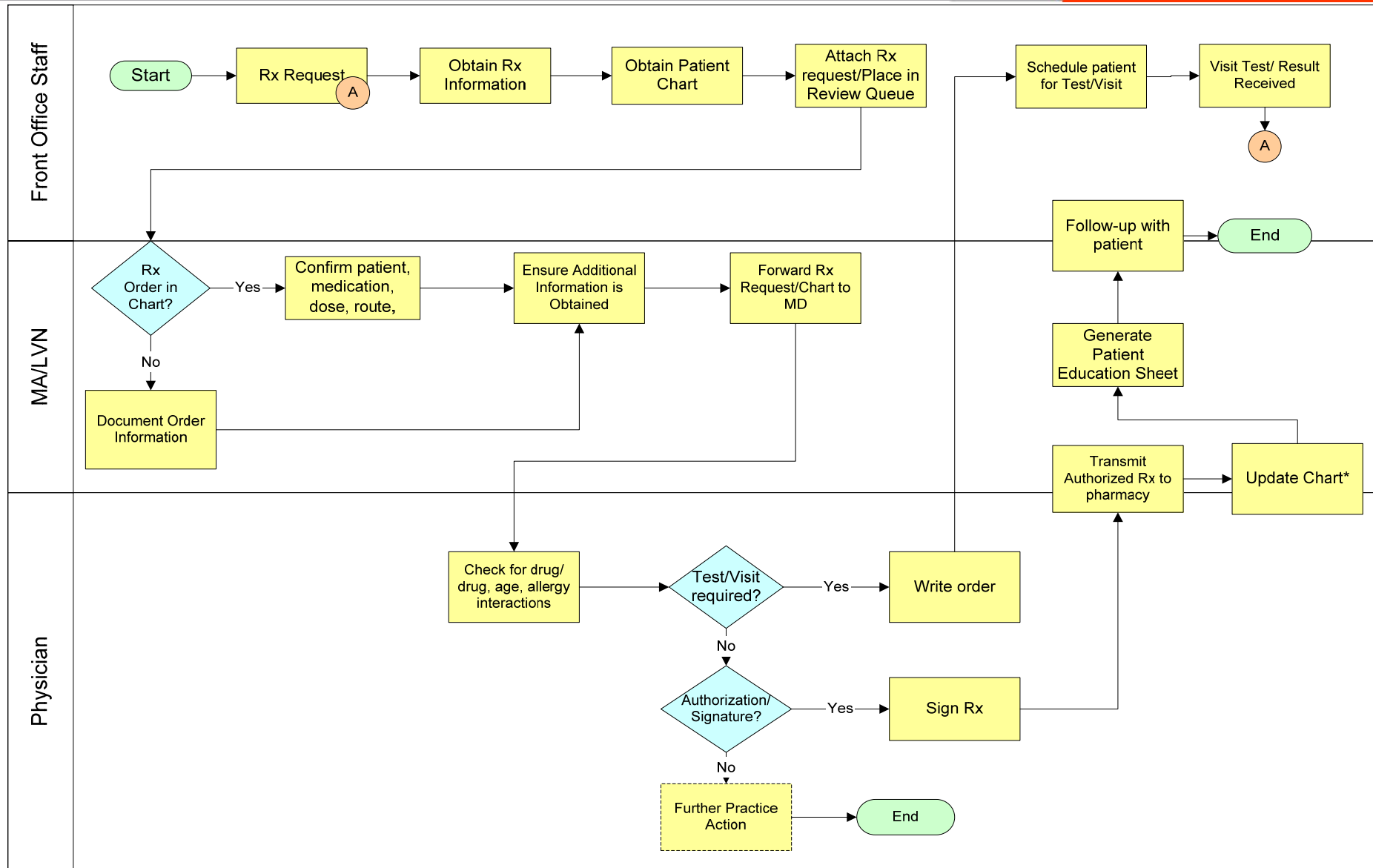
Document Your Activities

- Survey and assess your practice system
 - Staff? Patients? External Services? Suppliers? Others?
- Involve representatives of your practice system
 - your staff, ancillary services, etc.
- Prioritize
- Select a process
- Flowchart the Process
- Select a Solution

Documenting Workflow

	START/END: Indicates where the workflow starts and where it terminates, for the purpose of the map
	OPERATION: A specific task or activity that takes place from an expenditure of labor, a processing activity, or a combination of both.
	DECISION POINT: A point within the flow of work in which a question must be answered to determine the next path or direction for the work.
	DELAY: Indicates the work or product goes into a wait line or delay.
	DIRECTION: Arrows indicate the direction of the flow of information
	DOCUMENT: Data that can be read by people, such as printed output
	CONNECTOR: Use this to create a cross-reference and hyperlink from a process on one page to a process on another page
	ON-PAGE REFERENCE: Use this to create a cross-reference to another point on the same page

Prescription Renewal Process



Renewals Workflow

Pain Points in the Process

- Inbound calls, faxes or voice mail
- Chart pulls
- Stacks on desk
- Lunch, after-hours or in between
- Turnaround time
- Outbound calls, faxes or voice mail

Benefits of Automation

- Cut calls and faxes in
- Inbox of requests
- Creates Rx list
- Decouple chart pull
- Cut some chart pulls
- Frees MD from desk
- Cut turnaround time
- Cut calls, faxes out

Invoking Change

- Establish goals
- Understand your start and end points of your process
- Understand the 'Current' Process
 - Inputs, outputs, handoffs, pain points
- Understand the New Process
- Make the improvements (Manual & IT)
- Communicate to all
- Monitor how you are doing

Improve Workflow

- **Find and Remove Bottlenecks**

- Identify constraints, exploited if possible, and removed if necessary

- **Move Steps in the Process Close Together**

- Physical location of people and facilities can affect processing time and cause communication problems.

- **Use Synchronization**

- By focusing on the flow of the patient through the process, each of the step can maximize efficiency.

- **Use Automation**

- Processes can be improved by the intelligent use of automation (EHR).

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