Managing Wait Times

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UC Health
Orthopaedics & Sports Medicine
Improving Wait Times

**Objective**

Plan and manage the operation of our clinics such that wait times are consistent with patients’ expectations. This will positively impact satisfaction scores; perception of the quality of care and provider abilities.
Wait Time Effect on Provider Rating

Last year, Vitals' website looked at millions of patient reviews of doctors and found wait times strongly correlated with how many ratings stars a provider received.

The message: shorten times, get more stars.

<table>
<thead>
<tr>
<th>Star Rating</th>
<th>Average Wait Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>(12 min, 33 sec)</td>
</tr>
<tr>
<td>4</td>
<td>(18 min, 29 sec)</td>
</tr>
<tr>
<td>3</td>
<td>(21 min, 55 sec)</td>
</tr>
<tr>
<td>2</td>
<td>(26 min, 33 sec)</td>
</tr>
<tr>
<td>1</td>
<td>(33 min, 4 sec)</td>
</tr>
</tbody>
</table>
How will we achieve these goals?

Review Workflows, Staffing Levels & Patient Satisfaction Surveys

Create an action plan based on reviewed findings

Set Goals & Expectations

Track success!
Workflows

Scheduling

• Review templates by provider and division
• Review appointment types to ensure services/needs are reflected in the type of appointment being scheduled
• Review the average time it takes to see a patient across all providers, by appointment type, and by division
• Review wait times against provider templates
• Review scheduling questionnaires to ensure the right patient concern is being scheduled with the appropriate provider
Workflows

Registration

• Identify each step from arrival to ready for rooming by MA
• Review all the paperwork and time it takes to complete
• Review average time for each type of x-ray exam

MA Process:

• Review patient intake process
• Review Epic smart sets, order sets, etc.
• Identify each step from intake to checkout
Using Technology to Improve wait Times
Utilizing Patient Portal

**Potential Use for:**

- E-Visits
- Video Visits
- eCheck-in
- Copay Collection
- Questionnaires based on appointment type, provider or need
- Confirm any current medications, allergies, etc.
- Appointment instructions if applicable to ensure patient is aware of what to expect at the time of the visit
Utilizing Patient Portal

**Benefits:**

- Reduce time needed for registration process
- Reduce time needed for intake process by MA
- Provide patient information for provider prior to appointment to review
- Provide data to provider that can be used as part of the documentation process
- Make processes more efficient across the continuum of care
- Reduce costly readmissions
- Facilitate ambulatory care expansion
Utilizing Patient Portal

**Track Progress**

MyChart Registration by Location

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montgomery</td>
<td>88</td>
</tr>
<tr>
<td>Tri-County</td>
<td>31</td>
</tr>
<tr>
<td>Midtown</td>
<td>64</td>
</tr>
</tbody>
</table>

**Target Specific Locations**

- Ortho @ MAB
- Ortho @ Midtown

**Make it Fun**

- Friendly Competitions
- Reward the Teams
- Provide Stats
Press Ganey & Epic Signal Program
Internal Project Review

• # of Providers by Department Below 25 %tile

• Review Press Ganey Negative Comments (1/19 – 6/19)
  – Report department/Division by provider
  – Mixed / Neutral / Negative

• Utilize Epic’s Signal Program (Ambulatory only)
  – Compared to Department Average
  – Compare to high performer within department
    • Note Writing Shortcut Tools utilized
    • Time outside of work hours
    • Time spent in orders
    • Visits closed
    • Time spent documenting
  • Customize depending on issues identified
Provider Specific Comments

FY19
80 Comments
• 62 – Wait Time
• 13 – Communication
• 3 – Rushed
• 1 – Behavior
• 1 – Misc.
Tools/Resources Needed

Options:
- Patient Portal
- e-health
- EMR implementation of flowsheets, smart text, etc.

Training:
- Training staff and providers
- Educate Patients on the process
- Quality Training

Action:
- Create a Budget
- Invest on equipment needed
- Provide adequate support
Patient Waiting Room Experience to Improve Wait Times
Waiting Room Improvements

Add Comfortable Furniture
- Different types of furniture
- Change a layout

Add Calming Elements
- Select appropriate artwork

Let in Nature
- Add plants

Make Use of technology
- Provide free Wi-Fi
- Provide charging stations
Waiting Room Improvements

Provide Entertainment/Education
- Add cable TV
- Make sure to have current magazines
- Add literature to promote other services, research, etc.

Inform Patients of Wait Times
- Text updates
- Waiting room rounding
Wait Time Survey Results

https://www.surveymonkey.com/results/SM-GTHNNSL97/
Question 2

Do you have a centralized scheduling center?

Answered: 25  Skipped: 3

- Yes: 96.00% (24 responses)
- No: 4.00% (1 response)
Question 3

What are the registration options in your practice? Please check all that apply.

Answered: 25    Skipped: 3

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration staff</td>
<td>100.00%</td>
</tr>
<tr>
<td>Kiosk registration</td>
<td>40.00%</td>
</tr>
<tr>
<td>My Chart registration</td>
<td>60.00%</td>
</tr>
</tbody>
</table>
Question 4

Do you have a way to track wait times in your practice? Please check all that apply.

Answered: 25    Skipped: 3

- Manually: 48.00% (12 responses)
- Epic: 68.00% (17 responses)
- Other (please specify): 28.00% (7 responses)
Question 5

Have you implemented virtual health care services (telehealth)?

Answered: 25    Skipped: 3

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>48.00%</td>
</tr>
<tr>
<td>No</td>
<td>52.00%</td>
</tr>
</tbody>
</table>
Question 6

If you are not presently using virtual health care services, are you interested in finding out more about telehealth?

Answered: 21  Skipped: 7

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>52.38%</td>
</tr>
<tr>
<td>No</td>
<td>38.10%</td>
</tr>
</tbody>
</table>
Question 7

Do you have financial incentives tied to wait time goals?

Answered: 25   Skipped: 3

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>16.00%</td>
</tr>
<tr>
<td>No</td>
<td>84.00%</td>
</tr>
</tbody>
</table>
Question 8

Do you have a standardized method of communicating wait times with patients?

Answered: 25  Skipped: 3

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>68.00%</td>
</tr>
<tr>
<td>No</td>
<td>32.00%</td>
</tr>
</tbody>
</table>
Question 9

Do you have any financial penalties for patients who "no-show"?

Answered: 25   Skipped: 3

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4.00%</td>
</tr>
<tr>
<td>No</td>
<td>96.00%</td>
</tr>
</tbody>
</table>

1 answer recorded for Yes.
Question 10

The picture can't be displayed.
Question 11

What areas do you think contribute to your wait time issues? Please rate 1-5 with 1 being the LEAST PROBLEMATIC and 6 being the MOST PROBLEMATIC

Answered: 25 Skipped: 3

<table>
<thead>
<tr>
<th>Area</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Total</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Flow</td>
<td>24.00%</td>
<td>32.00%</td>
<td>8.00%</td>
<td>18.00%</td>
<td>12.00%</td>
<td>8.00%</td>
<td>25</td>
<td>4.16</td>
</tr>
<tr>
<td>X-ray issue</td>
<td>16.00%</td>
<td>5</td>
<td>20.00%</td>
<td>4</td>
<td>28.88%</td>
<td>7</td>
<td>12.00%</td>
<td>3</td>
</tr>
<tr>
<td>Scheduling/template</td>
<td>20.00%</td>
<td>4</td>
<td>12.00%</td>
<td>3</td>
<td>16.00%</td>
<td>4</td>
<td>12.00%</td>
<td>3</td>
</tr>
<tr>
<td>late issues</td>
<td>12.00%</td>
<td>3</td>
<td>8.00%</td>
<td>2</td>
<td>8.00%</td>
<td>2</td>
<td>24.00%</td>
<td>2</td>
</tr>
<tr>
<td>Provider</td>
<td>20.00%</td>
<td>4</td>
<td>24.00%</td>
<td>6</td>
<td>12.00%</td>
<td>2</td>
<td>16.00%</td>
<td>6</td>
</tr>
<tr>
<td>Space issue</td>
<td>8.00%</td>
<td>2</td>
<td>4.00%</td>
<td>1</td>
<td>28.00%</td>
<td>7</td>
<td>20.00%</td>
<td>5</td>
</tr>
<tr>
<td>Patient issue</td>
<td>12.00%</td>
<td>3</td>
<td>8.00%</td>
<td>2</td>
<td>12.00%</td>
<td>2</td>
<td>20.00%</td>
<td>6</td>
</tr>
</tbody>
</table>
Question 12

The picture can't be displayed.
Unfortunately, “waiting” is a part of every visit. What, if anything, do you have your patients do to occupy their time while waiting that helps the patient and/or your practice? Check all that apply.

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waiting room TV</td>
<td>84.00% 21</td>
</tr>
<tr>
<td>Waiting room TV that shows information about our practice</td>
<td>40.00% 10</td>
</tr>
<tr>
<td>Patients complete paperwork we need for visit</td>
<td>80.00% 20</td>
</tr>
<tr>
<td>We distribute philanthropy materials</td>
<td>8.00% 2</td>
</tr>
<tr>
<td>We distribute information about clinical trials that may be relevant</td>
<td>8.00% 2</td>
</tr>
<tr>
<td>We provide access to iPad/computer for patient to view educational materials (ie. surgery videos)</td>
<td>16.00% 4</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>24.00% 6</td>
</tr>
</tbody>
</table>
Question 14

Does your practice have a communicated GOAL for what average wait time should be and is this measured in any way?

Answered: 25    Skipped: 3

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

In the diagram, the graph shows that most respondents answered 'No' to the question, indicating that their practices do not have a communicated goal for average wait times and that this is not measured.
The picture can't be displayed.
Questions?