

IMPROVE OPERATIONS AT BOSTON MEDICAL CENTER (BMC) NEUROLOGY

15.777 HEALTHCARE LAB, FALL 2017

MEET OUR HOST

BMC Neurology Clinic, serving 25K patients annually, faces **operational challenges** exacerbated by its steadily growing demand: +15% to 30% patient volume expected in 2018. Its ability to handle a constantly increasing number of phone calls (12k / month) & referrals (1k / month), and to offer appointments within a delay meeting patients' expectation (13 week wait for new patients), is critical for its attractiveness and financial sustainability.

In this context, our project, relying on **Lean Management** approaches, aimed at understanding the **most critical processes to increase patients and BMC team's satisfaction**, and formulating **actionable recommendations to generate operational improvements**.

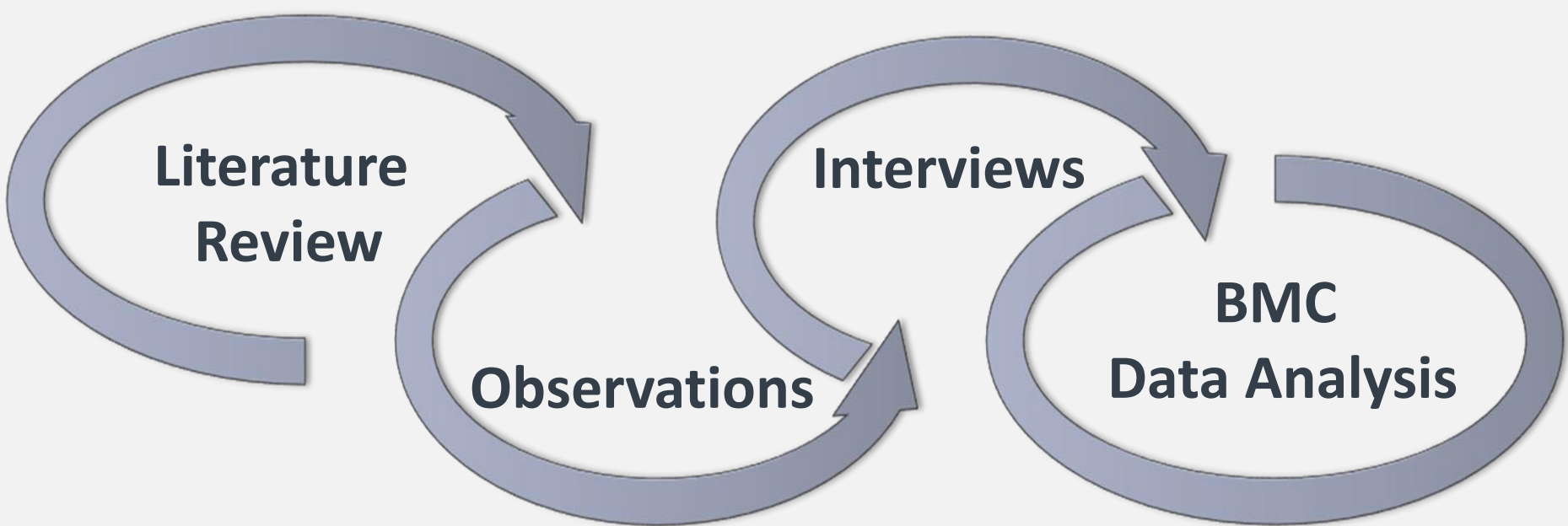


Project Goal: Offer Operational Improvements to Support Growth & Enhance Patients Experience

OUR APPROACH

Our recommendations are based on a **literature review** (about Lean, notably in hospitals, and improvements initiatives for call centers and referrals); **interactions with BMC Neurology team** (observations & interviews of ~20 staff members - Registered Nurses, Administrative Services Representatives, Medical Doctors, management team); and **data analyses** from BMC sources.

To get a comprehensive understanding of the situation, we analyzed all major **non-medical processes involving patients**.



FEATURES, CHALLENGES & OPPORTUNITIES

Remote interactions with patients, pre & post visit	In person interactions with patients, during the visit
<div>1 - Phone calls</div> <ul style="list-style-type: none">• ~ 12k phone calls per month & increasing → ~ 50% reach rate, to improve• 4 people team (3 recent hires) + punctual support → need for written procedures & training materials, & to clarify roles and responsibilities	<div>4 - Check-in</div> <ul style="list-style-type: none">• 3 check-in locations including a shared space with another specialty → Opportunity for space & process improvement with a move to an exclusive floor within 1 year• Potential opportunity to further digitalize the process to track patients visits
<div>2 - Referrals</div> <ul style="list-style-type: none">• ~ 1k referrals / month, from 3 different channels → need to harmonize & formalize processes	<div>Patient examinations – OUT OF SCOPE</div> <ul style="list-style-type: none">• ~ 30 exam rooms (20 in main location); Examination 1st by medical assistant, then provider
<div>3 – Medical inquiries</div> <ul style="list-style-type: none">• 6 people involved, process variability → need for written procedures to homogenize answers regarding process steps / rules to direct towards a BMC team member, and define prioritization / optimal way to address urgent requests	<div>5 – Injection scheduling</div> <ul style="list-style-type: none">• Unattractive room → move to exclusive floor = opportunity to enhance patient experience• Shared challenges: digitalization of patient visit tracking; clarification of roles & responsibilities; changes in follow-up appointment & imaging scheduling processes
<div>LEGEND</div> <div>Process included in project scope</div> <div>Process NOT included in project scope</div> <div>Remote interaction</div> <div>In person interaction</div> <div>Patient examination</div>	<div>6 - Check-out</div> <ul style="list-style-type: none">• Check-out needed only for patients with follow-up / imaging exams → Intra-day workload variability, appt. scheduling through phone when insurance prior authorization needed

➡ *Inefficiencies generate extra-work & further challenge quality*

OUR RECOMMENDATIONS

Priority A remote interactions with patients - S1 2018

Priority B Access to care & patients' visit experience - S2 2018

Prerequisites - Conditions for lasting improvements

1. Formalize and coordinate the tasks of the teams in charge of **phone calls**, referrals & medical inquiries
2. Streamline the **referral** management process
3. Optimize the appointment **scheduling process**
4. Redesign the **physical set-up**
5. Formalize **job descriptions**, roles & responsibilities
6. Provide regular team & individual **feedback**

Perfect timing

- New phone team to train
- New space summer 2018
- Enthusiastic staff



H-LAB
TEAM



LEA TELLESCHI



AYA SUCHI



DEVIKA