

## PROJECT OVERVIEW

## METHODOLOGY

### ● Problem Statement

Outpatient endoscopic procedures experience frequent delays, which results in:

- ▶ **Extended patient wait time**, 40% of patients wait 30+ min
- ▶ Both morning & afternoon time blocks delay 60+ min
- ▶ Overwork of healthcare providers

### ● Project Scope

The project scope is to **identify root causes** for the process delay and **provide potential solutions**.

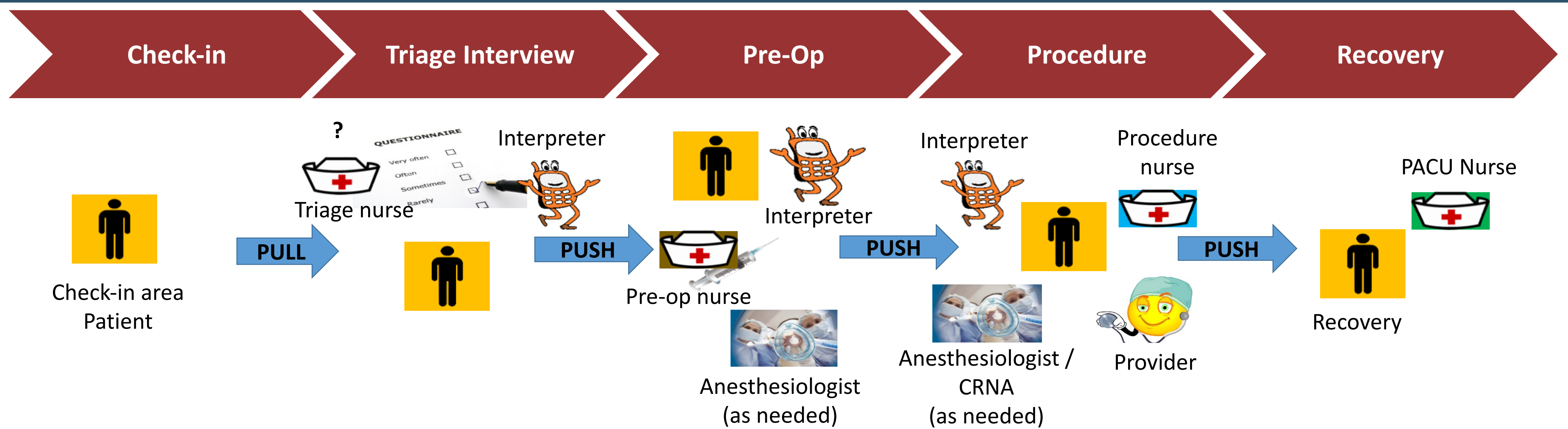
### ● A3 Methodology Framework

- ▶ Formulate a Problem Statement
- ▶ Go, See and Assess
- ▶ Root Cause Identification
- ▶ Solution Proposal / Discussion
- ▶ Build a Pilot Run
- ▶ Validate & Scale & Sustain

### ● Data Collection / Analysis

- ▶ On-site observations
- ▶ Stakeholders interviews
- ▶ EPIC Data analysis (1 year)
- ▶ Comparison between the observed process and the EPIC data analysis

## ENDOSCOPY UNIT PROCESS FLOW & FINDINGS



Resource utilization rate  
(Resource)

Avg duration of patient stay (min.)

Std Dev (min.)

Resource	88% (trriage nurses)	81% (pre-op bays)	61% (procedure rooms)	73% (recovery bays)
Avg duration of patient stay (min.)	27	41	31	67
Std Dev (min.)	17	33	16	39

### Key Findings

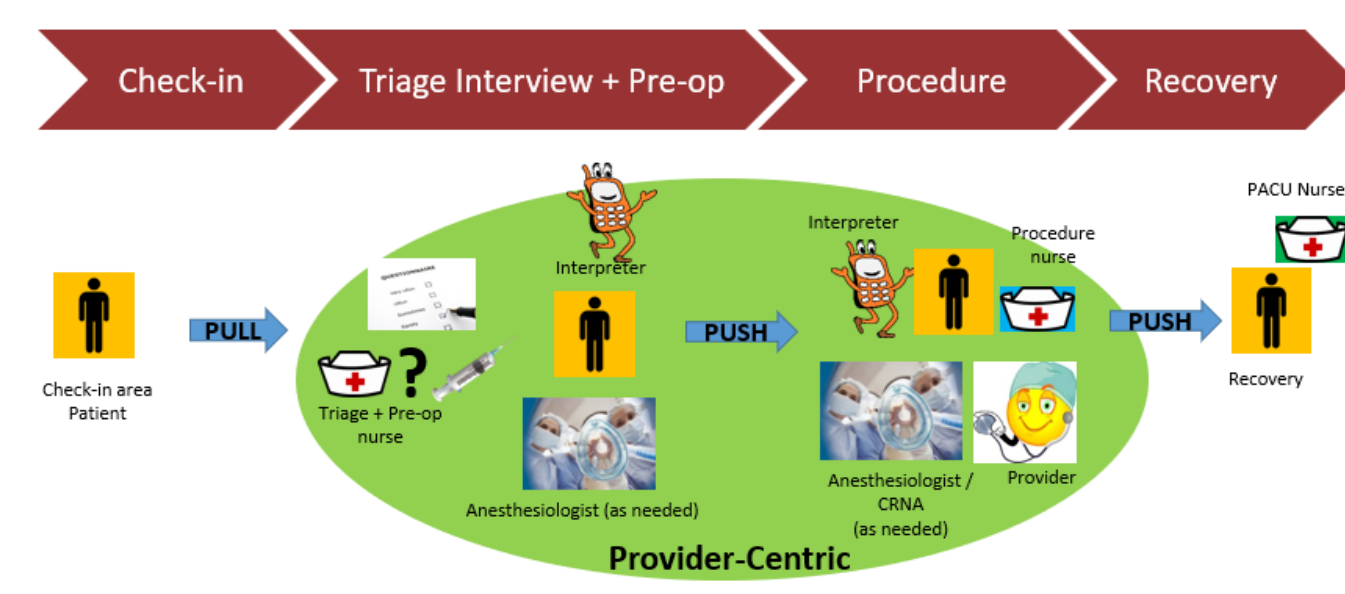
- Interpreter needs
- **Patient healthcare literacy / readiness**
- **Involves 30 min. patient wait time**
- Interpreter needs
- Ad-hoc schedule changes
- **Rooms / providers stay idle between procedures**
- **Procedure delay causes next patient waiting time**
- Varying recovery time

### Solution 1: Questionnaire

**Proposed Solution**  
Patient questionnaire handed out to patient upon check-in to collect most patient medical history while patients are waiting in the check-in area (30-60 minutes).

### Solution 2: Provider-Centered Process Flow

**Proposed Solution**  
Provider-centric / procedure-room centric process flow design with designated (one) process flow owner to ensure cross-functional connectivity and patient readiness for procedure performance.



### Solution 3: Variability Tracking Sheet

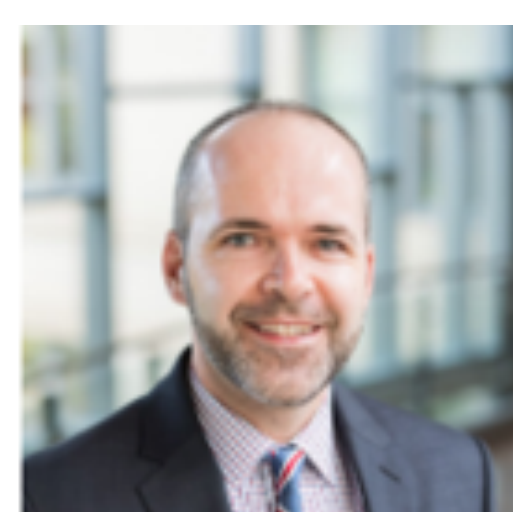
**Proposed Solution**  
Track the frequency of each source of variability and coordinate stakeholders on a regular basis to solve the root-cause.

Procedure Room #	Patient Delay	Provider/Procedure	Interpreter/Waiter	Pre-Op/Recovery	Other
AM 1					
AM 2					
AM 3					
AM 4					
AM 5					
AM 6					
AM 7					

## NEXT STEPS

Action Item	Dec	Jan	Feb	Mar	Apr	May
<b>Solution 1: Questionnaire</b>	Plan	Pilot	Eval	Roll out		
<b>Solution 2: Provider-Centered Process Flow</b>		Plan		Pilot		Eval
<b>Solutions 3: Variability Tracking Sheet</b>		Plan		Pilot	Eval	Roll out

## TEAM



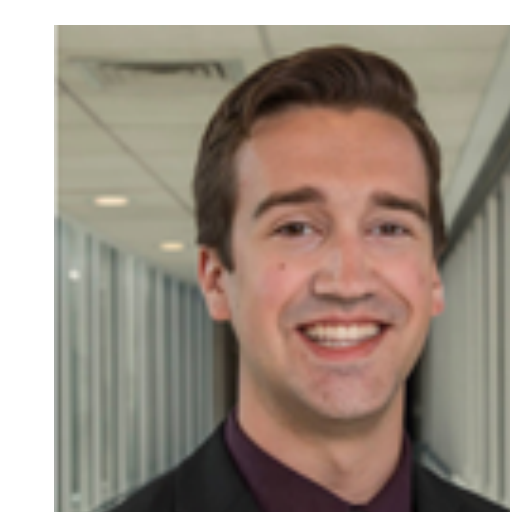
Nick Quiroz  
EMBA'18



Takehito Matsuba  
Sloan Fellow'18



Yu-Shan Yang  
MBA'18



Jason Troutner  
LGO'19