

An All-Inclusive Resort (to Change)



ALBERTA AIM

ACCESS * IMPROVEMENT * MEASURES

THORNHILL COMMUNITY HEALTH CENTER

Well Child Immunization

June 21, 2017

The only person who likes **CHANGE** is a baby in a wet diaper!

Anonymous



An All-Inclusive Resort...



- AIM helps healthcare teams to assess their process to improve client access
- A collaborative model of learning for achieving high quality, team-based clinical care. The model was guided by expert facilitators but implemented at our local WC clinic (Thornhill)

- Following processes were applied:

Team:

Improvement teams represented all key roles in the clinic - "those who do the work must change the work." The team (a nurse, clerk and managers) met every 1-2 weeks in addition to 5 X 1 ½ day learning sessions.

Aim:

Set specific, measurable goals for access, office efficiency and clinical care.

Map:

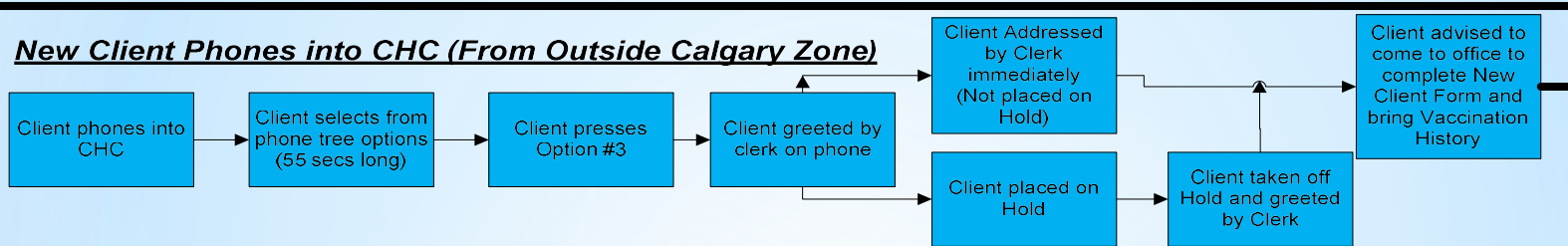
Built a flow map to understand all the elements of a client's visit through the clinic, and identified where challenges and constraints exist.

Process Maps

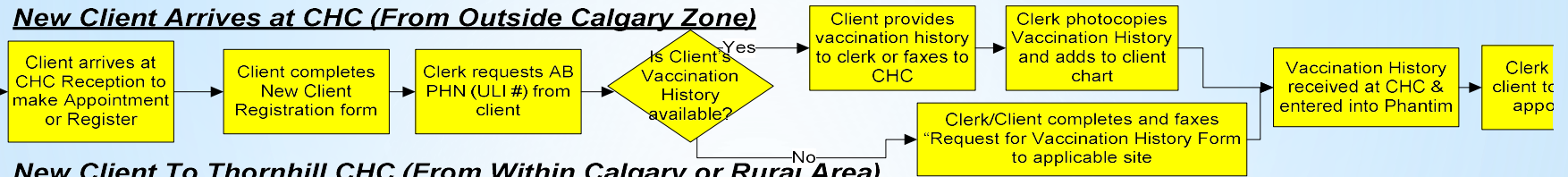


Thornhill Community Health Center (Feb/Mar 2014)

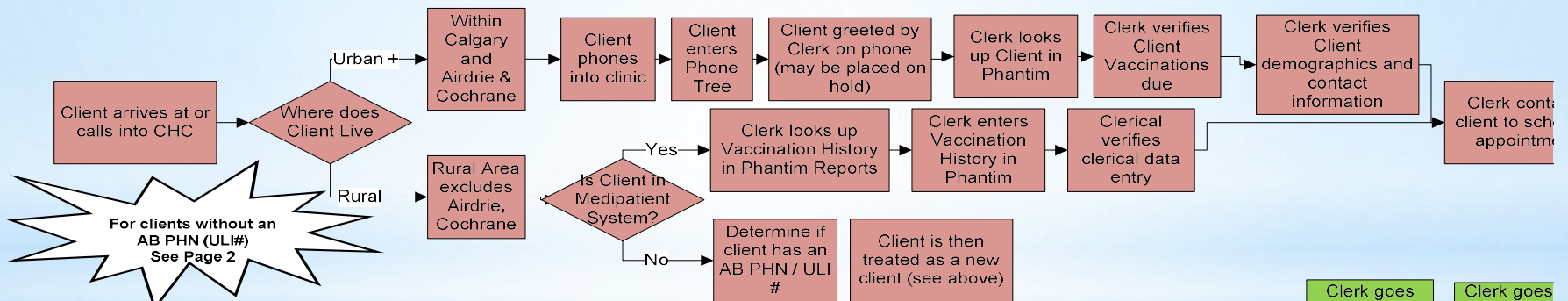
New Client Phones into CHC (From Outside Calgary Zone)



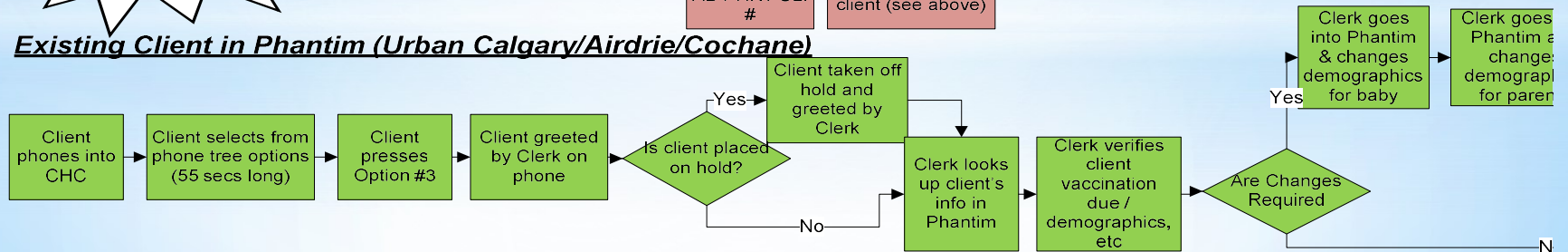
New Client Arrives at CHC (From Outside Calgary Zone)



New Client To Thornhill CHC (From Within Calgary or Rural Area)



Existing Client in Phantim (Urban Calgary/Airdrie/Cochrane)



**Measure:**

Collect and analyze data to understand performance and assess the impact of changes (positive or negative improvements). Ongoing measurement is essential to improve and maintain top system performance.

Change:

Tests of change are applied using The Model for Improvement PDSA (Plan-Do-Study-Act) cycles.

Sustain/Spread:

Sustain the gains, celebrate success and spread a culture of improvement throughout the clinic and larger team or system.



AIM for Thornhill CHC

- **Reduce wait times from 65 days (Jan 2014) to 42 days by November 1/2014**
 - With 2.0 FTE Augmentation and 100% Backfill, wait times were at 6 days by May 26th, 2014.
 - Augmentation and full Backfill were discontinued September 30th and wait times were back to 67 days on October 13^t, 2014 (as of Mar 13/15 - 72 days).

- **Office Efficiency Aim**
 - To increase process efficiency - amount of time that the client can spend with the nurse in clinic is maximized.
 - Decrease/address bottlenecks in the clinic process from the time the client checks in.



Patient Survey Analysis

- A total of 202 surveys were returned
- Rated length of time spent with the nurse during the visit = “Just Right”- 96% of time.
- Rated the amount of information shared with them during their appointment = “Correct Amount” - 95%.
- Rated their visit = “Very Satisfactory” - 83%.

Areas for Improvement

- Waited too long for an appointment.
- Difficulty getting through on the phone to book an appointment.
- Waited too long on hold on the phone.
- Waited too long in the waiting room to see the nurse.

ENGAGE STAFF IN AIM BY:



- **Idea Parking Lot** for staff to document their suggestions for improvement/efficiencies with ongoing input of staff ideas.
- **PDSA Board** in the staff room with up to date information on planned/completed PDSAs with accompanying data.
- **Health Care Team Effectiveness Analysis** completed by all staff
 - Designed to develop excellence in teamwork and collaboration.
 - Goal is to improve healthcare delivery through enhanced efficiency of interdisciplinary teams.
- Share AIM information at staff meetings.
- All staff are involved in implementing the PDSAs and provide feedback.
- Storyboard was created with up to date information (available in clinic and presented at AIM Learning Sessions).

IDEAL SITUATION:

Demand matches Supply and matches Activity

$$\underline{D = S = A}$$



DEMAND

- Demand is the measure of “workload” generated (appointment demand)
- Multiple ways to measure demand: yearly; daily basis; by panel size (number of clients in a practice); new appointments (new demand - 2 month visit); return appointments (return demand).
- Demand is counted on the day it is generated - appointment requested on October 15th for November 20th. The Demand is counted on October 15th. (Done manually by the clerical when the client requests an appointment (phone and in person).

DEMAND – Anticipated Demand Outweighs Current Supply



Example #1

- Birthrate of approximately 257/month with
 - 2 months = 2 X 30 minute appointments
 - 4, 6, 12, 18 months = 1 X 30 minute appointments
 - REQUIRE: 4626 X 30 minute appointments/12 weeks

- Staffing with NO augmentation provides 4302 appointments/12 weeks , therefore the clinic is short 324 appointments/12 weeks
 - This doesn't include vaccinating Preschoolers, Adults or In-Migration.

- Further, Preschoolers = 2628 children (upcoming year)= 606 appts/12 weeks.
 - We are short 930 appts without considering Adults (10 minute appts) or In-Migration. This is based on Preschoolers coming throughout the year versus our reality = a surge before the start of the school year.

Note:

- Birthrate has now increased to approx 275/month.
- Calgary Zone Population increase of 38,000 from 2013 to 2014.

SUPPLY



- Is a measure of what could be done (in a perfect scenario).
- Reflects the total number of minutes the provider can provide for appointments (captured in 10 minute increments with AIM).
- **It's the number of available appointments and captures the planned work, not the actual work completed (e.g. clinic nurse away due to vacation/education etc. and not replaced).**
- Appointment length has an effect on the available appointments per day (10 minute, 30 minute and 60 minute appointments).



ACTIVITY

- **Activity is also called the “supply used” and is the actual number of appointments seen.**
- It measures the time (in minutes) that the provider actually spends with the client (those clients that show for their appointments).
- No Shows and Cancellations are NOT ACTIVITY - they count as Demand but do not materialize as Activity
- Activity can be greater or less than either Supply or Demand

HOW TO MEASURE Demand, Supply and Activity



- This is performed daily

- **Supply**: Took the number of nurses assigned to clinic in Phantim to determine our Supply (each AM clinic, a nurse does 1x10, 1x60 and 4x30 min appointments).

- **Demand** is measured by the number of requests that the clerical receive for specific appointments. Demand is measured at the time of the call, not the actual appointment date.
 - Variance - clerks may be busy and may not accurately track the appointments.

- **Activity** is measured/entered daily by Secretary through Phantim.

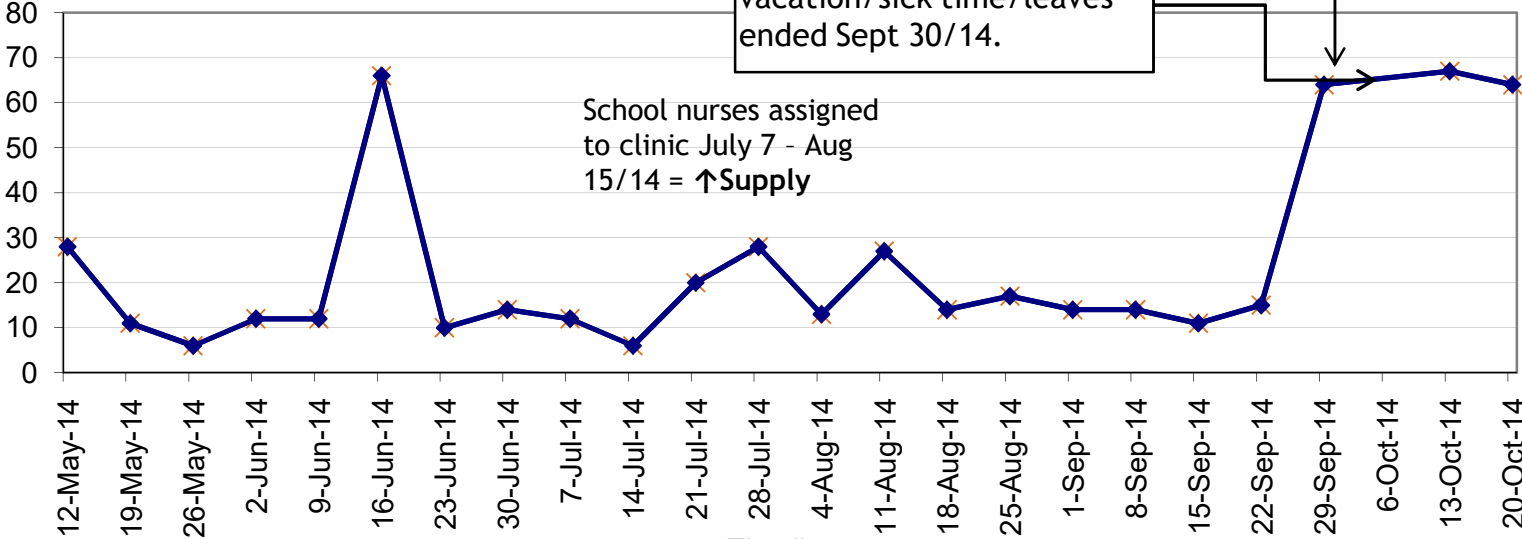
THIRD NEXT AVAILABLE APPOINTMENT



THIRD NEXT AVAILABLE APPOINTMENT

Augmented 570
extra appts May 12-
June 30/14

Days



100% Clinic Backfilling for
vacation/sick time/leaves
ended Sept 30/14.

School nurses assigned
to clinic July 7 - Aug
15/14 = ↑Supply

Staggered Start
Times began
Oct 1/14

Timeline

PDSA: New Phone Tree Message

- Old Phone Tree

- Takes 49 seconds to be tr

- New



erson





PDSA: Chart Verification

Chart Verification Process

1. Time from when Client presents to TCHC to when TCHC receives Vaccination History (N = 44)



Time Frame:
Mar 7 - Apr 7, 2014

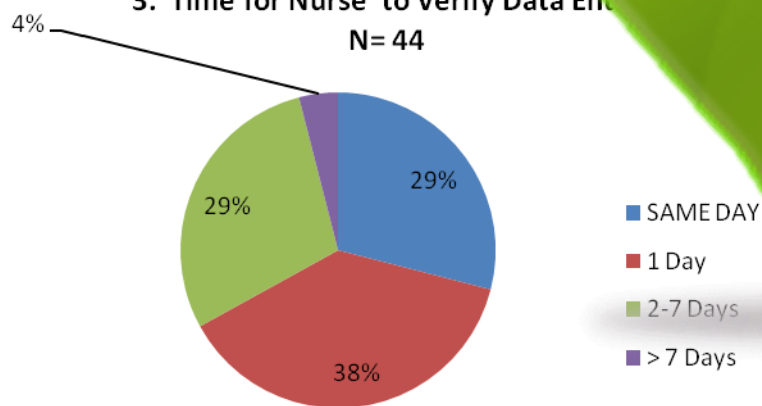
2. Time for Clerk to address Client Needs (N = 44)



Time Frame:
Mar 7 - Apr 7, 2014

Chart Verification Process

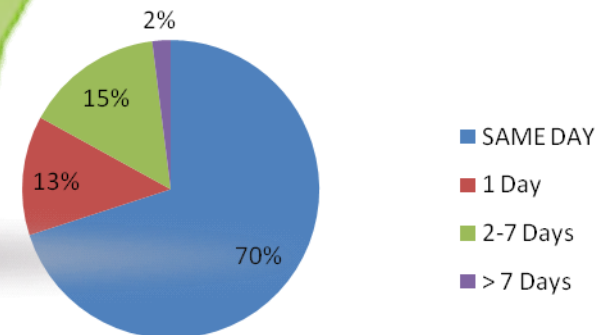
3. Time for Nurse to Verify Data Entered (N = 44)



Time Frame:
Mar 7 - Apr 7, 2014

Chart Verification Process

4. Time for Clerk to address Client Needs (N = 44)

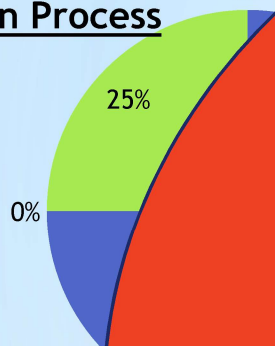


Time Frame:
Mar 7 - Apr 7, 2014

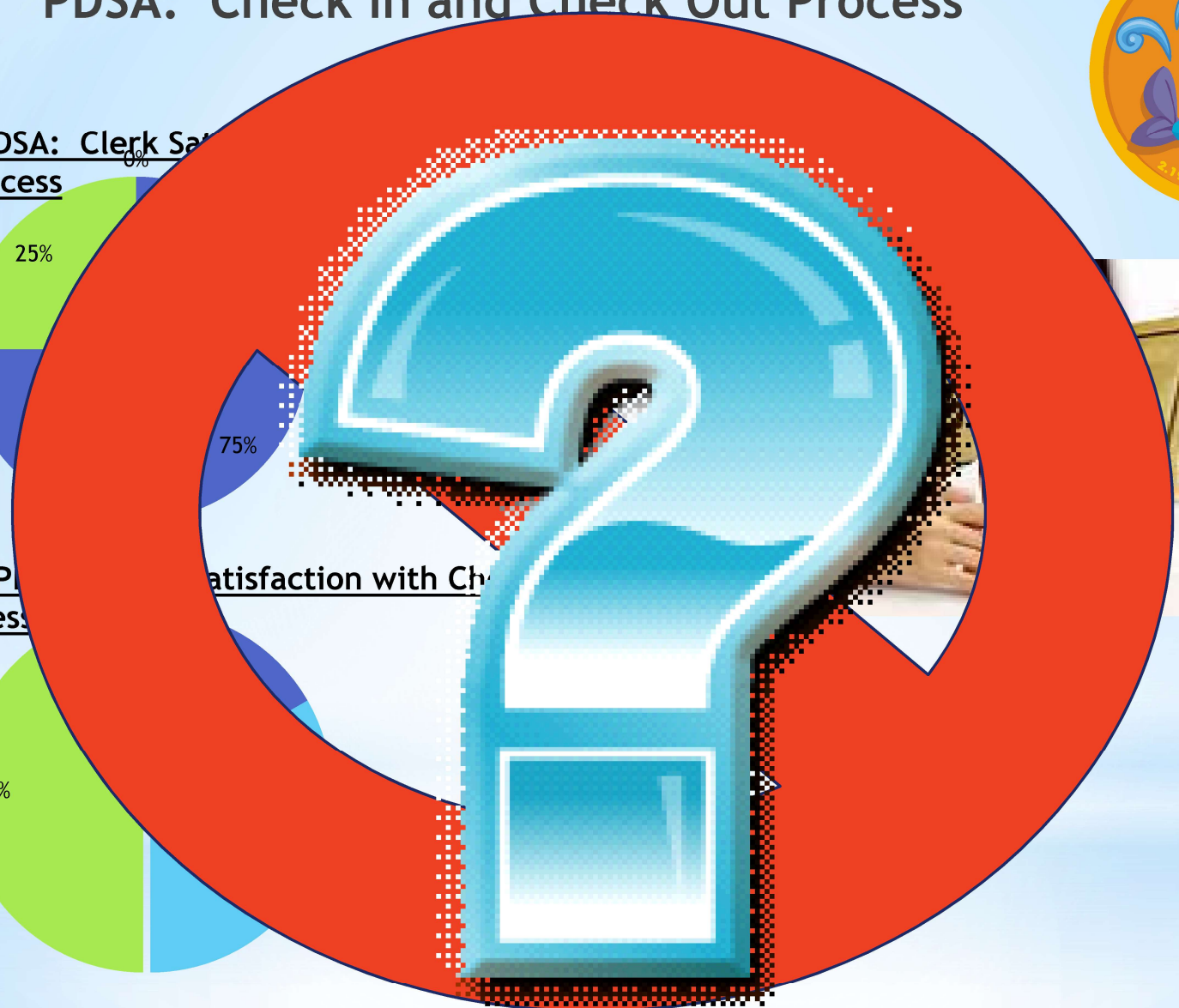
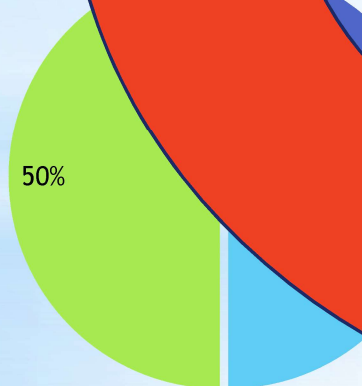
PDSA: Check In and Check Out Process



Pre PDSA: Clerk Satisfaction with Check In Process



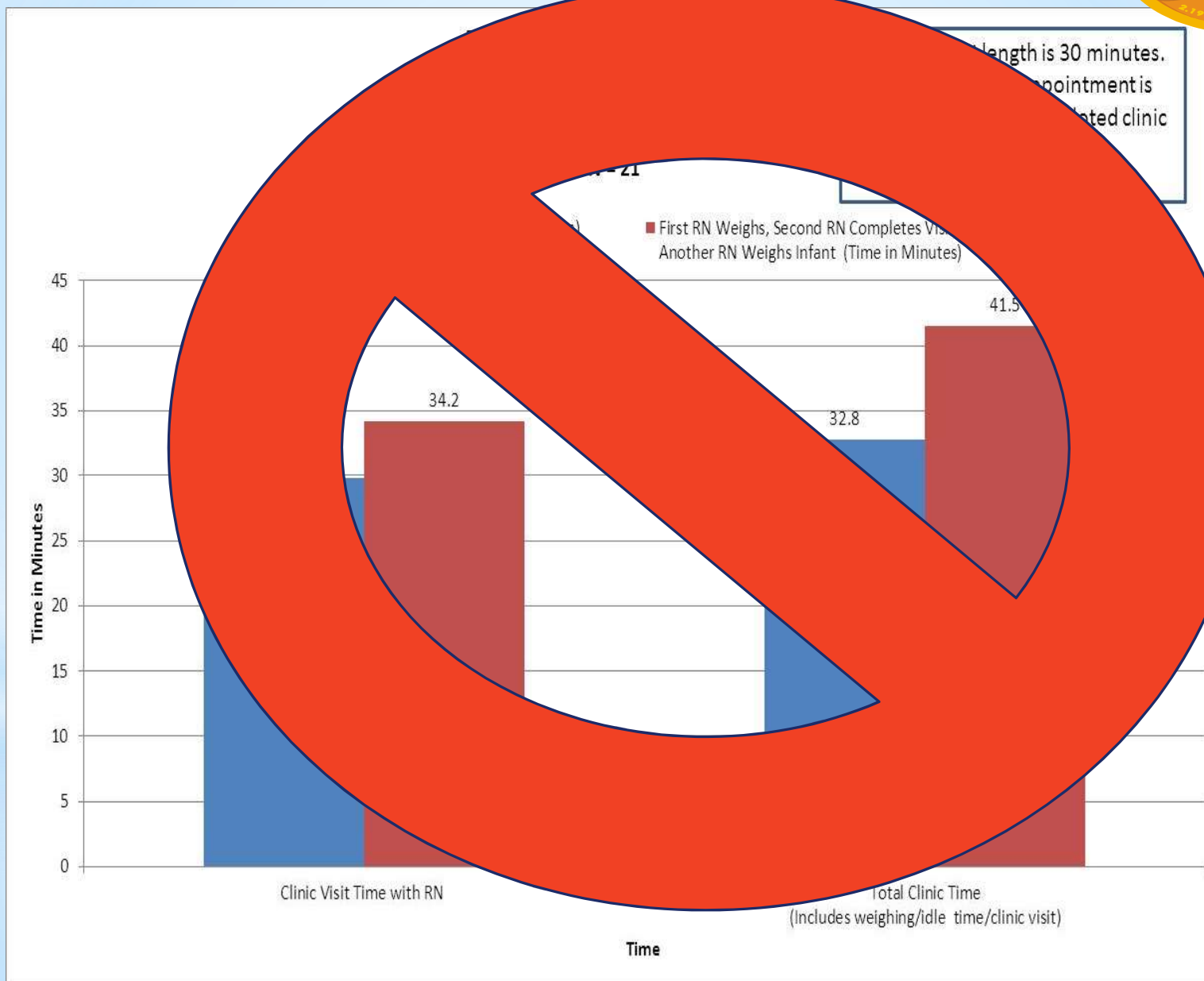
Post PDSA: Clerk Satisfaction with Check Out Process



PDSA: Wait List Management



PDSA: Another Nurse Weighs Infant



PDSA: Staggered Appointment Times

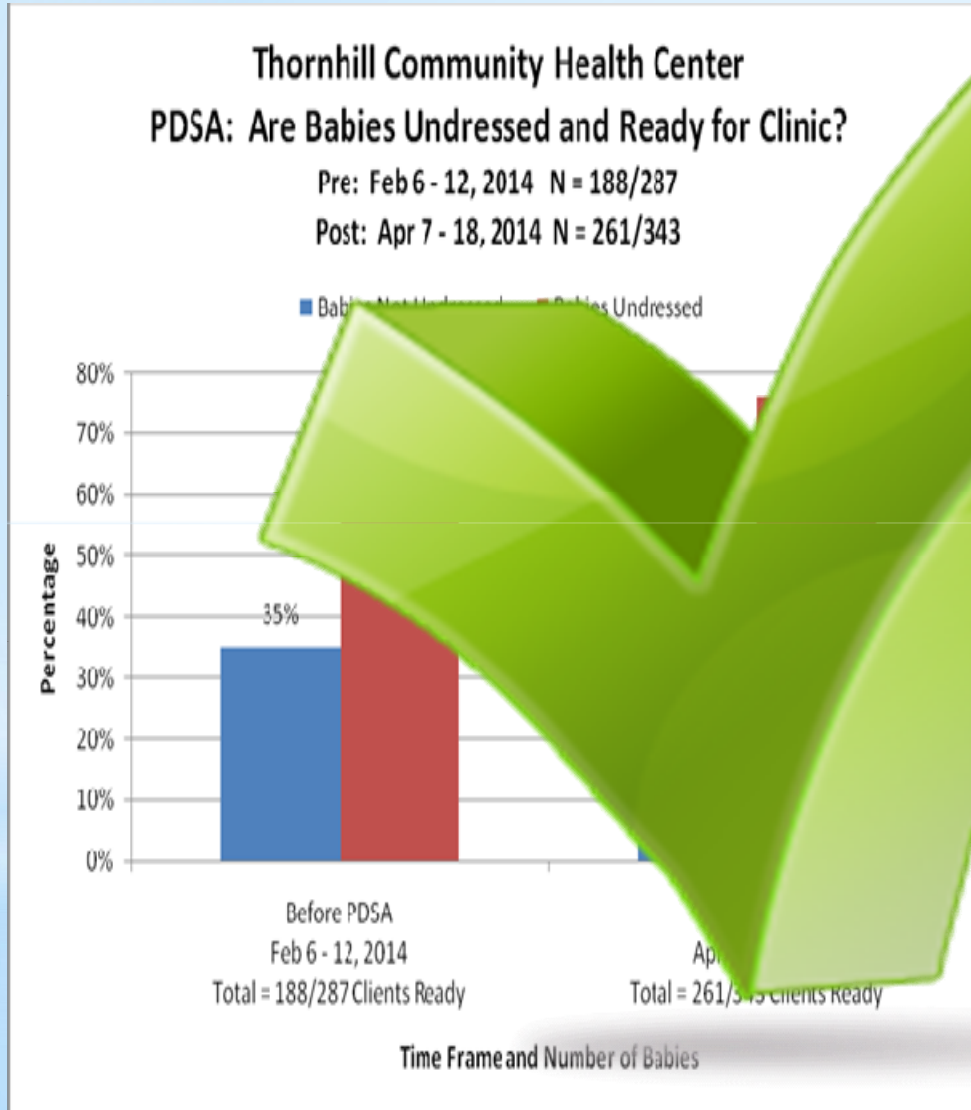


<u>OLD SCHEDULE</u> Same Appointment Times	
<u>TIME</u>	<u>APPOINTMENT LENGTH</u>
MORNING CLINIC	
0815 - 0820	5 minutes Set Up
0820 - 0830	10 minutes
0830 - 0900	30 minutes
0900 - 0930	30 minutes
0930 - 1000	30 minutes
1000 - 1015	Coffee (15 minutes)
1015 - 1115	60 minutes Are 2 X 30 mins combined
1115 - 1145	30 minutes
1145 - 1155	10 minutes
1155 - 1215	20 minutes Clean Up.
1215 - 1245	Lunch Break

<u>NEW SCHEDULE</u> Staggered Appointment Times	
<u>TIME</u>	<u>APPOINTMENT LENGTH</u>
0815 - 0820	5 minutes Set Up
0820 - 0830	10 minutes
0830 - 0900	30 minutes
0900 - 0930	30 minutes
0930 - 1000	30 minutes
1000 - 1015	Coffee (15 minutes)
1015 - 1115	60 minutes Are 2 X 30 mins combined
1115 - 1145	30 minutes
1145 - 1155	10 minutes
1155 - 1200	10 minutes
1200 - 1215	15 minutes Clean Up
1215 - 1245	Lunch



PDSA: Undress Baby Before Appointment



Please
UNDRESS YOUR BABY
(2 - 24 Months of Age)
TO A DRY DIAPER
=more time with the nurse



PDSA: Bookmarks for each Age Group



The Early Years Bookmark

Young Babies: 2 to 4 Years

Common Health Concerns

Development

How to Take Temperature

Immunizations

Nutrition

- Breastfeeding p. 69
- Infant Formula p. 99
- Vitamin D Recommendations p. 65

Preventing Injuries 116

Sleeping 130

- Back to Sleep.

Teeth and Mouth 127

- Wipe down gums.

Your Baby's Head Shape 137

We are now online
For more information search "Young babies" at healthyparentshealthychildren.ca

The Early Years Bookmark

Young Children: 4 to 6 Year Olds

Common Health Concerns

Development

How to Take Temperature

Immunizations

Nutrition

- For recipe ideas and guides to healthy eating visit healthyalberta.com

Preventing Injuries 244, 274

- Helmet safety.
- Forward-facing safety seat and booster seat.

Teeth and Mouth 272

- For additional resources, call your dentist or visit myhealth.alberta.ca

Vision and Hearing 274

- Visit an Optometrist once per year; no cost until age 18. Go to optometrists.ab.ca for more.

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The Early Years Bookmark

Young Children: 4 to 6 Year Olds

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For more information search "Preschoolers" and "Young children" at healthyparentshealthychildren.ca

PDSA: Posting Cost of No Shows in Waiting Room



Thornhill Community Health Center

The Cost of “No Shows”

(If you miss your appointment)

July:

\$10

(162

(128

Lost in taxpayer

If unable to keep your appointment,

PLEASE CANCEL as soon as possible

so we can offer it to another client.

Thank you very much – the staff at Thornhill

Thornhill C

“No Shows”

(89 No Shows)

July:

\$53.28

(89 No Shows)

Lost in taxpayer's dollars

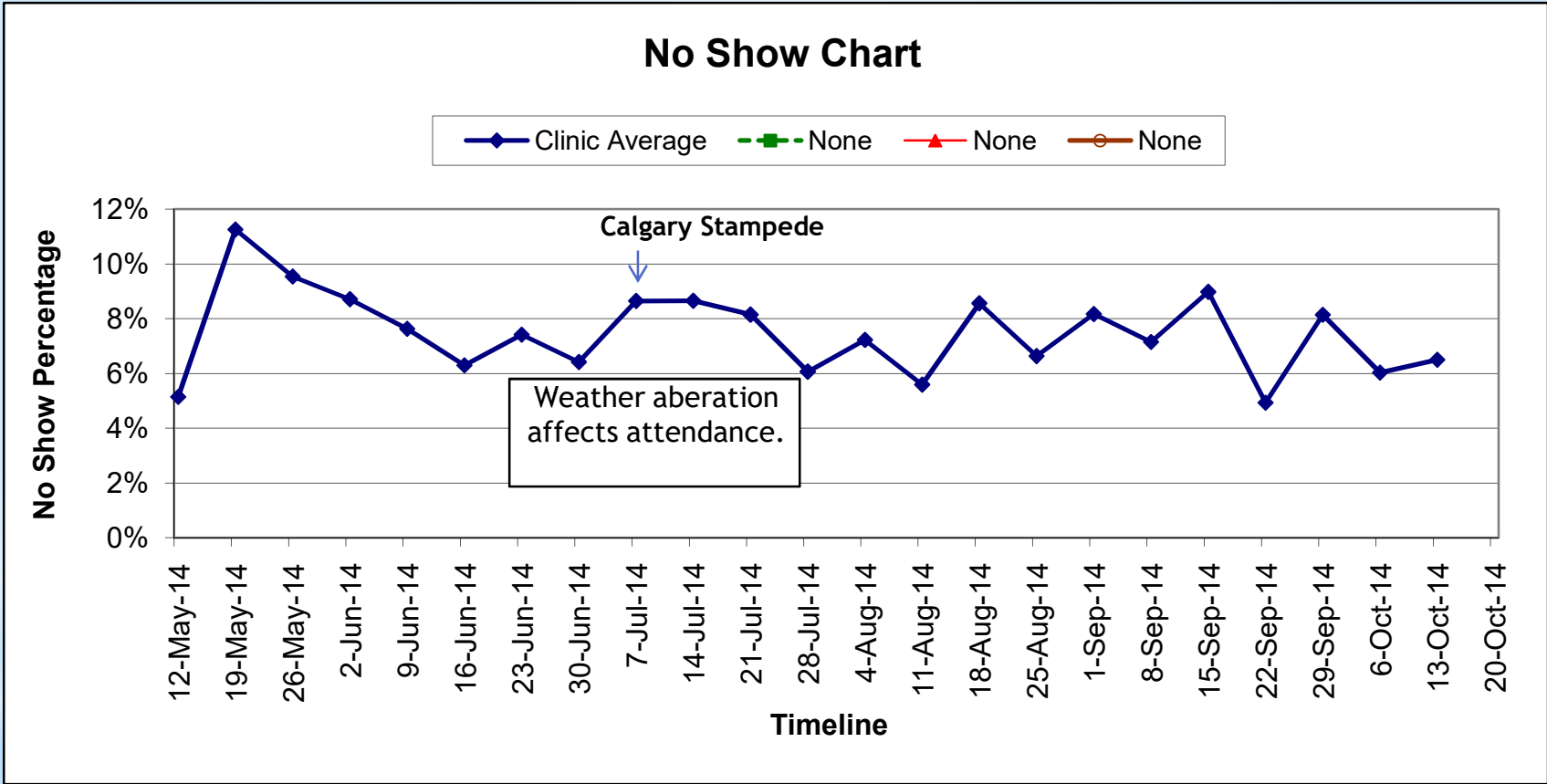
If unable to keep your appointment,

PLEASE CANCEL as soon as possible

so we can offer it to another client.

Thank you very much – the staff at Thornhill

PDSA: No Shows



PDSA: Increasing Supply with Appointment Schedule



PROPOSED SCHEDULE (3 mornings/week)	
↓ Underutilized 10 minute appts = ↑ 30 min appts	
TIME	APPOINTMENT LENGTH
0820 - 0850	30 minutes
0850 - 0920	30 minutes
0920 - 0950	30 minutes
0950 - 1005	Coffee Break (15 mins) Are 2 X 30 mins combined
1005 - 1105	60 minutes
1105 - 1135	30 minutes
1135 - 1205	30 minutes
1205 - 1220	Stocking Rooms



***Thinking
or
Stinking!***

Proposed schedule will ↓ the underutilized 10 min appts and gain a 30 min appt for each nurse - M,W,F (if you have 5 AM clinics each (M,W,F) = 15 additional 30 min appt per week. Will have 10 min appt in Evenings and Tuesday & Thursday all clinics

May 23 - June 27th, 2014

Supply = 496 appts

Demand = 384 appts (77% used)

Activity = 343 appts (89% of the Demand)

Activity (69% of the Supply)

No Show = 39 appts (10.1%)

112 appts not booked

115 + 39 / 496 appts were not used = 30.4%

September 02 – October 04, 2014

Supply = 435 appts

Demand = 310 appts (77.42% used)

Activity = 277 appts (89% of the Demand)

Activity (64% of the Supply)

No Show = 32 appts (10.3%)

157 appts not booked

157 + 32 / 435 appts were not used = 43.4%

PDSA: Preschool Appointment Recall

- Mail out monthly reminders to parents re: Preschooler's Vaccinations
- @ 200 reminders/month to balance the Demand stream.
- 37% of 162 No Shows for July, 2014 were Preschoolers.
- Re-evaluate this PDSA as there are plans to use the automated dialing system to do this.





GOING FORWARD

- Rolled out to Calgary Zone Community Health Centres:
 - Undress your baby poster
 - Bookmarks for HPHC Resource
 - Modification of the phone tree at various sites
 - Measurement of Demand, Supply & Activity
 - Wait list management process

- At Thornhill we now have a QI committee (Clinic rooms, Student anxiety, etc.)

Resources to Share



Resources to Share



The Early Years Bookmark

Common Health Concerns 122

Development 111, 150

How to Take Temperature 47

Immunizations 293

Nutrition

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Young Babies: 2 to 4 Months

Name of client	Date client filled in new client demographic form	Date vaccination records received (could be same day)	Date vaccination dates entered	Date chart verified by nurse	Date booked into clinic by clerical	Comments

How would you rate this wait?

Not Acceptable At All	Not Very Acceptable	Moderately Acceptable	Acceptable	Very Acceptable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate the usual wait for an appointment when you (the patient) are sick and call your medical clinic for an appointment?

Not Acceptable At All	Not Very Acceptable	Moderately Acceptable	Acceptable	Very Acceptable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate getting this medical appointment fitting in with your schedule?

Very Easy	Fairly Easy	Neutral	Not Very Easy	Not At All Easy
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How long did you wait for your appointment to start after you arrived?

- Less than 5 minutes
- 5 to 10 minutes
- 11 to 20 minutes
- 21 to 30 minutes
- More than 30 minutes
- There was no set time for my appointment

How would you rate this wait?

Not Acceptable At All	Not Very Acceptable	Moderately Acceptable	Acceptable	Very Acceptable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate the length of time spent with the healthcare provider you (the patient) saw today?

Much too short	Too short	Just right	Too long	Much Too Long
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How often do you leave the doctor's office with unanswered questions?

Never	Sometimes	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please
UNDRESS YOUR BABY
(2 – 24 Months of Age)
TO A DRY DIAPER
=more time with the nurse

THORNHILL CLERK SATISFACTION WITH NEW CHECK IN PROCESS (Pre PDSA)



Not Working Well
"Oh Geez"



Neutral
"Meh"



Working OK
"Yah Baby"



Working Great
"Awesome Dude"

Please check off which box applies.

Thank you!

QUESTIONS



For more information:

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