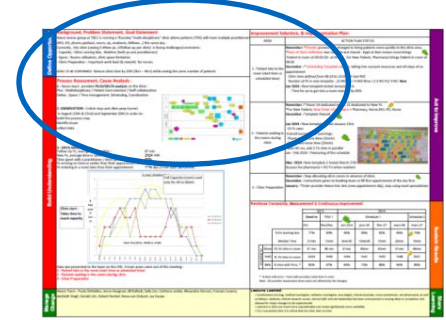


TOM BAKER CANCER CENTER NEUROLOGY CLINIC

AIW INITIATIVE



Define Opportunity



Background:

- Weekly "multi-disciplinary" clinic
- Patient Volume : 3-4 new patients and 15 follow-up patients per clinic

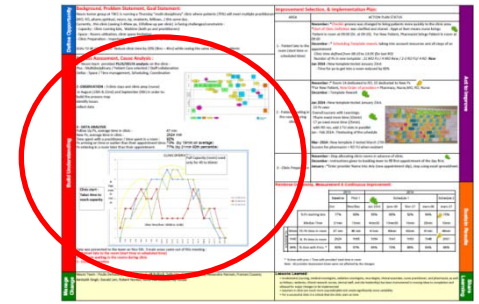
Opportunities:

- Capacity / Throughput:
 - clinics running later than the scheduled end time
 - patients spending hours in the clinic;
 - doctors awaiting patient arrival for appointment
- Space :
 - room utilization issues
 - clinic space limitations

Goal:

Reduce clinic time by 20% (5 h to 4 h) while seeing the same number of patients

Build Understanding



Team Voice :

- Plus : Multidisciplinary / Patient Care oriented / Staff collaboration
- Deltas : Space / Time management, Scheduling, Coordination

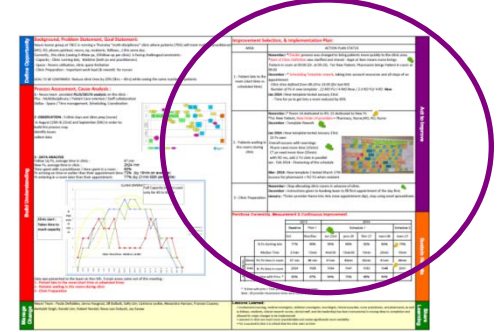
Data Voice:

- 3 clinics observed to capture main time stamps
- Patients arrives on time (73% earlier than appointment by 19min)
- Clinic runs late, creates patient wait (77% later than appointment by 21 min)
- Space /Capacity : full capacity reached after 2 hours, used for 45 min

Focus for improvements :

- Patient late to the room (start time vs scheduled time)
- Patients waiting in the rooms during clinic
- Clinic Preparation

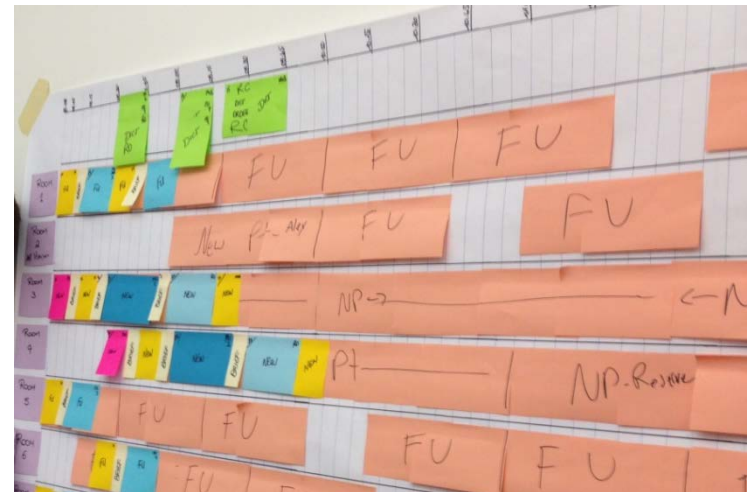
Act to Improve



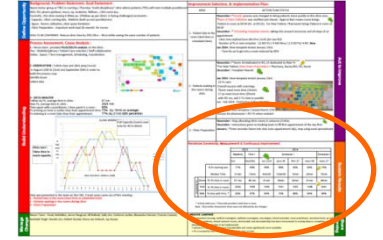
Actions taken :

- Check-in process was changed to bring patients into exam room more quickly
 - Operational definition established around patient appointment times
 - Advance room allocation discontinued
 - Booking process changed to first available appointment
 - New order created for providers to see new patients (pharmacist first)
-
- **New clinic schedule created based on resources and time available order of providers face time requirements** (from data measured)

Schedule was created by the team mapping all components of each appointment



Results - Sustain



- **Clinic time reduced by 16% (4h47 to 4h07) while increasing clinic capacity by 30%**
- Patient waiting time reduced by 62% (21 minutes to 8 minutes)
- New patient time in clinic reduced by 25% (144 minutes to 108 minutes), while keeping time with provider constant

Key Learnings:

- Translate goal and outcomes into what seems possible for the team.
Increasing capacity as a goal might be overwhelming , so let's focus on flow and how to make the day more manageable (and you'll see that capacity (increase) will be an outcome)
- Data : Collecting data during clinics
 - no argument on data quality
 - clearly kill assumptions
- Involve teams in creating their clinic schedule as a mapping exercise
 - EYE OPENER activity
- This approach was spread to Gyne Tumor Group Clinics and is being transitioned on a larger scale to all ambulatory clinics at Tom Baker