

Channeling Curiosity to Combat Productivity Challenges in Ambulatory

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Background

- The subspecialty clinic failed to meet the benchmarking target put forth. Leaders made continued efforts: not requesting replacement positions, increasing slots available, engaging providers in seeing more patients and problem-solving processes to improve slot utilization. The productivity outcome did not waiver, and the team began to feel the impact of the reduction in staff.

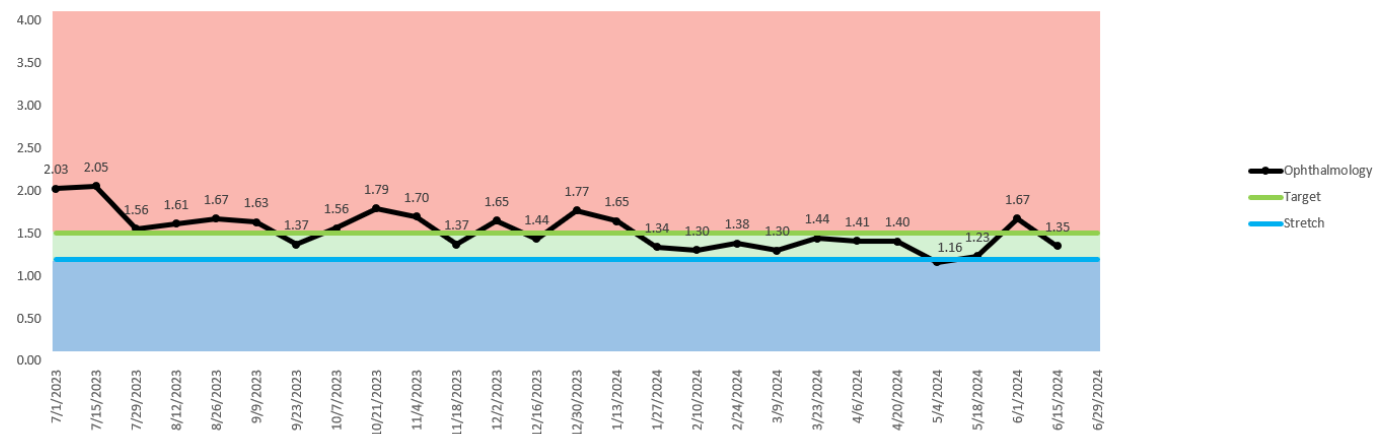
Target/Implementation

- After reaching out to peer groups to better understand how like clinics staff to volume, there were variations in how all groups were categorizing positions.
- Leaders led an innovative initiative to standardize how positions are categorized across peer groups to ensure skill mix among like clinics is being measured in the same fashion. This change led to both a more standardized approach and an improvement in productivity metrics.

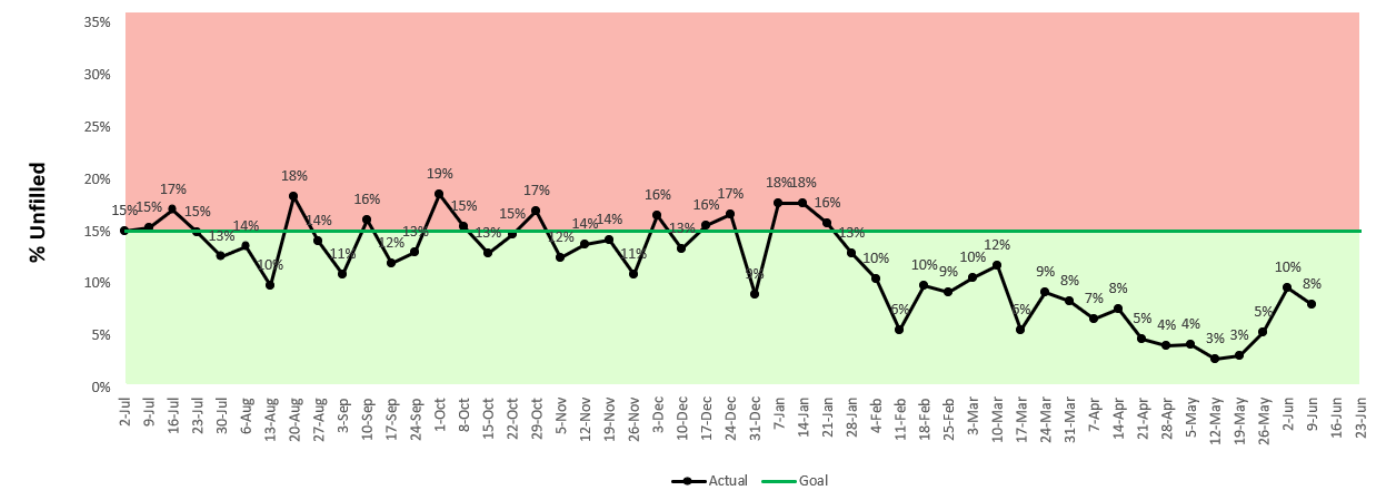
Conclusion

- Paid hours per unit of service went from 2.05 (above prospect 75th percentile) to 1.46 (below prospect 40th percentile).
- Patient/family satisfaction scores improved from 70% to over 80%, exceeding the target of 71%.
- Slot utilization decreased from 19% to below the target of 8% unfilled.
- Employee viewpoint scores demonstrated a 17% improvement in favorability as staff cited improvement in staff-to-staff interactions and respect.

Paid Hours per Unit of Service (PHPUOS)
Ophthalmology Clinic-FY24



Ophthalmology Clinic Slot Utilization-FY24



References:

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