

Access and clinical capacity optimization

Helping providers provide timely access to quality care in the right setting



In response to increasing pressure to improve access to services, patient outcomes and quality, while also ensuring the longer-term sustainability of our health system, health industry leaders at all levels are focusing greater attention on the need to optimize clinical capacity across the continuum of care. The goal is to ensure that all patients have access to the right level of service by the most appropriate provider when they need it.

Improving access to quality health services and reducing wait times is a prominent health policy issue in many OECD member countries. In Canada and the U.K., for example, access problems are a combination of constraints on capacity (e.g. beds, health human resources), inefficient processes and a publicly funded health system, which removes the financial barrier to access. In the U.S., access problems are more commonly the result of people being underinsured.

As the demand for health services continues to grow due to an aging population, increasing life expectancy, greater incidence of chronic disease and shortages of health human resources, the need to optimize capacity and truly transform the way care is delivered across the continuum will continue to increase.

Improving patient access and optimizing clinical capacity

TELUS Health Transformation Services offers a full range of field-proven services to help health organizations understand the root causes of access and clinical capacity issues and then develop and implement strategies and interventions to resolve those issues. These services include:

- Development and implementation of business and information strategies
- Implementation of innovative new care delivery models based on evidence-based practice
- Planning and implementation of new accountability and performance management models
- Implementation of IM/IT solutions to improve communications, processes, data quality and availability
- Development and implementation of new clinical standards and policies
- Evaluation of initiatives aimed at improving access and clinical capacity

Performance management approach ensures success

We use a performance management approach when helping clients solve access and capacity problems – an approach that represents a new way of thinking and operating that is well-suited to health institutions and professionals.

As depicted by the diagram, we start by working with clients to analyze and interpret available data to define the problem and understand the root causes of current performance. This helps us clearly identify opportunities and target improvement efforts and allows our clients to focus their time and resources in areas that will achieve tangible results. “Focus” is a key part of our approach. Our health system is very complex, yet all too often people try to address problems by throwing too many solutions at them without appropriate performance measures to evaluate whether or not these solutions are working. We work with our clients to focus on a few key initiatives to improve access and clinical capacity, establish sustainable performance measures, set targets for improvement and implement processes to monitor performance over time.

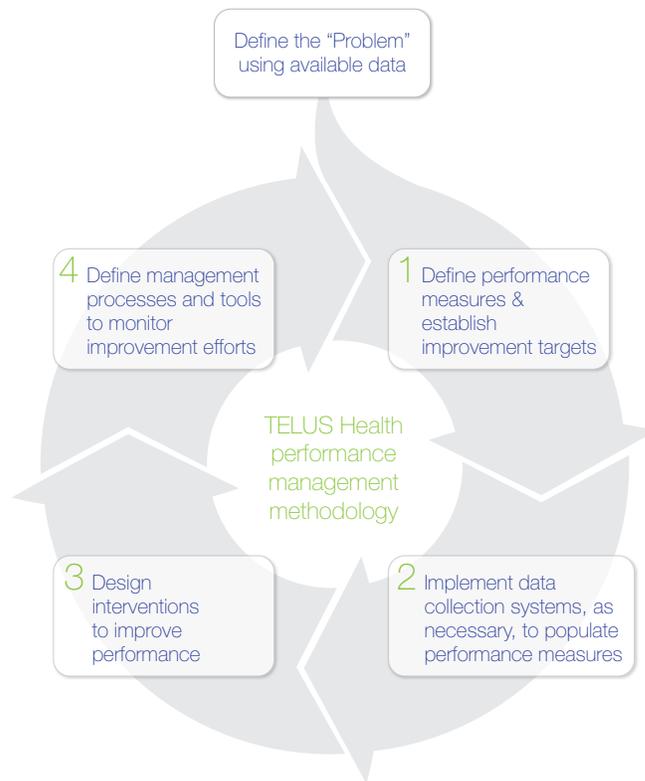
A visible and highly successful example of this is the work of our team in developing the Ontario wait time information strategy and working with clinical expert panels to establish and implement clinical standards for access that resulted in the reduction of wait times for priority procedures such as cardiac, cancer and total hip & knee replacement surgeries.

Why TELUS Health Transformation Services?

In addition to delivering a full range of services guided by a highly effective performance management methodology, our diverse team of professionals brings to each engagement a wealth of experience developing and implementing effective patient access and clinical capacity optimization solutions within the Canadian, U.K. and U.S. health systems. By leveraging that international experience and our multi-disciplinary teams, TELUS Health Transformation Services is able to address issues of patient access and clinical capacity using different strategies and different solutions depending on the client's particular situation and needs.

The following additional attributes help define our team and differentiate us in the healthcare professional services market:

- Experience in healthcare operations across the continuum of care
- Strong understanding of the health system as a whole
- Propensity for successfully engaging clinicians and operational leaders
- Ability to analyze and interpret data to support decision-makers at all levels



We have a proven track record of being able to optimize clinical capacity and improve access all along the care pathway, providing tangible, measurable benefits for patients and providers alike.

Patient access solution snapshots

- Management, implementation and evaluation of new care delivery models, based on best practices, to improve access to adult cardiac services across the patient journey
- Strategy development and execution to ensure adoption and consistent application of a standardized provincial definition of Alternate Level of Care
- Research and reporting on the root causes of emergency department overcrowding, including practical and evidence-based recommendations to improve access to emergency care services and patient flow
- Development of an IT strategy to provide neurosurgeons with remote access to digital diagnostic images, thus improving the health system's responsiveness to the urgent needs of neurosurgical patients
- A regional HR review of physician/nursing capacity across 27 Emergency Departments, including identification of needs and opportunities to optimize coverage and integrate alternate practitioners in primary care
- Development and implementation of a central intake and assessment model for the prevention, diagnosis and treatment of joint disease to reduce wait times associated with hip and knee replacement services

We provide **access and clinical capacity** solutions that enable positive, sustainable change to the way health services are delivered. For more information on how TELUS Health Transformation Services can help your organization or health region, contact Joanne Walker at joanne.walker@telus.com or by calling 647-837-4225.