

Patient Access Challenge

Elizabeth W. Woodcock, MBA, FACMPE, CPC
www.elizabethwoodcock.com

Why so Challenging?



www.corbis.com

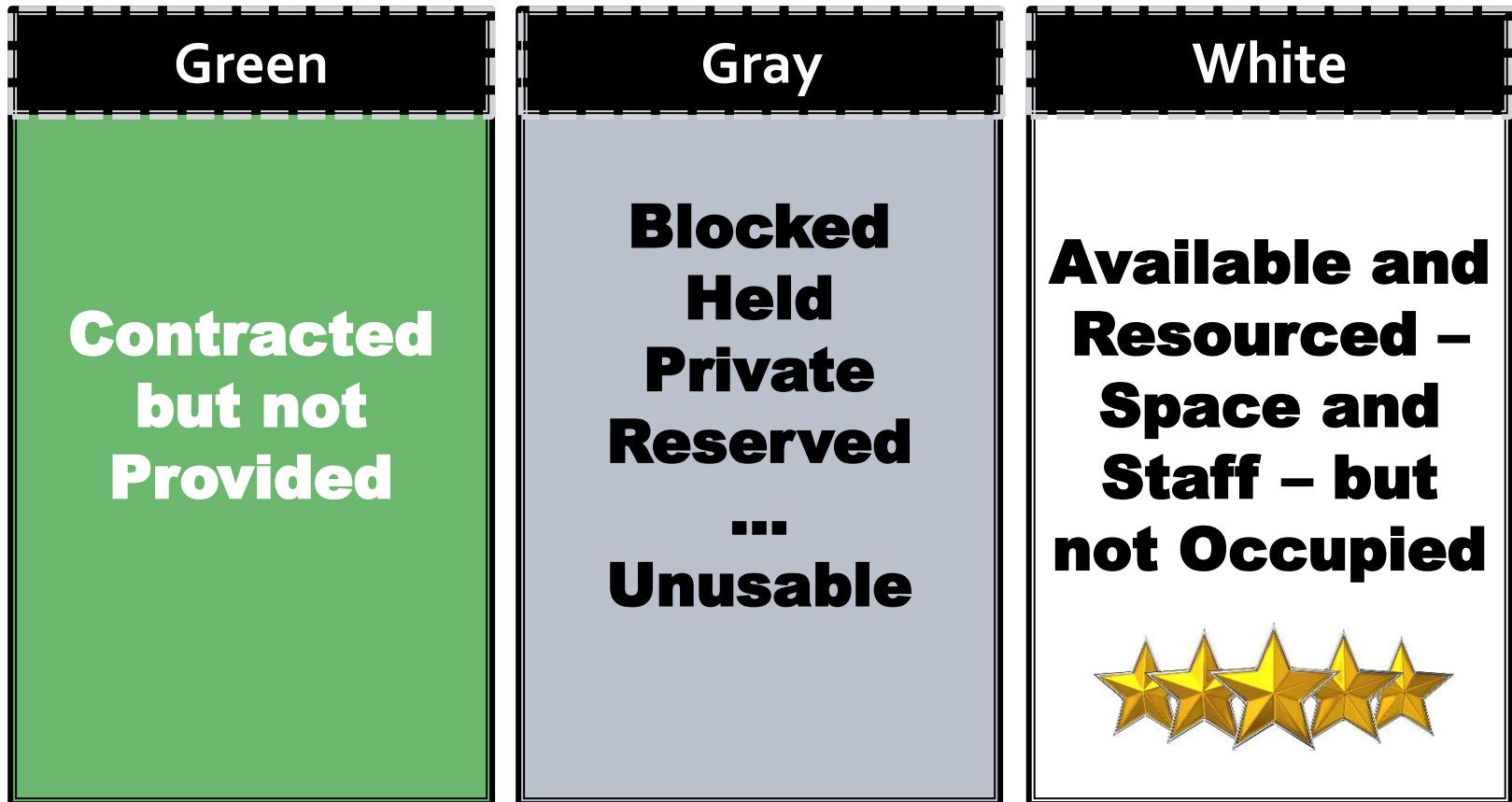
**Physicians' -
& any Billable
Provider - Time
is the Most
Precious Asset**



Defines Your Capacity!



Why so Challenging?



Speaker Background

Elizabeth W. Woodcock, MBA, FACMPE, CPC
Speaker, Author, Trainer
www.elizabethwoodcock.com

- MBA, Wharton School of Business, University of Pennsylvania
- BA, Duke University
- Fellow, American College of Medical Practice Executives
- Certified Professional Coder
- Author, 17 textbooks and more than 500 Articles
- Founder and Principal, Woodcock & Associates
- Former Consultant, Medical Group Management Association; Group Practice Services Administrator, University of Virginia Health Services Foundation; Former Senior Associate, Health Care Advisory Board

Founder



Speaker Background

Augusta University Medical Associates
Baylor College of Medicine
Baylor Scott & White/Texas A&M
Baystate Health
Beaumont Health (Oakland University William Beaumont SOM)
Boston Children's Hospital*
Brigham and Women's Health Care
Cedars-Sinai Medical Center
Children's Hospital Colorado*
Children's Hospital of the King's Daughters*
Children's Healthcare of Atlanta*
Children's Hospital of Dartmouth*
Children's Hospital of Philadelphia*
Cincinnati Children's Hospital Medical Center*
Columbia Doctors
Dartmouth-Hitchcock Medical Center
Duke Medicine
The Emory Clinic
Geisinger Health System
Henry Ford Health System
Indiana University Health Physicians
Johns Hopkins Medicine
Keck Medicine of University of Southern California (USC)
Lurie Children's Hospital*
Marshfield Clinic Health System
Massachusetts General Physicians Organization
Mayo Clinic
MD Anderson Cancer Center
Medical University of South Carolina Physicians
Michigan Medicine
Mount Sinai Medical Center
Nebraska Medicine
Nemours DuPont Children's Hospital*
New York-Presbyterian Hospital
Nicklaus Children's Hospital (Miami)*

Northwell Health Physician Partners
Northwestern Medicine
Ohio State University Physicians
Oregon Health and Science University
Penn State Hershey Medical Group
Rush University Medical Center
Riley Children's Hospital*
Saint Louis University (SLU) Care
Seattle Children's Hospital*
Seton Health Alliance (Dell Children's)*
Southern Illinois University Medicine
SUNY at Stonybrook
Texas Children's Hospital*
Tufts Medical Center
UAB Medicine
UC Davis Health System
UCLA Medicine
UF Health Gainesville
University of California San Francisco (UCSF) Medical Center
University of Colorado Health
University of Florida – Jacksonville Healthcare
University of Iowa Health Care
University of Kentucky HealthCare
University of Louisville Physicians
University of Massachusetts Memorial Medical Center
University of Mississippi Medical Center
University of New Mexico Hospitals
University of Pennsylvania Health System
University of Queensland – Ochsner Clinical School
University of South Alabama (USA) Health
University of South Florida (USF) Health Physicians Group
University of Texas Medical Branch
University of Texas Southwestern Medical Center
University of Utah Health Care
University of Vermont Health Network Medical Group
University of Virginia Health System

University of Washington Medicine
Vanderbilt University Medical Center
Virginia Commonwealth University (VCU) Health System
Virginia Mason Medical Center
Wake Forest Baptist Medical Center
Weill Cornell Physician Organization
Yale Medicine



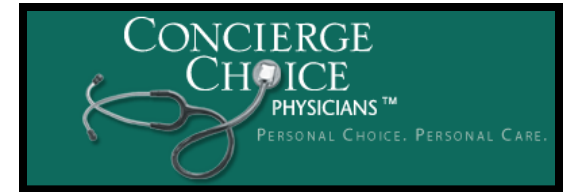
*Children's Hospital Access Symposium

Call to Action

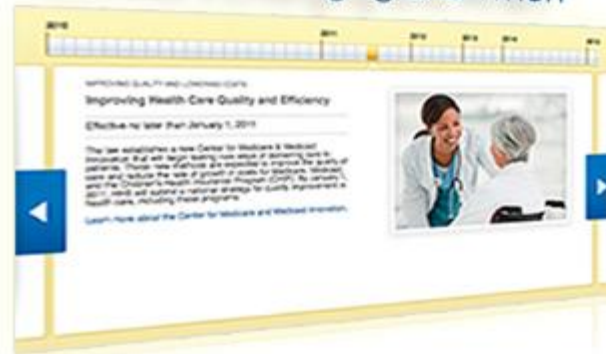


INSTITUTE OF MEDICINE
OF THE NATIONAL ACADEMIES

“Access to Care”: #1 on
Healthy People 2020 Report



The Affordable Care Act Timeline
See What's Changing and When



Accountable
Care
Organizations

Call to Action



Call to Action

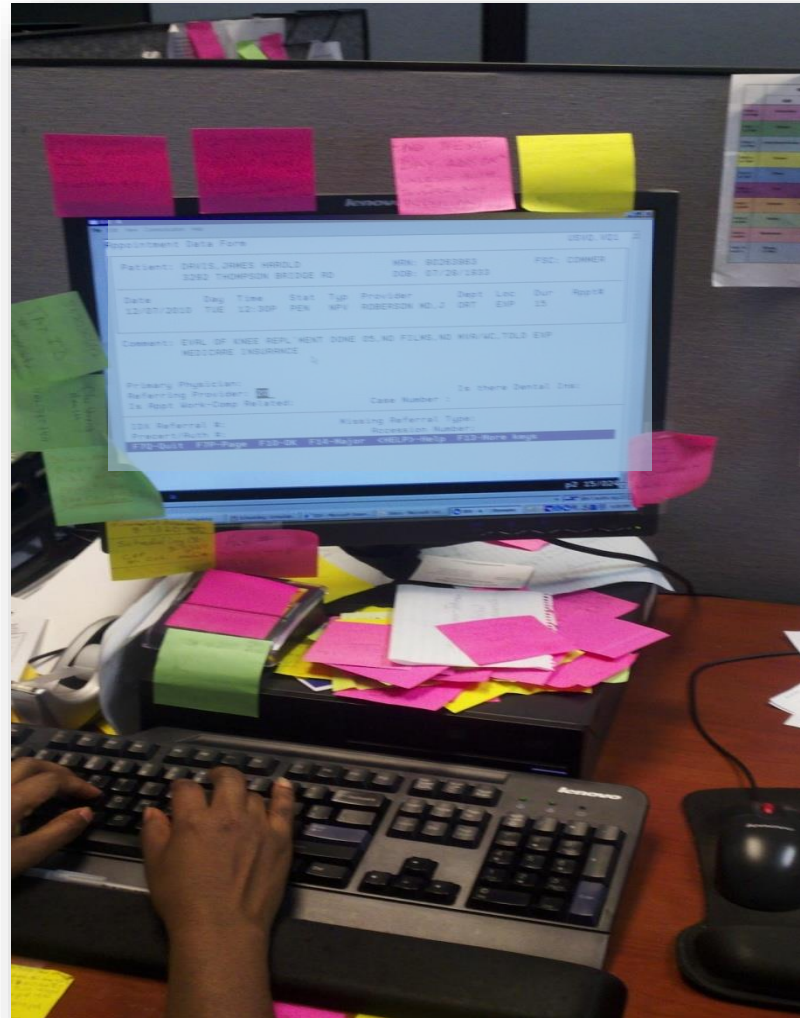


**Just give
me a
call!**

Call to Action

Challenge? Templates are so complex that ...

- Schedulers can't schedule – or cost of rework very high
- Productivity is actually **constrained** because slots go unfilled



Call to Action

1. Get voicemail. Get an automated phone attendant. Expand the parking lot. Hire some more staff. Install an EHR.
2. “Elizabeth, we could do our jobs really well if we just didn’t have any patients...”

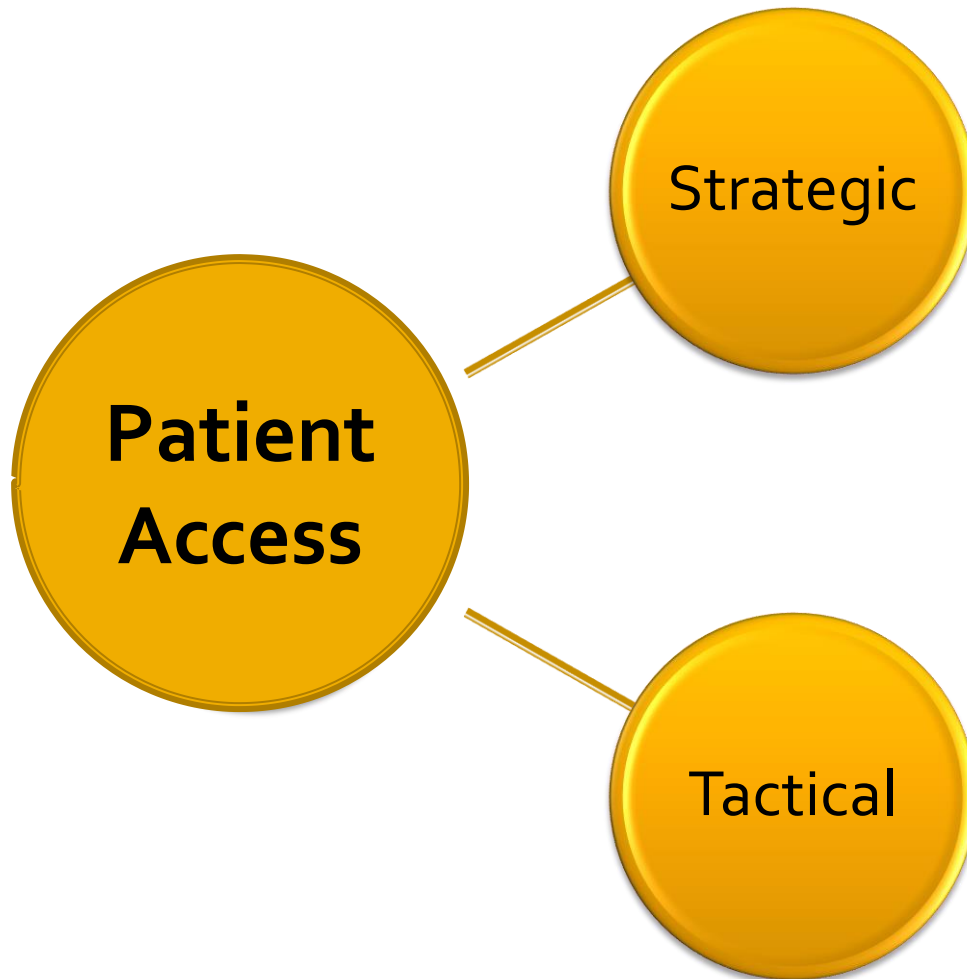


Call to Action



- *Collection of patient experience...data on access to care and development of an improvement plan...*
- *Performance of regular practices that include providing specialist reports back to the referring ... clinician...to close the referral loop...*
- *Timely communication of test results defined as timely identification of abnormal test results with timely follow-up.*
- *Implementation of regular care coordination training.*
- *Track patients referred to specialist through the entire process.*
- *Access to an enhanced patient portal that provides up to date [clinical] information...and includes interactive features allowing patients to enter health information and/or enables bidirectional communication about medication changes and adherence.*

Patient Access



- Establishing a Culture that Promotes Access
- Defining Physician Supply and Patient Demand
- Imbalance? Improving internal capacity or recruit

Income distribution

- Customer Service
- Telephone Call Management
- Scheduling Optimization
- Practice Operations

Patient Access

wRVU Income Distribution Model



60/30 – New | Established

1 New	2.43
2 Est	3.00



40/20 – New | Established

1 New + 1 Est	3.93
3 Est	4.50



30/15 – New | Established

1 New + 2 Est	5.43
4 Est	6.00

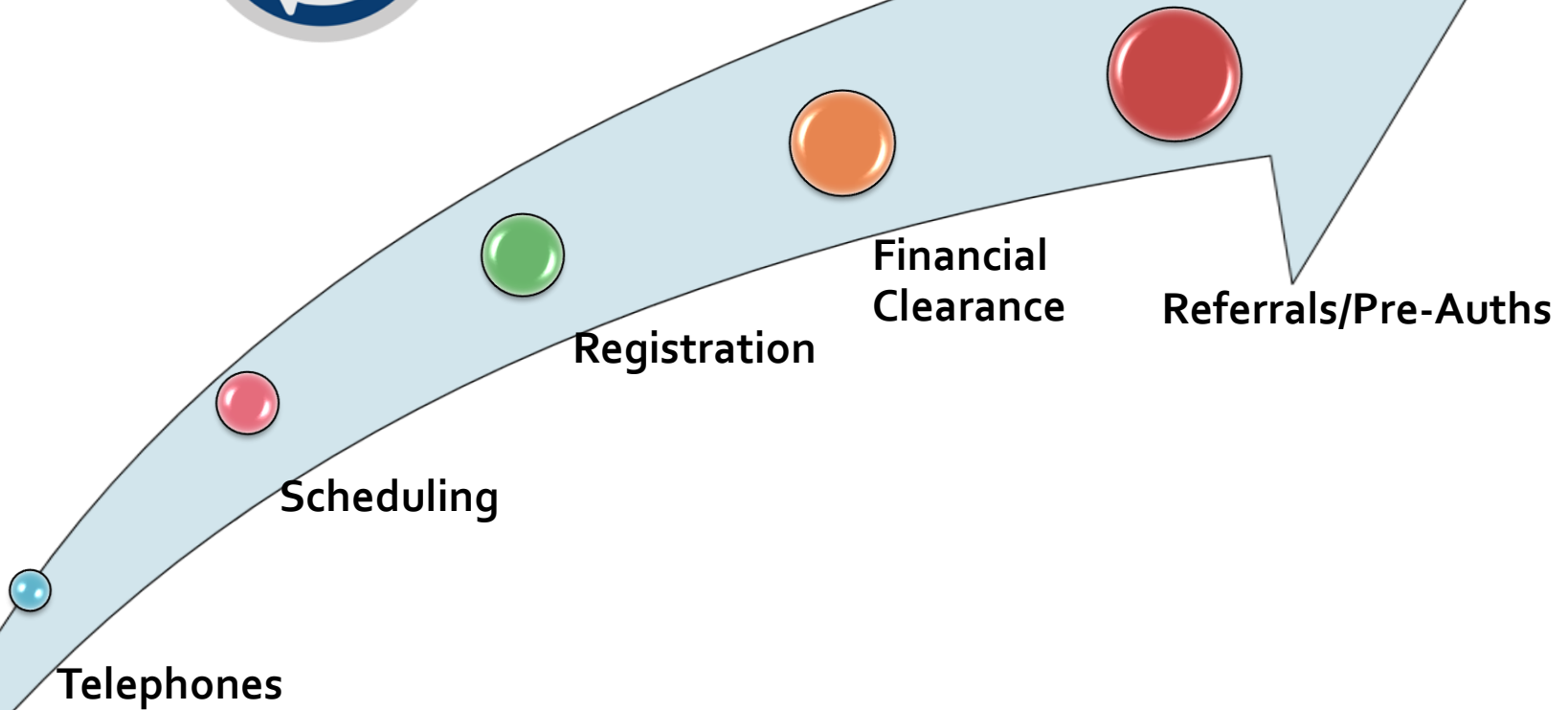


**The
Established
Patient
Always Wins**

Patient Access



Revenue Cycle

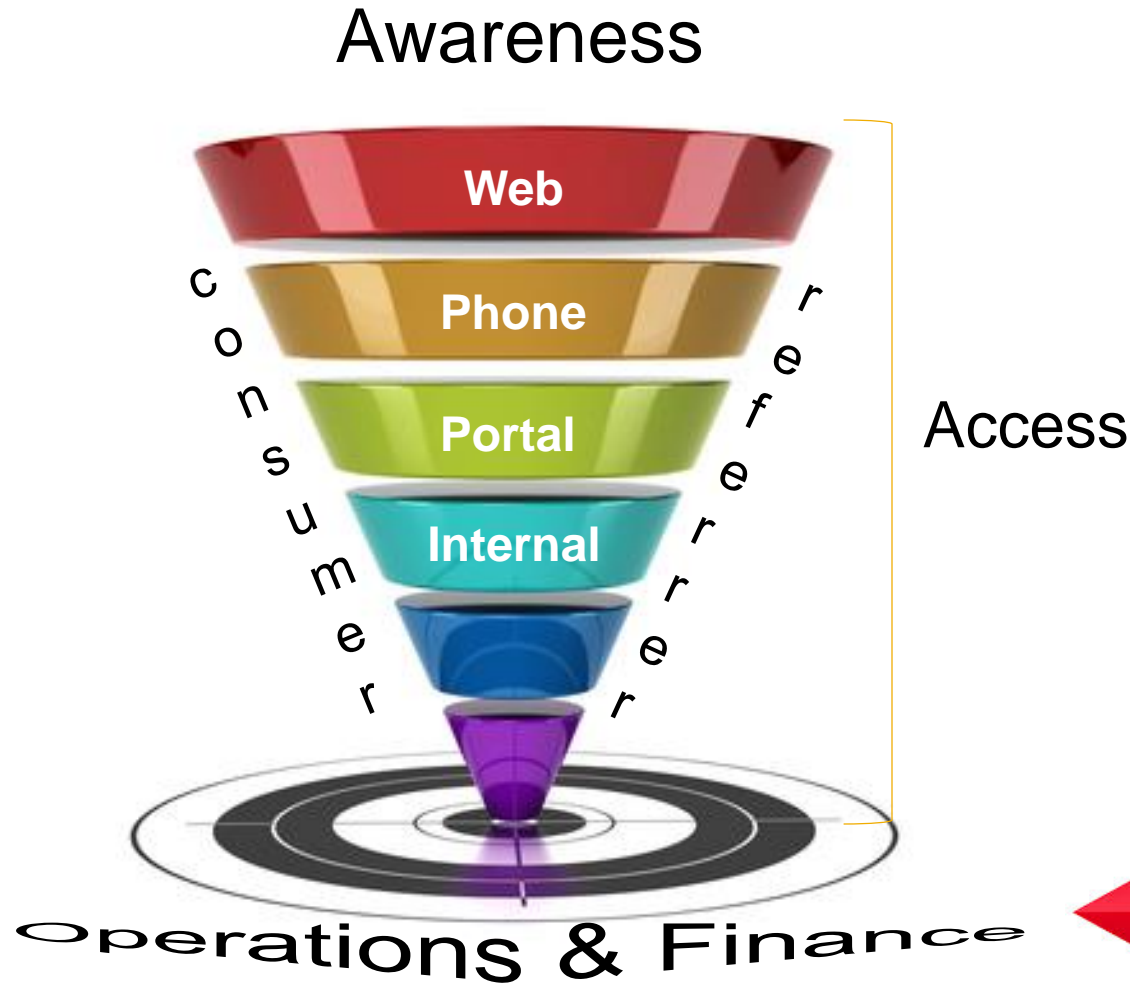


Patient Access



- Space
- Post-ambulatory care
 - Imaging
 - Procedure
 - Operating room

Patient Access



Patient Access: Patient's Lens

In Partnership with the University of Maryland School of Medicine

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Primary Care doctors close to home


More Specialists available locally


Be a part of something greater


Urgent Care access


Learn more

News & Events

 **UM Capital Region Health President and CEO Neil J. Moore to Step Down June 30, 2018**
12/22/2017

 **UMMS Physicians Named 2017 Top Doctors by Baltimore Magazine**
10/20/2017

 **Hundreds Celebrate Groundbreaking of UM Capital Region Medical Center in Largo**
11/30/2017


 **Diverse Topics is Rehab: Get Engaged**


[More news >](#)

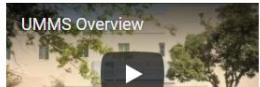
Health Matters

Annual Report

Video Tour

 **Protecting**

 **UMMS 2016**

 **UMMS Overview**



Patient Access: Patient's Lens

Giving | Find a Doctor | MyPortfolio | Careers | Search


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Home > Health Services > Find a Doctor

Find a Doctor

To find [redacted] Medical System affiliated doctor, click on the links below:

- [redacted] Medical Center
- [redacted] Medical Center Midtown Campus
- [UM Baltimore Washington Medical Center](#)
- [UM Charles Regional Medical Center](#)
- [UM Community Medical Group](#)
- [UM Rehabilitation & Orthopaedic Institute](#)
- [UM Shore Regional Health](#)
- [UM St. Joseph Medical Center](#)
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Health Services

- PortfolioMD
- UMMS Health Plans
- Urgent and Immediate Care
- UM Quality Care Network
- UM Community Medical Group
- UM Cancer Network
- UM Diabetes Network
- UM Rehabilitation Network
- UM Spine Network
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About Us > Hospitals > Health Services > Careers > News Releases >

Annual Reports | UMMC | PortfolioMD | Social Media
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Patient Access: Patient's Lens

Find a Doctor

Make an Appointment

PATIENTS & VISITORS CENTERS AND SERVICES HEALTH INFORMATION RESEARCH & CLINICAL TRIALS FOR HEALTH PROFESSIONALS NEWS & EVENTS

Home > Search Results

Find a Doctor

Refine Search

Keyword Search:
Search by keyword...

Provider Last Name:
Search by last name...

Provider First Name:
Search by first name...

Specialty:
 Cancer
 Heart and Vascular
 Medical Specialties
 Neurological Care
 Orthopaedics
 Pediatrics
 Surgical Services
 Women's Health
[Show More Specialties...](#)

Location:
Within 1 mile of:
Search by location...

Additional Search Criteria

Affiliations:
 University of Maryland Medical Center

Map of Baltimore showing search results.

Sort by: Last name A-Z Results per page: 12 [Download a PDF of Your Results](#)

Displaying results 1 - 12 of 1,088

<p>Bizhan Aarabi, MD Professor of Neurosurgery <i>Neurological Care Neurosurgery Surgical Services</i> 22 South Greene Street Baltimore, MD 21201 Phone (410) 328-6704 View More Locations Bio Video</p>	<p>Hummira Abawi, DPM Instructor of Orthopaedics <i>Podiatry</i> 2200 Kernan Drive Baltimore, MD 21207 Phone (410) 448-6400 View More Locations Video</p>	<p>Michael Abraham, MD Clinical Assistant Professor of Emergency Medicine <i>Emergency Medicine</i> 22 South Greene Street Baltimore, MD 21201 Phone (410) 328-9595 View More Locations</p>	<p>Joshua Abzug, MD Associate Professor of Orthopaedics <i>Hand Surgery Orthopaedic Surgery Orthopaedics Surgical Services</i> 1 Texas Station Ct Suite 300 Timonium, MD 21093 Phone (410) 448-6400 View More Locations</p>
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Patient Access: Patient's Lens

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Find a Doctor >
Make an Appointment >

PATIENTS & VISITORS CENTERS AND SERVICES HEALTH INFORMATION RESEARCH & CLINICAL TRIALS FOR HEALTH PROFESSIONALS NEWS & EVENTS

Home > Search Results

Find a Doctor

New Search

Refine Search ▾

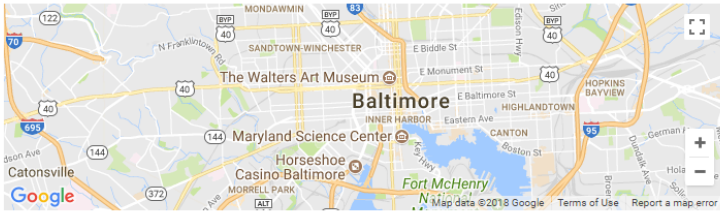
Keyword Search:
tummy

Provider Last Name:

Provider First Name:

Location:
Within of:

Additional Search Criteria ▾
No additional search criteria are currently available



You've Selected: (Remove All Criteria)
Keyword: tummy x

Your search has found no providers. Please try removing one or more criteria.

Patients and Visitors > Centers and Services > Health Information > Research and Clinical Trials > For Health Professionals > News and Events >

- Getting Here
- Visiting Hours
- Insurance Plans
- Cancer Center
- Children's Hospital
- Heart Center
- Shock Trauma
- Kick The Habit
- Medical Reference Guide
- Patient Success Stories
- Audio Library
- About Clinical Trials
- Participating in Clinical Trials
- Questions
- Referring Physicians
- Nursing
- Nurse Practitioners
- News Releases
- Awards and Honors
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- Events



Patient Access: Patient's Lens

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Home > [Make An Appointment](#)

- Patients and Visitors
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- For Health Professionals
- Make An Appointment
- News & Events
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Make An Appointment

Call 1-800-492-5538
Monday through Friday (8 a.m. and 5 p.m)
 to speak to one of our friendly medical center appointment specialists. If you call at other times, our appointment specialists will call you back during the next business day.

Find A Doctor Who is Right for You

Our easy-to-use [Find A Doctor database](#) allows you to search for a **specific doctor by name, by condition or treatment option or by department and division**. Our doctor profile pages provide information on the doctor's training, his or her special interests and links to related Web sites. Many of these profile pages feature informative videos, in which the doctors talk about their background and experience, areas of clinical expertise and much more.

Physician Referral Number

If you are a doctor who wants to refer a patient to UMMC, please call **1-800-373-4111**. This OneCall service connects you with University of Maryland specialists around the clock, and can also arrange to have your patient transported to UMMC if necessary.

[I Would Like To >](#) | [Centers and Services >](#) | [Helpful Links >](#) | [For Health Professionals >](#)



Patient Access: Patient's Lens

Secure | <https://mainehealth.org/provider-directory/search-results?fullname=&specialties=&zip=&gender=&languages=&organizations=Maine+Medical+Center>

MYCHART SEARCH MENU

Filter Your Results

Name
Enter first or last name

Specialty
Enter a specialty

Located Near
Enter a city or ZIP code

Gender
Select a gender

Language
Select a language

Affiliations
Maine Medical Center

Search

New Search

How is the provider directory working for you?

MaineHealth > Provider Directory > Search Results

Find a Provider [Export these search results to PDF](#)

The MaineHealth care network includes physicians, providers and behavioral health specialists offering excellent, coordinated care that is conveniently close to home. Enter your location to find MaineHealth providers nearby and in your community.

To see results nearest you, use the Located Near option.

Jeffrey Aalberg, MD
Family Medicine
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Falmouth, ME 04105
207-781-1500
Hospitals
Maine Medical Center

View Profile

Megan Abbott, MD
Otolaryngology



Patient Access: Patient's Lens

\$4.24

Cost to handle a call

@ **40%**

Call about an appointment

@ **25%**

Of appointment calls are from new patients

@ **80%**

Of new patients book an appointment

64.00%

Of new patients actually arrive

THE ODDS ARE
NEVER
IN OUR FAVOR



Sources: \$4.24: 2017 Call Center Directors' Roundtable Survey: Average cost per call handled in a central call center; 40%, 25% and 80%: Speaker's experience based on 75-plus interviews with health systems; 64.2%: 2018 Patient Access Symposium median based on the inverse of "percentage of new patients arrived within 14 days."

Patient Access



To Care

Patient Access

Surgical Yield*

A%

Scheduled but not arrived rate.

X%

New patient arrived visits who are surgical candidates as a percent of total arrived visits.

Y%

New patient arrived visits as a percent of total arrived visits.

Z

Desired case volume.


X = 20

A = 40

Y = 35

Z = 14

20% of new patients seen (arrived) in New Clinic translate into surgical cases. 35% of the total arrived visits are new-patient arrived visits. If the desired volume is 14 cases per week, and the "scheduled but not arrived" rate is 40%, the schedule template for New Clinic should hold ____ total slots, and ____ new-patient slots per week.



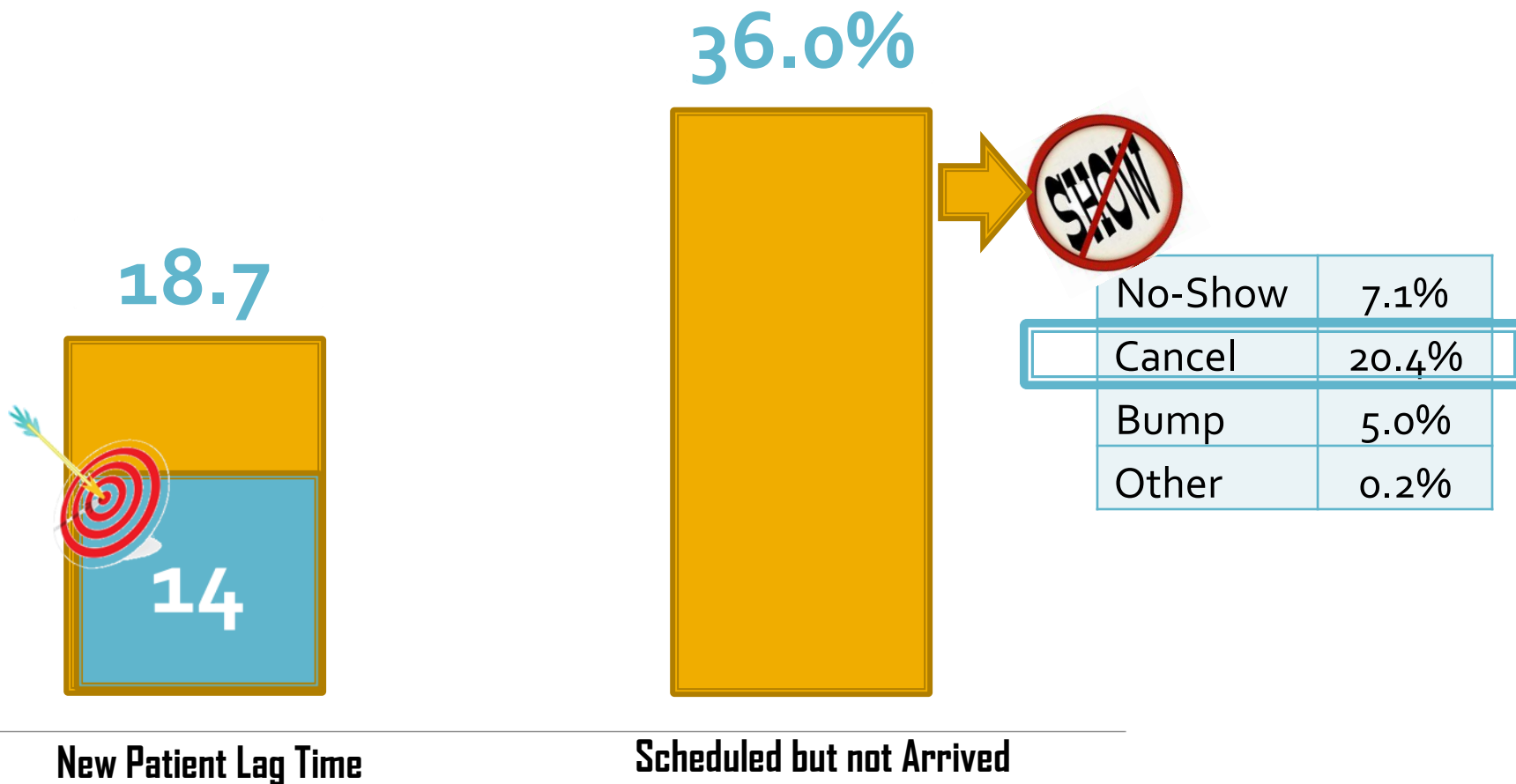
LET'S START THE JOURNEY

Patient Access

■ Metrics

- New patient lag time (NPLT)
- Percentage of new patients scheduled (or arrived) seen within 14 (or 2, 3 or 10) days
- Scheduled but not arrived - and *why*
- Patient satisfaction survey questions (access-related)
- Telephone-based statistics (abandonment rate, etc.)

Patient Access



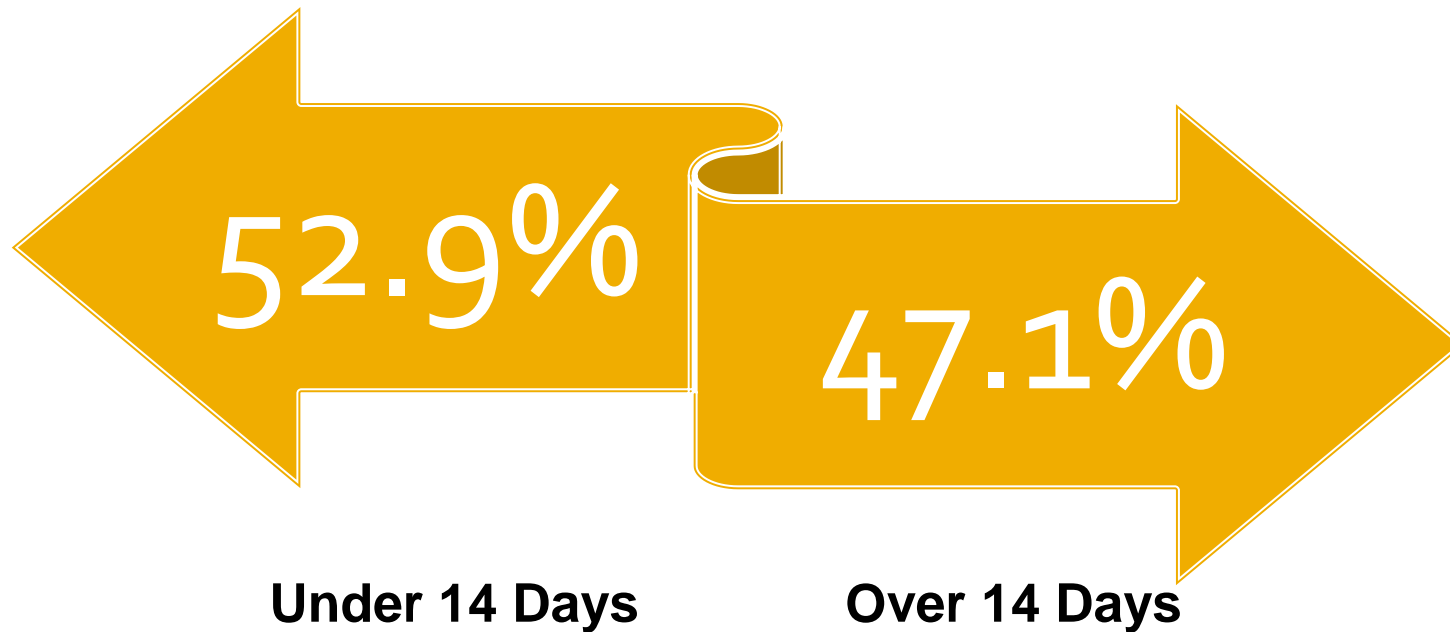
New Patient Lag Time

Scheduled but not Arrived

Source: 2018 Patient Access Benchmark Survey, median. NPLT based on "scheduled." Data may not sum because medians reported. ©Patient Access Symposium® 2018. All rights reserved.

Patient Access

Percentage of New Patients Arrived within 14 Days



Source: 2018 Patient Access Benchmark Survey, median. ©Patient Access Symposium 2018. All rights reserved.

Patient Access

Demand

Defining Patient Demand

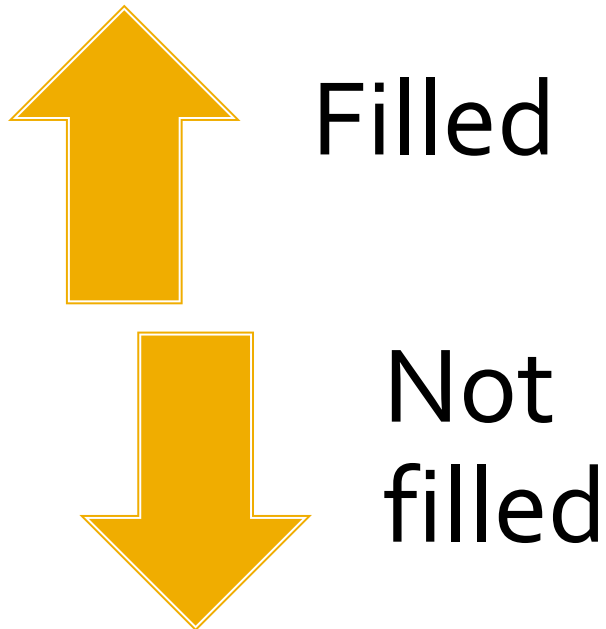


Schedule

Patient Access

Demand

- Disposition of requests



- Medical records request
- Patient/referring dissatisfied with timeliness
- Insurance issues
- Location
- Others?

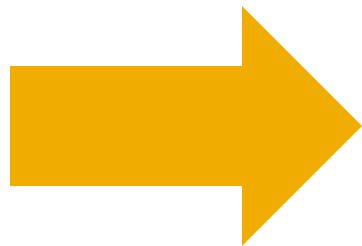


Fulfillment Rate

Patient Access

Demand

- Disposition of requests



Filled but
not arrived

- Missed (no-show)
- Cancelled
 - Rescheduled?
- Bumped
 - Rescheduled?
- Pending (no charges)

Patient Access

Demand

- Leakage



Keepage



Patient Access

Demand

- Communication channels
 - Referring v. consumer

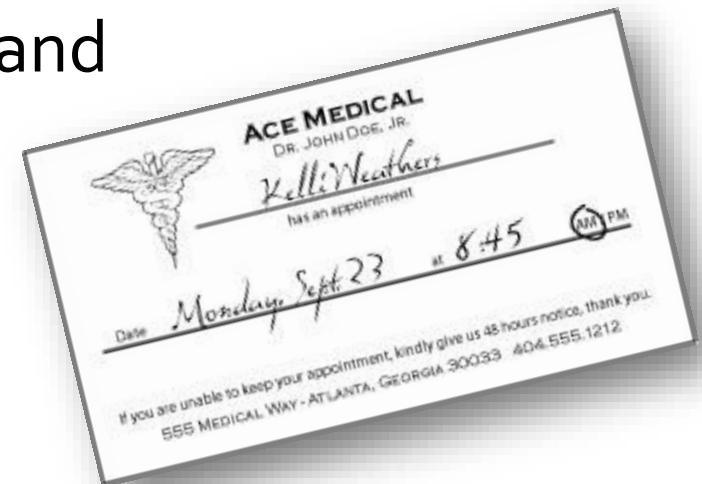
-
- Online access
 - Third-party vendors
 - Internal (intra-department)
 - Employee base

Patient Access

- Physicians *create* demand
 - Return-to-clinic
 - Return visit intervals
 - Alternative fulfillment of demand
 - Demand prevention
 - Patient channeling
 - Monday phenomenon
 - Patient graduation



Demand



Patient Access

Supply

- Build
 - Standards for Capacity
 - Session durations
 - Visit type durations
 - Weeks per year
 - Follow-up intervals
 - Bumps/cancel clinics



CFTE

CFTE = Clinical Full-time Equivalent

Clinic



Patient Access

Supply

- Structure
 - Reduce appointment types
 - Utilize time versus type
 - Stagger start/end time
 - Eliminate mid-session holds
 - Double-book first appointment
 - Freeze and thaw slots

CAUTION: Drives centralized scheduling and patient self-scheduling



Patient Access

“Self-Scheduling?”

Supply

Request

Patients make the request online, but you call to actually schedule



Direct

Established patients book their own appointments

Open

New patients book their own appointments

Commonly through the platform of an external vendor

Patient Access

Supply

- Optimize
 - Overbook based on no-shows
 - Understand the probability of a no-show
 - Double-book specific visit types
 - Hospital Discharge / ED Follow-up
 - Programs designed to fill last-minute cancels
 - Same Day / Priority Access
 - Team scheduling / shifting volumes
 - Space Utilization – level scheduling / after hours

Patient Access

Supply

1



2





Speaker Contact

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Neurology

Geisinger

Rheumatology