The Triple E: Developing a Multi-Stakeholder Team Based Approach for Improving Clinical Efficiency, Patient Experience, and Employee Engagement at the Front Line

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Background

- Consistently lower than expected scores for front desk patient experience metrics on CG-CAHPS survey, affecting patients adversely and decreasing work satisfaction for caregivers in the Cleveland Clinic Women’s Health Institute.
- Patient Service Representative (PSR) and Nursing shortages
- Wait Time Challenges
  - Long wait times for patients
  - No communication to patient (PSR and Nursing)
  - Clinics visible and loud
- PSR Challenges
  - Bombarded with schedule changes
  - Constant interruptions – not able to focus on patients resulting in registration errors
  - PSR’s questioned about wait time for providers, which is out of their control

Objective

To improve excellent responses on Front Desk CG-CAHPS survey by 10% (80% to 90%) while increasing employee engagement and clinical efficiency through the development of a structured communication process with all relevant stakeholders

Planning / Research Methods

- Participation and commitment from all relevant stakeholders for a twelve week continuous process improvement process: SolVE (Solutions for Value Enhancement)
  - Included: Front Desk PSR, Clinical Coordinator, Physician, Administrative Management
- Developed an internal patient satisfaction survey in order to obtain a more detailed assessment of patient dissatisfaction for front desk service
- Developed a Priority Payoff Matrix chart to assess bottlenecks vs. opportunities for improvement (Figure 1)

Implementation Methods

- Developed combined (Nursing, Front Desk PSR, Physician, Administration) daily huddles to discuss staffing, physician schedules, and types of procedures for the day to better anticipate and address any potential delays
- Closed doors from lobby to clinical hallway to reduce loudness causing distractions for both front line staff and patients
- Developed “Red Zone” process that prevented any clinical staff from coming up to front desk and interrupt PSR’s while checking in patients. Transformed one of the three front desk PSRs to a back row that was more private and served as the resource for all clinical staff needing to schedule immediate follow-up appointments for patients leaving their clinic visit. The Red Zone PSR proactively will come out to the patient seating area to make patients aware of any potential delays from their particular provider. This now limits the number of patients walking up to the front desk to ask while the other PSRs are checking patients in (Figure 2)
- Installed Patient Wait Time Monitor in lobby to reflect most current wait times for each physician, updated in real time, that helps provide consistent communication to patients and limited interruptions to front desk staff (Figure 3)

Results

- Within three months of our implementation methods, our Women’s Health Institute increased CG-CAHPS Front Desk Domain satisfaction scores by 12%.
- Medium Wait Times have gradually decreased as a result of physician participation in the daily huddles and the awareness of how to best optimize schedule templates. Patient satisfaction continued to increase on the internal patient satisfaction survey through improved communication process (Figure 4)
- Much greater efficiencies achieved and significant increase in engagement from front line staff to the clinical providers. Process has evolved Women’s Health Institute mindset to a culture of improvement.