

# Redesigning / Recreating an Organization through Effective Strategy

June 11, 2010

Children's Medical Group of  
Saginaw Bay

# Children's Medical Group of Saginaw Bay

## **Practice Information –**

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- **Specialty:** Pediatrics
- **Locations:** Bay City, MI and Saginaw, MI
- **Providers:** 4 (2 MD's + 1 PA + 1 NP)
- **Clinical Staff:** 6 (4RN's + 2 NA's)
- **Office Staff:** 9
- **Total Patients:** 5,658
- **Registry / EMR / E-prescribe:** NextGen
  
- **Diagnosis of Focus:** Asthma
- **Process Improvement Focus:** Entire Practice
- **Expected PCMH Certification:** Site visit April 21, 2010
- **PCMH objective Fully in Place** 92

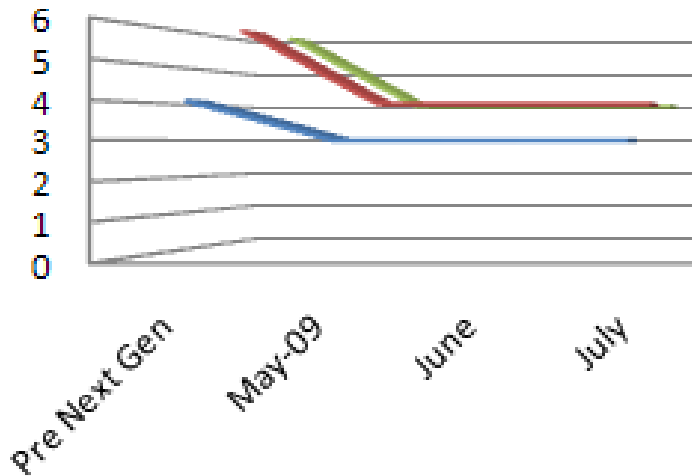
# Children's Medical Group of Saginaw Bay

## Baseline Performance –

- Implemented NextGen (EMR) prior to May 2009.
- Dropped number of checks per hour per provider by 25 to 33%.
- Engaged with IPIP in July 2009

### Checks per Hour by Type

■ Well Checks/Hr. ■ Sick Checks/Hr. ■ Rechecks/Hr.



- **Goal - Return to original baseline:**
  - 4 Well Checks per Hour (not 3)
  - 6 Sick Checks per Hour (not 4)
  - 6 Rechecks per Hour (not 4)

# Children's Medical Group of Saginaw Bay

## **A Strategic Approach was Required –**

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### **The practice needed to:**

- **Make NextGen work – going back to a paper system was NOT an option**
- **Identify and fix problems**
- **Realign / recreate the organization**
- **Empower personnel to identify and correct problems**
- **Build a sustainable management system**
- **Improve morale**
- **“Get their time back!”**

# Children's Medical Group of Saginaw Bay

## Effective Strategy –

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### 4 Key Strategic Principles:

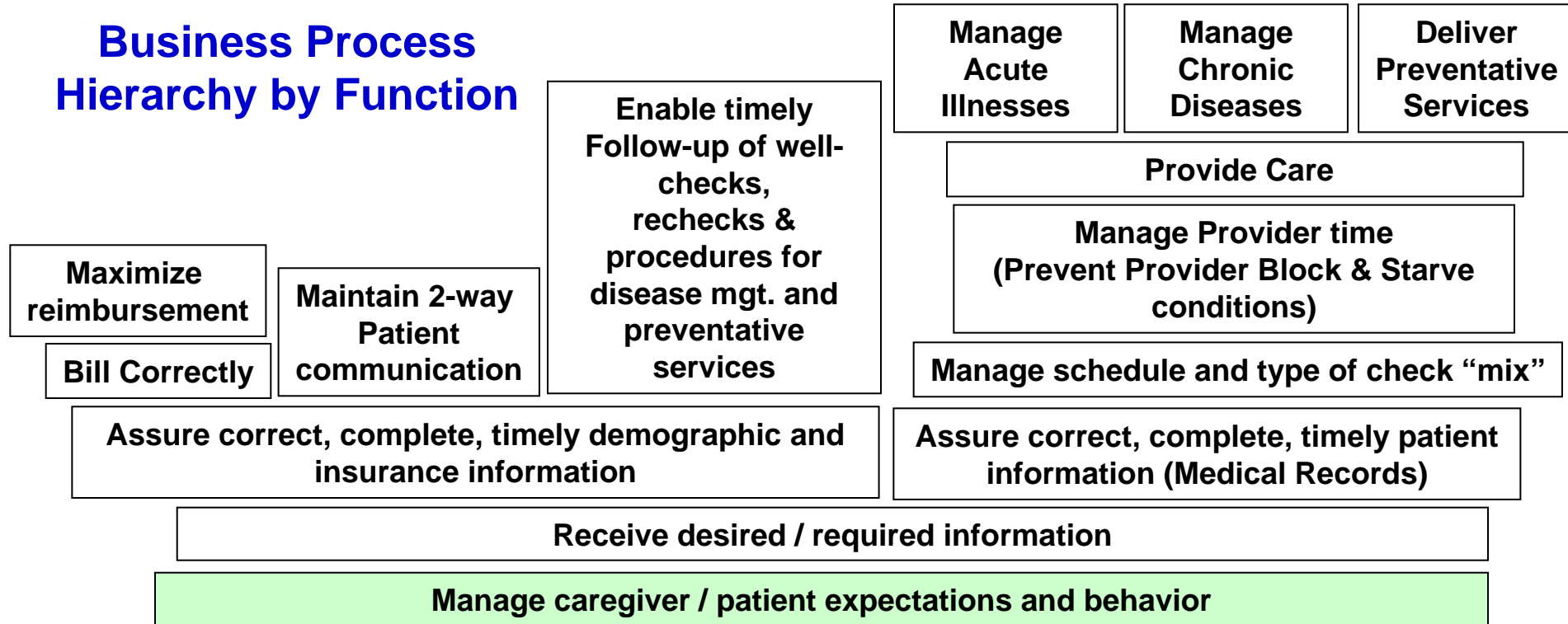
- 1) **Think 80/20**
  - Identify 20% of causes that give 80% of problems or delays
- 2) **Analyze by function**, not process flow (start from the objective or goal)
- 3) **Fix the “foundation” first** – fix foundational elements that the rest of the system builds upon
  - “Find and correct the core of the chaos”
- 4) **Do not “block” or “starve” Providers**

Effective strategy produces disproportionate gains for the amount of effort expended

# Identify and Fix Problems

## Analyze by Function & Fix the Foundation First! -

### Business Process Hierarchy by Function

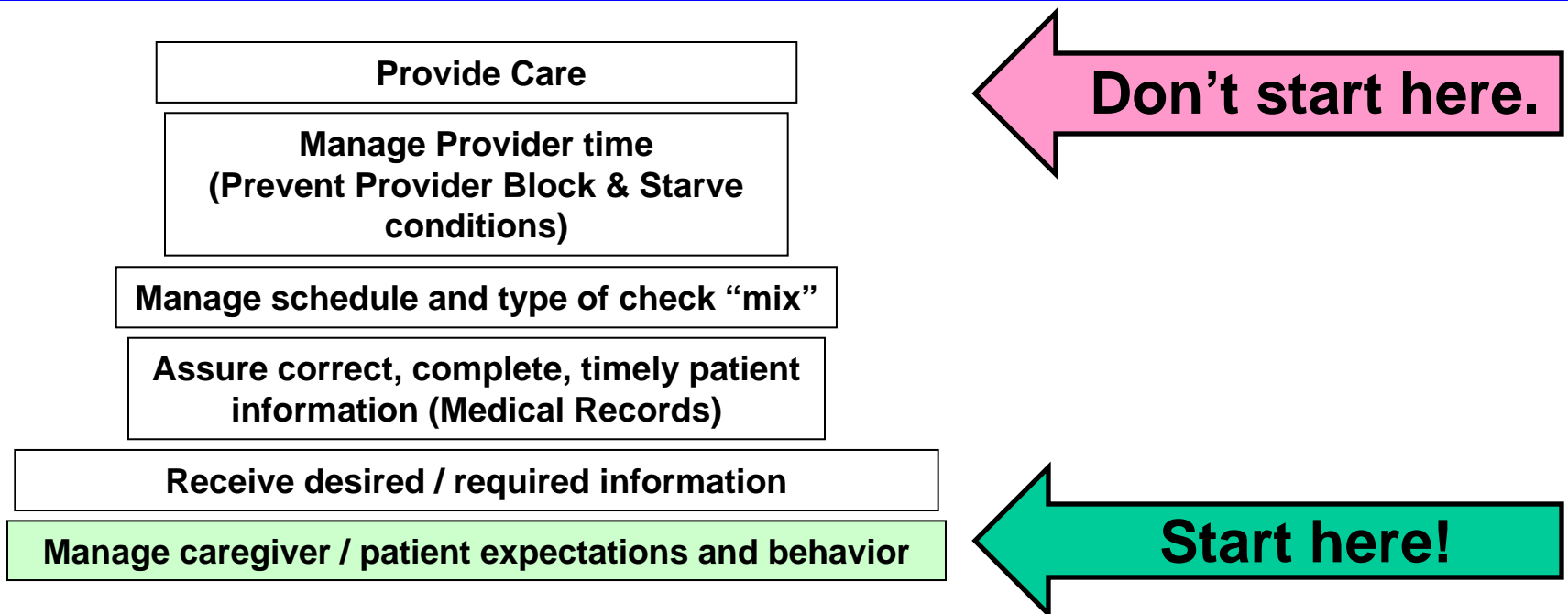


## Fix the Foundation first!

Working from the foundation level up, will multiply results with minimal resources

# Identify and Fix Problems

## Fix the Foundation First -



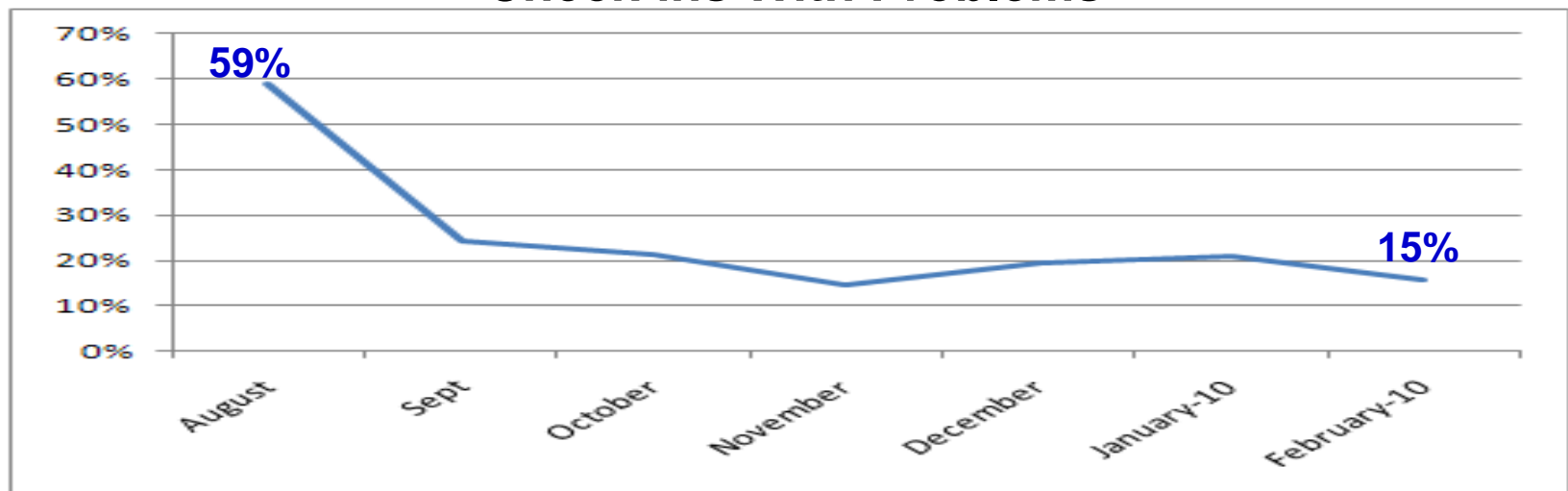
- Team did not focus on “provide care” until process improvements were made for the underlying functions.
- Data collection was focused and minimal.
  - Prevented wasting of valuable time.
  - Kept the team focused and engaged.
- **When the lower level problems were corrected, it became easier to “provide care,” even though the “provide care” process had not been changed.**

# Identify and Fix Problems

## Fix the Foundation First -

- Developed form to track check-in problems (errors) by type
- Redesigned process (see Responsibility Matrix)
  - Designed systems for least-prepared caregiver
  - Drove collection of information off-line and in advance
  - Assured all collected information was accurate
  - Defined desired caregiver behavior
  - Improved office layout
- Quadex rejection rate dropped from 4.12% (August) to 0.10% (Feb 2010)

### Check-ins With Problems



# Identify and Fix Problems

## Think 80/20 –

- Used a “Responsibility Matrix” to manage improvement process
  - Priority defined - A (white), B (yellow) or C (pink)
  - When an item is completed, it is colored green.
- Kept teams focused and prevented work overload.
- Coaches met with practice for 3 to 6 hours per month

**RESPONSIBILITY MATRIX – Updates from March 11, 2010**

Function / Area	Focused Activity	Why?	Priority	Actions	Responsibility	Status / Target	Verification Completion Date
Deliver desired / required information	Deliver written information		A	Define and prioritize information (finance charge, no show fee, etc.)	Amy Kostal	Complete	15OC09
			A	Laminate signs, post where visible at registration, (not on pillar), or give sheet to caregiver (to initial?)	Amy Kostal		15OC09
			A	Improve restroom signage	Amy Kostal		15OC09
	Deliver other information		A	Install Patient education kiosk (see above)		Investigate in new office layout	
			B	Give educational information for caregivers to read while waiting	Front Desk/ Nurses		
				A	people waiting. (not only visible when existing to check-out)	Nurses	Complete in Saginaw - being moved in Bay City
Generate reports on prescribed schedule			A	Develop calendar for report generation	Department Heads	in process	1-May-10

There is no limit to the number of things you can do poorly!

# Identify and Fix Problems

**Think 80/20 –**

**The Responsibility Matrix is now the main communication tool.**

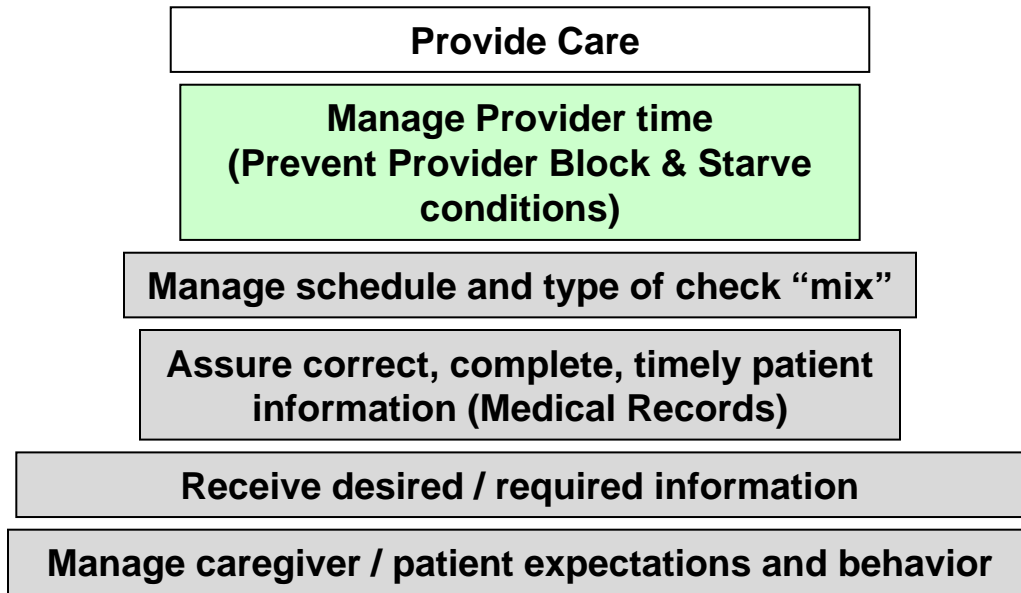
- **Used for tracking**
  - **Asthma Aim Statement and implementation progress**
  - **Process Improvements**
  - **PCMH task completion status**
- **Used for meetings and conference calls between practices**
  - **Serves as meeting agenda**
  - **Documents priorities**
  - **Tracks status and implementation timing**
- **Updated real-time during meetings by the practice**
- **Posted on intranet**

**RESPONSIBILITY MATRIX – Updates from March 11, 2010**

Function / Area	Focused Activity	Why?	Priority	Actions	Responsibility	Status / Target	Verification Completion Date
Focus on Asthma patients	Identify asthma patients with recall plan		A	Add Optional IPIP metrics to report	Dr. Jeff	Target Feb 2010	1-Mar-10
<div style="background-color: yellow; padding: 10px; text-align: center;"> <p><b>Total Action Items = 262</b></p> <p><b>Total Action Items Closed = 212</b></p> </div>						Send email, define group visit options, etc.	1-Mar-10
						Template done - Train providers on Dec 17 - Go Live January 4. Develop report by Jan 31	31JA10

# Identify and Fix Problems

## Do NOT Block or Starve Providers -



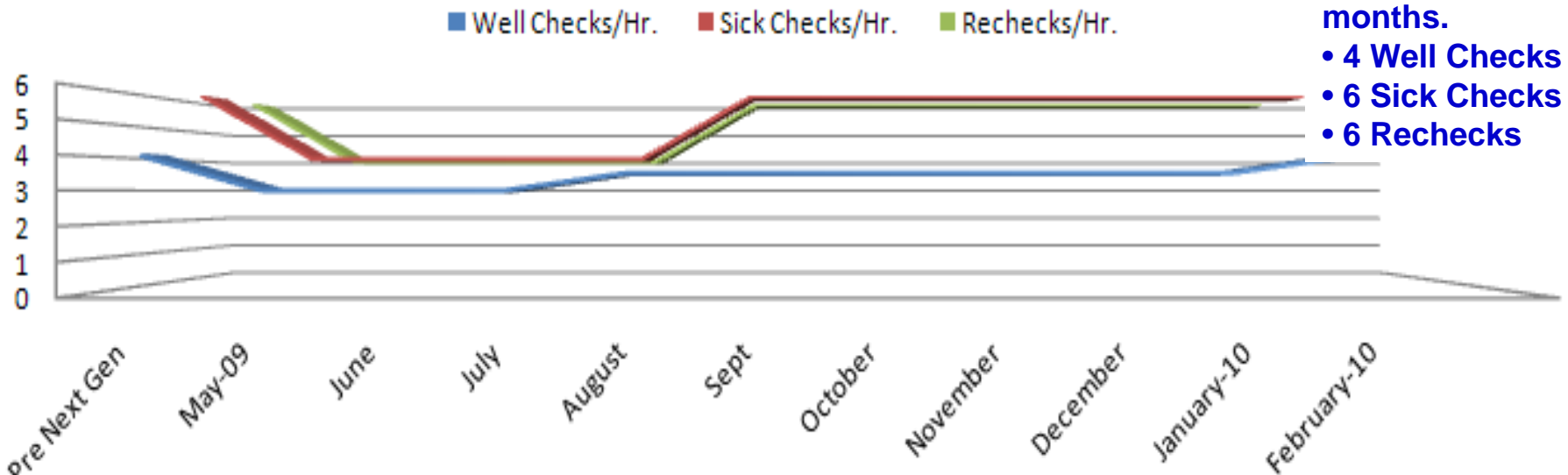
- **Redistributed work to enable resources to function at their highest possible capacity.**
- **Nurses, not providers, provide most of education to patients / caregivers.**
- **Nurses and office staff hold regularly scheduled meetings with set agendas.**
- **Improved management of schedule and mix (type of checks).**
- **Customized NextGen to meet needs of staff.**
- **Reduced need for outside lab testing.**
  - **Purchased lead testing machine (Payback < 1 year).**

# Identify and Fix Problems

## Do NOT Block or Starve Providers –

- **September 2009 - Provider sick checks and rechecks per hour returned to pre-NextGen levels in only 2 months.**

### Check per Hour by Type



**All goals achieved in 7 months.**

- 4 Well Checks
- 6 Sick Checks
- 6 Rechecks

**Time past schedule (minutes per month)**  
**(Staying past lunch or end of day)**

**October 2009 = 1,316 minutes**

**January 2010 = 427 minutes**

**Time under schedule**  
**(Finishing early)**

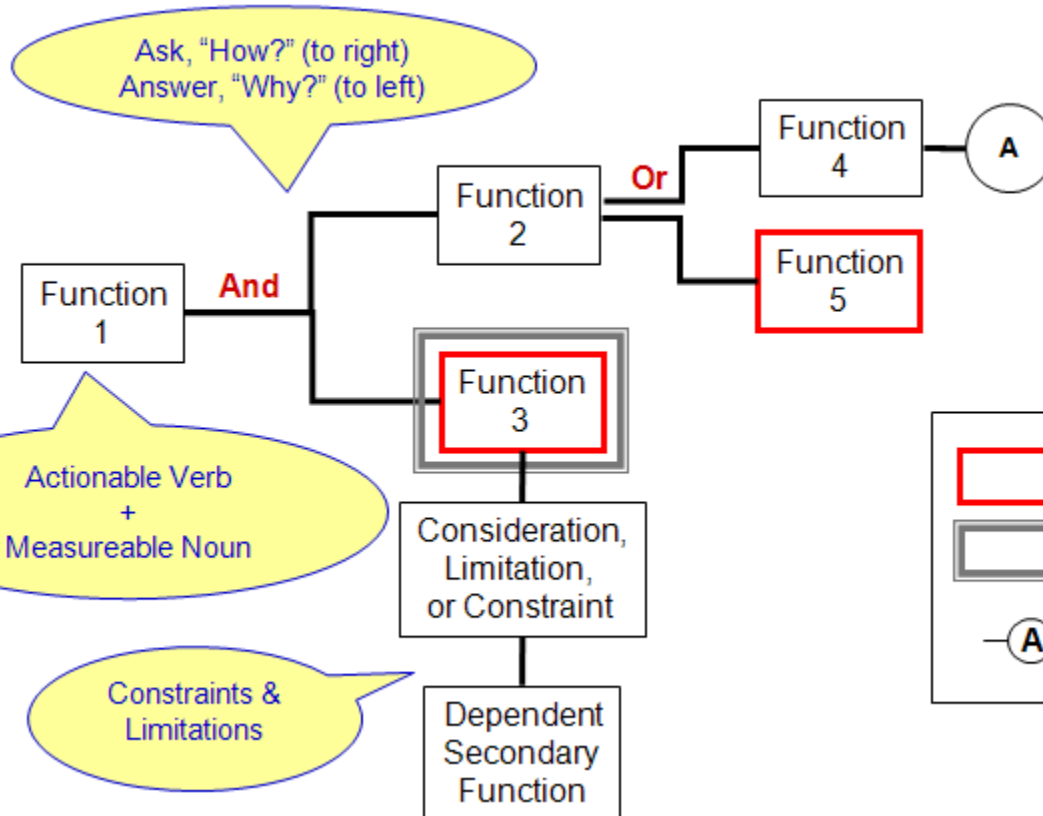
**380 minutes**

**457 minutes**

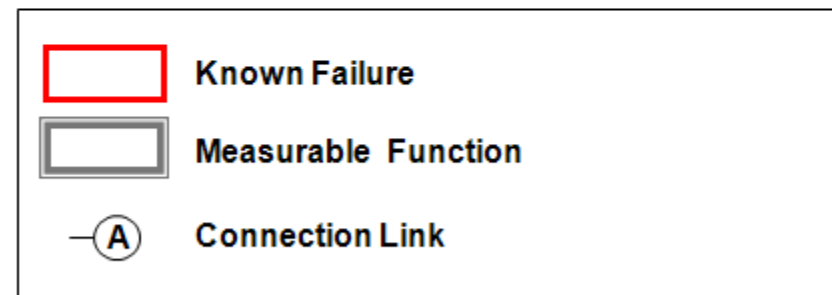
# Realign / Recreate Organization

## Analyze by Function -

- October 2009 – process improvements underway, now focus on roles and responsibilities.
- Used a “FAST Diagram” (Functional Analysis System Technique) to redefine roles and responsibilities by organizational objective.
- Also used FAST Diagram to uncover causes of billing errors and incorrect information in billing records.

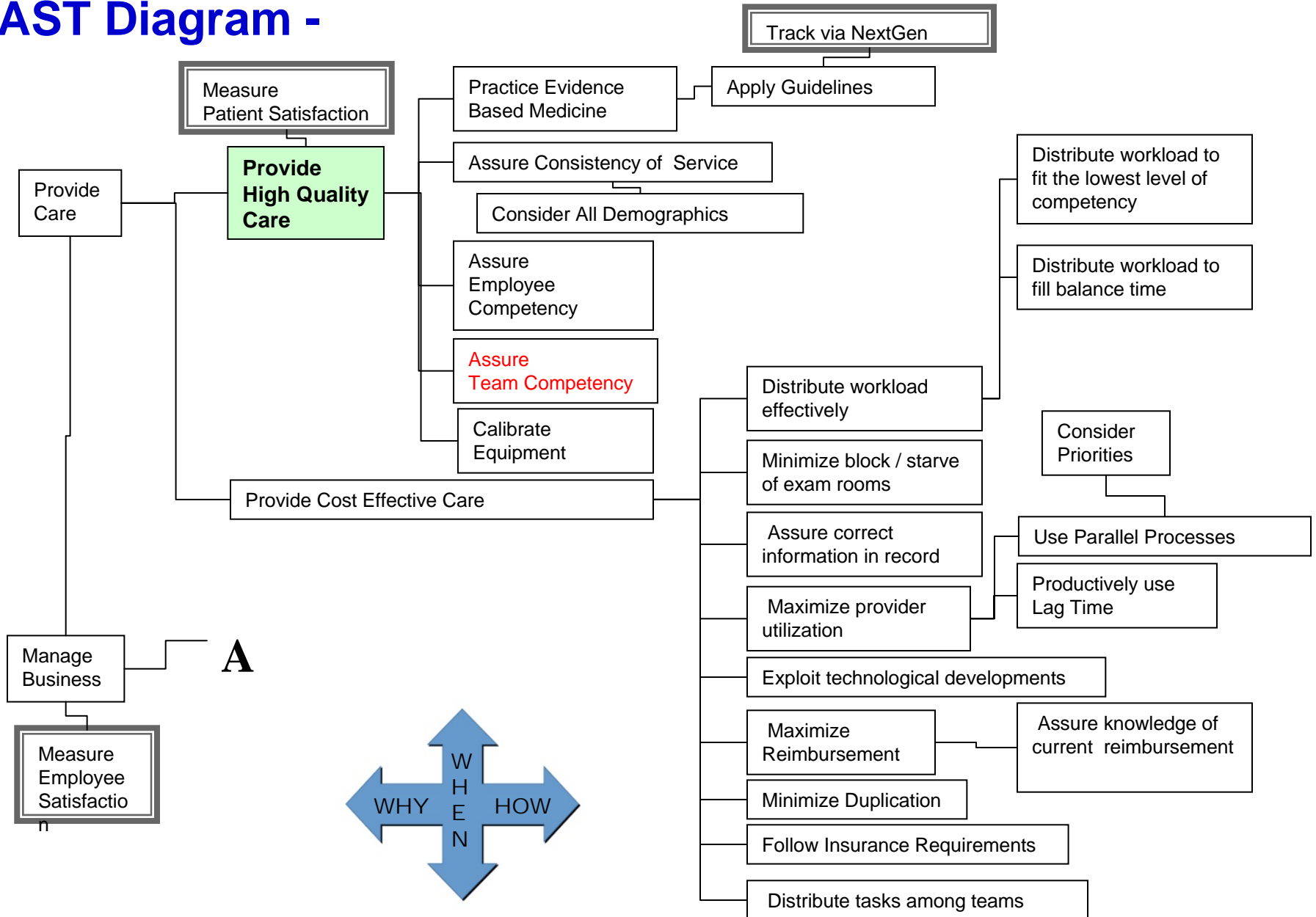


### Border Designations



# Realign / Recreate Organization

## FAST Diagram -



# Empower Personnel

## Fix the “Personnel Foundation” -

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- **November 2009 – With defined roles and responsibilities, the focus moved to creating highly functioning teams.**
- **Developed a “Team Empowerment Matrix”**
  - **Scoring of management and team member behavior**  
1 = worst to 5 = best
  - **Structural support for team**
  - **Employee support for team**
  - **Following standard – consistency**
  - **Communication**
  - **Management support**
- **Developed by team leaders from all disciplines.**
- **Used to correct behavior in a non-threatening way**

# Team Empowerment Matrix -

	Structural Support for Team	Employee Support for Team	Following Standard - Consistency	Communication	Management Support
<b>Best (5)</b>	Structure in place to promote continuous improvement, ongoing assessment and evaluation	Makes other team members look good. Encourages team effort	Acts as an example by following policy to benefit team as a whole while being consistent & thorough. Willing to attend training to strengthen knowledge	Reinforcement of good behavior, consistent throughout team. Well-developed, constructive message is effectively delivered & message is understood.	Listens to all concerns, removes roadblocks, provides resources, provides feedback and follow-through. Empowers problem solving, welcomes ideas, gives team the objective and the big picture - not just how to do it.
<b>4</b>	Opportunities available for improvement and assessment of CMG	Readily assists all depts & answers any questions that others have	Re-evaluates self according to following policy & willing to fix errors in deficiencies	Cheerful & enthusiastic about sharing info to all team members & depts	Motivates. Is considerate & open-minded about options. Willing to listen to ways for improving policies; researches problems & is sensitive to all team members
<b>Meets Standard (3)</b>	Everything needed to perform job	Only concerned about getting "own" tasks completed, not aware or concerned about functions of team	Always follows standard	Maintains positive communication. No negative communication	Maintains current functions- not open to change or criticism
<b>2</b>	Some deficiencies exist; no opportunity for improvement or assessment	Judges other dept functions without knowledge of procedures - leaves duties undone for others to do	Incomplete steps or takes shortcuts in documentation & procedures	Not willing to help or share relevant info with peers	Only hears own thoughts/opinions/voice. Does not listen before passing judgement.
<b>Worst (1)</b>	Deficiencies in what is needed to do job	Doesn't even get "own" functions done, not even aware that other functions and responsibilities exist in office	Not following standard	Accusations, "not my job," not supporting other team members, Negative communication (criticize, condemn, or complain) without proposing any solutions. Blaming, talking about others behind their back, making excuses, messages sent with no consideration for recipient's understanding	Ignores concerns, unrealistic expectations, being condescending, micro management (failure to delegate)

# Build a Sustainable Management System

## The Power of Strategy -

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- All employees now understand the “big picture” and how their actions impact other groups. **(FAST Diagram)**
- Providers spend less time on personnel issues. Teams now understand what is within their span of control. **(Team Empowerment Matrix)**
- Meaningful management metrics were developed to drive performance. Metric tracking is automated wherever possible.
- Teams now work to “Fix the system, not the individual occurrences!” Previously, effort went into developing work-arounds and temporary fixes. **(Responsibility Matrix & FAST Diagram)**
- Employee morale has never been higher!

**We got our time back!**

# Thank You!

Children's Medical  
Group of Saginaw Bay