



**PHILIPS**

Healthcare

Transformation Services



# Improving clinical process performance and the overall patient experience

Philips Healthcare Transformation Services collaborating for operational improvements at Westchester Medical Center Health Network

## **Who/where**

Westchester Medical Center Health Network (WMCHealth), serving a market of over 3 million patients annually. Valhalla, NY, USA.

## **Challenge**

Improve the quality of operations in their Cardiac Catheterization / Electrophysiology Labs.

## **Solution**

The Philips team analyzed the current-state of the client's operational processes, then created experience flow maps to summarize the analysis, which led to change recommendations and a project implementation plan.

## **Results**

WMCHealth has implemented many of the recommended change initiatives and has **reduced patient wait times by 20%**. They also expect to increase overall patient capacity, earlier first-case starts, and utilization of their Cath and EP labs, as well as improve staff satisfaction and enhance the overall patient experience.

Westchester Medical Center Health Network (WMCHealth) has been delivering exemplary patient care for decades and was making performance improvements continuously. However, they were looking to make more impactful operational improvements in their Cath and EP Labs. They turned to Philips as an innovative and trusted partner – that could help them enhance their operations and implement changes in support of their long-term strategy. A Philips-client project team was formed with a focus on patient care, operational improvement, and financial returns.

The Philips consulting team shared our methodology of using a patient-focused, end-to-end approach. They highlighted the experience flow mapping process, which provides a visual representation of current-state and possible future-state scenarios. They agreed the analysis be zero-base and that they would test any assumptions that could interfere with the consistent delivery of quality care in this critical function.

**A holistic approach**

Our consulting team always takes a patient-focused, end-to-end, collaborative approach and this project was no different. A Philips-WMCHHealth project team was agreed including clinicians and other staff, consultants, and management representatives. They were tasked to look at the challenge holistically, review data metrics and stakeholder input, discuss and test recommendations, and agree prioritized change initiatives which had the potential of making the greatest impact.

The consultants approached this challenge by first collecting comprehensive patient and system data, reviewing the scheduling guidelines, observing the staff workflow, and analyzing the facility layout.

Next, they looked to define what quality meant to the key stakeholders, including patients, family members, physicians, and staff by conducting one-on-one and group interviews, group workshops, and facilitated role-playing exercises. This allowed the team to interpret the data and operational analysis through the lens of the patient experience.

**The client voice**

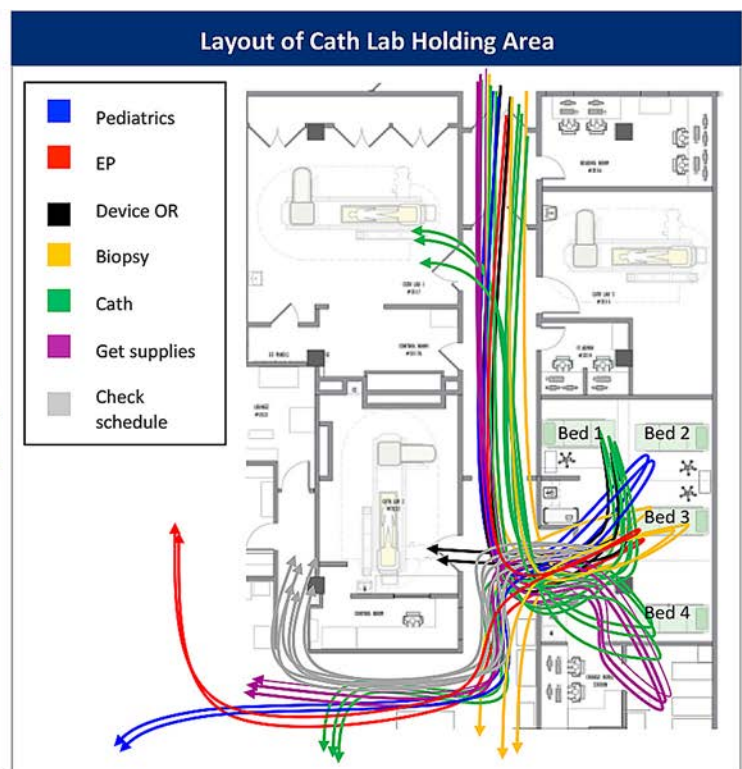
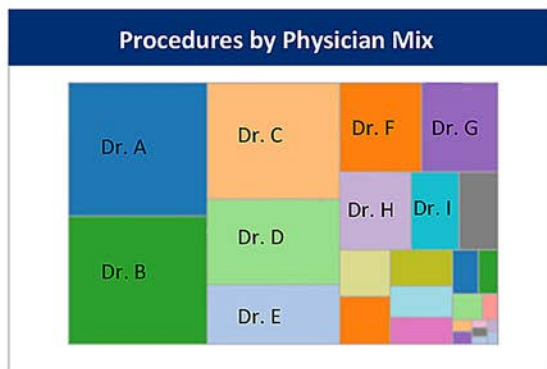
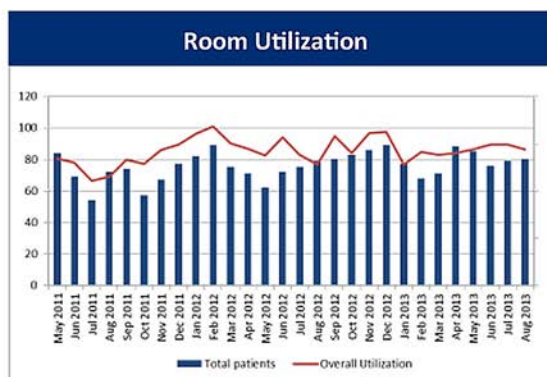
Facts and figures are a great start, but often there is ambiguity around the changes needed. Patients and staff know what they like and don't like, but at times cannot say what is needed specifically to improve the situation.

Some examples of feedback our consultants observed during the interviews and workshops include:

- The patient impact of long wait times was described as “anxious” and “confusing.”
- Nurses and staff expressed their frustration with the layout as “cramped” and “disorganized.”
- While observing procedures and measuring turnaround times, physicians felt there was a “lack of help” and “not enough communication.”

The Philips consulting team has vast clinical experience and expertise to gather the details behind general comments such as these and translate them into actionable performance improvement changes.

**Identifying the key drivers of utilization and workflow**



### The experience flow map process

Based on the information gathered earlier, the team created two large experience flow maps that documented the end-to-end patient journey and graphically summarized the data analyses, patient, family, and staff interviews, and the workflow observations.

The experience flow maps helped the WMCHHealth team easily understand and agree where performance improvements could be made. These clinical process and workflow change recommendations were reviewed by the Philips-WMCHHealth project team and the final recommendations were presented to the executive sponsors by the WMCHHealth project leads.

Change recommendations included:

- New pre-admissions testing process
- Revised pre-Cath Lab process
- Facility upgrades
- New scheduling technology
- More flexible nurse staffing
- Dedicated resource for supply management and data analysis
- Scheduling guidelines

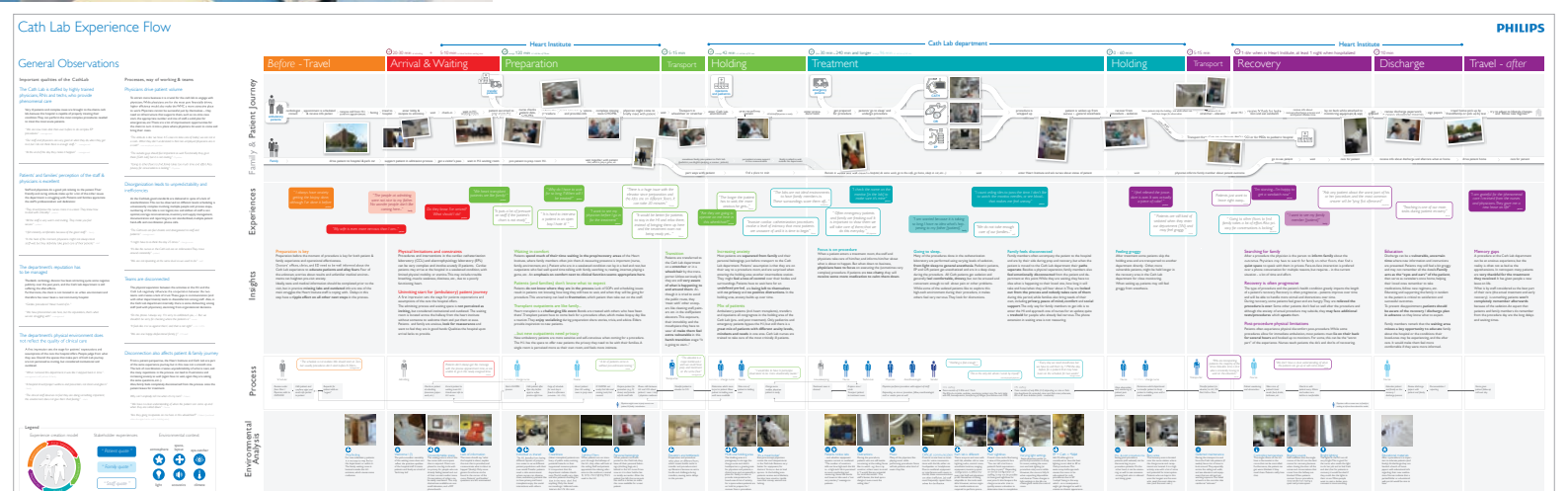
The Philips team also created a cloud-based application dashboard for visualization of case volumes by type, by room, and by physician. The WMCHHealth team has been using the new dashboard to identify areas of concern and track performance.

As a result of these change initiatives, WMCHHealth has achieved the below results:

- Reduced patient wait times by 20%
- Attained earlier first-case starts
- Increased utilization of their Cath and EP labs
- Enhanced the patient experience and staff satisfaction

“Philips is enabling us to transform our care delivery network and better serve the Hudson Valley.”

Michael D. Israel  
President and CEO  
Westchester Medical Center  
Health Network



A Cath Lab Experience Flow Map documented the movement, interaction, and experience of the client's patients.

### **Learn more**

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