



Improving clinical process performance and the overall patient experience

Philips Healthcare Transformation Services collaborating for operational improvements at regional medical center

Who/where

A large regional referral center serving over 3 million patients annually. USA.

Challenge

The client was looking to improve the quality of operations in the Cardiac Catheterization / Electrophysiology Labs.

Solution

The consulting team analyzed the current state of the clients operational processes then created experience flow maps to summarize the analysis, which led to change recommendations and project implementation plan.

Results

The client is implementing many of the recommended change initiatives. They expect results to include an increase in overall patient capacity, earlier first-case starts, and an increase in utilization of their Cath and EP labs.

A large regional referral medical center, one that has been delivering exemplary patient care for decades, was looking to make operational improvements in their Cath and EP Labs. They turned to Philips as an innovative and trusted partner – who 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 their methodology of a patient-focused, end-to-end approach. They highlighted the experience flow map 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.



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A holistic approach

The Philips consulting team always takes a patient-focused, end-to-end, and collaborative approach – working closely with the client’s clinical team, looking at the challenge holistically, and obtaining patient access when possible.

The team 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.

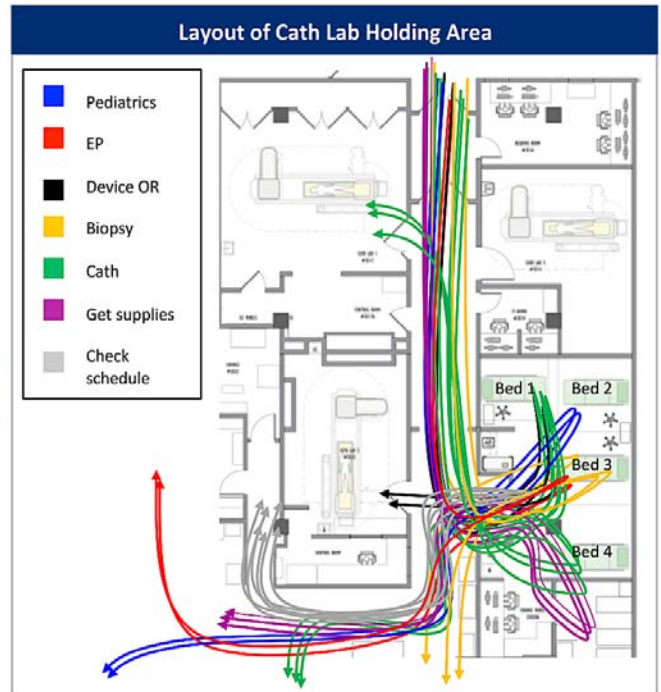
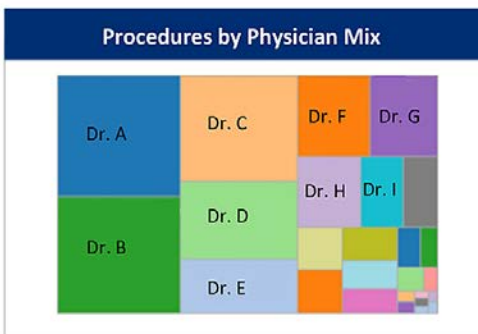
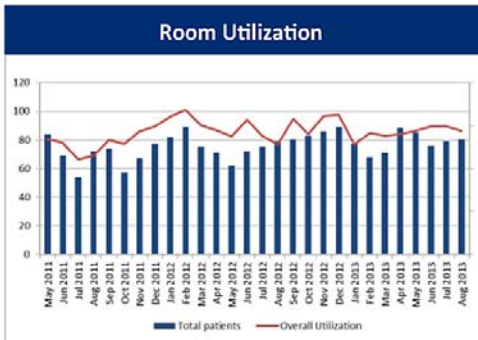
Some examples of feedback our consultants observed during the interviews and workshops include:

- 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 turn-around 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 solution

Based on the information gathered earlier, the team created two large experience flow maps which 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 client team easily understand and agree where performance improvements could be made. These clinical process and workflow change recommendations were reviewed with the client project team and the final recommendations were presented to the executive sponsors by the client 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

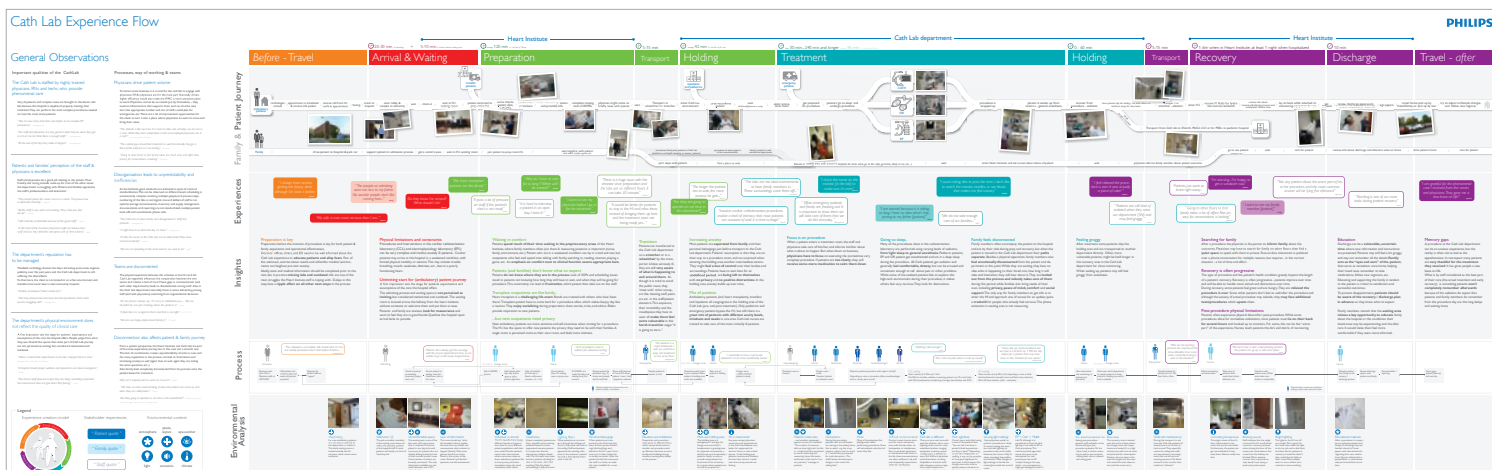
As a result of the above change initiatives, the client expects to increase overall patient capacity, attain earlier first-case starts, and increase utilization of their Cath and EP labs.

“The Philips experience flow map approach helps our clients to visualize and easily understand where the issues are and agree to options for performance improvement.”

Roger Weems

Vice President and Partner

Philips Healthcare Transformation Services



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

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