Agenda

• Progress update as of March 28
• Key statistics
• Key observations
• Next steps
• Q&A
Progress as of March 28: Time and Motion Studies

- **Objective**: to document patient flow and capture key timestamps (e.g. appointment time, work-up time)
- 4 clinics (cornea and retina), 2 doctors per clinic
- 1 investigations/diagnostics centre (retina)
- **229** patient records collected in total
- Collected between 9:30 and 17:30
Progress as of March 28: Stakeholder Interviews

- **Objective**: to understand management strategies and challenges
- 4 Consultant
  - Head of Faculty (Retina), LVPEI
  - Head of Faculty (Cornea), LVPEI
  - Faculty (Cornea), LVPEI
  - Faculty (Cornea), LVPEI
- 2 Optometrists
  - Senior Optometrist of Retina Diagnostics, LVPEI
  - Head of Cornea Diagnostics, LVPEI
- 3 Administrators
  - Head of OPD, LVPEI
  - Administrative Associate (Retina) & Appointment Scheduling Manager, LVPEI
  - Head of Training
- 2 Professors
  - Professor of Operations, ISB
  - Professor of Operations, ISB
Progress as of March 28: Patient Surveys

- **Walk-in Survey**
  - **Objective**: to capture rationale for choosing walk-in over appointments
  - Collected from 7:30 to 9:00, 11:00 to 12:00
  - 40 patients surveyed

- **Check-out Survey**
  - **Objective**: to capture patient satisfaction
  - Collected from 15:00 to 17:00
  - 7 patients surveyed
Progress as of March 28: Implementation Challenges and Opportunities for Improvement

- **Time and Motion Studies**
  - **Challenges:** Diagnostics required more than two people (one person to track folder arrival and another person for tracking starting time and ending time of diagnostic)
  - **Opportunities:** Informing doctors of the data we are recording over the course of the day

- **Stakeholder Interviews**
  - **Challenges:** Unpredictable interview schedule
  - **Opportunities:** Clarifying the objective of the stakeholder interview, sufficient preparation time

- **Patient Surveys**
  - **Challenges:** Unclear understanding of survey objective by the translators, false identification for the source of survey targets
  - **Opportunities:** Sufficient preparation of translators, clear understanding of patient pathway
# Key Statistics:
## Time and Motion Studies

<table>
<thead>
<tr>
<th>Day</th>
<th>Type</th>
<th>Pre Diagnostic Waiting Time</th>
<th>Diagnostic Waiting Time</th>
<th>Total Service Time</th>
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<tbody>
<tr>
<td>1</td>
<td>Appointment</td>
<td>1:23</td>
<td>2:33</td>
<td>3:09</td>
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<tr>
<td></td>
<td>Walk In</td>
<td>1:47</td>
<td>3:21</td>
<td>6:21</td>
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<td>2</td>
<td>Appointment</td>
<td>2:35</td>
<td>2:40</td>
<td>4:03</td>
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<tr>
<td></td>
<td>Walk In</td>
<td>3:25</td>
<td>1:57</td>
<td>2:49</td>
</tr>
<tr>
<td>3</td>
<td>Appointment</td>
<td>0:31</td>
<td>1:56</td>
<td>2:17</td>
</tr>
<tr>
<td></td>
<td>Walk In</td>
<td>4:07</td>
<td>1:20</td>
<td>4:37</td>
</tr>
</tbody>
</table>
Key Statistics: Walk-in Survey

- Average expected time in the hospital was 5 to 6 hours
- 41% of walk-in patients tried to make an appointment by phone, if not by person, but failed.
- 80% of walk-in patients who did not try to make an appointment was not aware of the appointment options
Key Observations

- **Clinic-specific factors contributing to wait time**
  - Management of patient folders and staff
  - # of Fellows, Optometrists, and Facilitators
  - Skill levels of staff
  - Size and layout of clinics
  - Anticipated vs. actual patient volume
  - Types and variety of patients that can be seen
  - Need for diagnostics: how many, what type, when

- **Patient-specific factors contributing to wait time**
  - Lack of awareness of appointment-based system
  - Bias for early morning arrival
  - High volume of late arrivals and no shows

- **Scheduling-specific factors contributing to wait time**
  - Doctor-specified appointment and walk-in templates
  - Administrator's adherence to doctor-specified appointment templates
  - Real-time prioritization of patients (late vs. on-time, paying vs. non-paying, walk-in vs. appointment, case complexity, time of day)
Q&A
15.S07 GlobalHealth Lab
Spring 2013

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