BUT....

...we have *Always* done it that way

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CHANGE

- A 6 letter word
- A word that….
- Renders people sleepless
- Sends shivers up the spine
- Causes some to seek employment elsewhere
- Energizes others

Healthcare has Changed

- Charts
- Index cards to templated forms to EMR
- Practices
- Solo to group to acquisitions
- Coding & Reimbursement
- Eye codes, E/M codes, Audits, Sequestration, Declining Revenue.....

Healthcare has Changed

- Government regulation
- Compliance, HIPAA, PQRS
- Patient satisfaction measures
- Surveys, wait times, productivity

The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades.

- John P. Kotter
Big Change?
- New EMR or PMS
- Additional physician
- Buildout of office or new satellite
- Redesign of clinical model
- ICD-10
- Schedule change

Little Change?
- New or streamlining of processes
- New diagnostic instrument
- Staffing changes
  - Delegation of duties
- Schedule change
- New management staff

How do we change?
Planning the Big Change

- Strategic plan
- Time line
- Enlist champions
- Delegate tasks
- Meet regularly
- Don’t reinvent the wheel when possible

Let’s Focus on the Small Changes

Step 1

Look at your practice processes with a fresh set of eyes.

Look at space by walking as a patient.
Case I - Space

**Problem:**
- Long wait times for diagnostic testing

**Situation:**
- Laser in room with Topographer
- 2 rooms with Visual Field Machines
  - 1 with OCT, 1 with camera
- IOL Master in its own room

**Solution:**
- IOL Master joined Topographer
- 1 rooms with 2 Visual Field Machines
  - OCT with camera
- Laser went in its own room

**Result:**
- Reduced wait times by 70%
Step 2
Observe every step of the check in process.
Ask yourself if efforts are repeated and can be streamlined or eliminated.

Clerical Processes
- Forms
- Insurance eligibility
- Phones
- Charts
- Superbills

- Are benefits confirmed in advance?
- Must patients wait while staff is on the phone?
- If paper charts are pulled, where are they kept prior to patient arrival?
- If electronic where do superbills print?
- Are techs waiting for patients to finish forms?
Case 2 - Clerical
Problem:
- Patients took up to 20 minutes to sign in and complete forms
- Established – completed demographic form, assignment of benefits, financial policy yearly
- New – as above plus HIPAA, medical history form and refraction statement

Case 2 - Clerical
Solution for established patients (annual exams):
- Removed sign in sheet when staff available
- Eliminated lifetime AoB form and financial policies
- Printed demographic sheet for review and corrections
- Check in time decreased to 3 minutes

Case 2 - Clerical
Solution for new patients:
- Encouraged downloading of forms from website
- Medical history reviewed with tech
- Check in time decreased to 7 minutes
Step 3

Follow a patient through the clinic.

Where are the wait times?

Clinical Steps

- AR or Epic
- Diagnostics
- Work up
- Dilating area
- Exam
- ? More tests followed by interpretation?
- Counseling

- Are techs standing around?
- Where are patients and charts gathered?
- Are diagnostic tests scheduled?
- Who does them?
- Is portable equipment centrally available?
- Have you done a time study?
Case 3 - Clinical

**Problem:**
- General practice did high volume of OCTs when 3 doctors were in clinic (1 OCT).
- Techs waited with patients to perform preordered test before or after work up.
- Work up rooms remained empty; patients remained in WR.

**Case 3 - Clinical**

**Solution:**
- Assigned technician to be the OCT tech
- Had other responsibilities between patients
- Reviewed schedule to anticipate patients
- Techs were more readily available to help other patients.

Understanding Change

Top 10 reasons people resist change in the work place
Change in the Workplace

- Must occur in the workplace
- Some are mandated; others are modifications
- Small changes drive up productivity
- Result of new technologies, fresh set of eyes, asking why
- But, change can create fear and negativity in some causing a stirred pot
Resistance

- People like stability and predictability in personal and professional lives
- Feel the will of others is imposed on them
- Those with high job satisfaction are most willing to change

People don't resist change. They resist being changed.

— Peter Senge

Accomplishing Change

Take Away #1

Acknowledge there will be an emotional impact

- Similar to adapting to grief and loss
- Elizabeth Kubler-Ross's 5 stages of grief
- Denial, anger, bargaining, depression, acceptance
Examples

DENIAL
She always says we will do something differently and we never have to.

ANGER
It’s worked this way as long as I’ve been here and it’s been just fine!

ACCEPTANCE
I get to lunch on time now

BARGAINING
Maybe if we start out she’ll see that our way is better.

DEPRESSION
I don’t like it, but I guess I have to do it.

Take Away #2

Communicate clearly and often

- Purpose of change
- Timeline
- Who’s involved
- Open discussions
Take Away #3

Goals: long term and short term
• Big picture is what we hope the end result will be
• We take small steps to achieve that goal
• Change along the way may be necessary

Direct the rider
Motivate the elephant
Shape the path
- Chip and Dan Heath

Take Away #4

Engage interested parties
• Ask for input from those most affected by proposed change
• End user often has most impactful suggestions
• May think unsolicited suggestions are not valid or warranted.
• Likely to enlist support of coworkers.
Breakfast Club

- Met biweekly
- People selected for specific traits
- Discussed how to fix common problems
- They sold the changes to co-workers

Take Away #5
Consider a Pilot

- Easier to convince resisters to try the new workflow
- Revisit and tweak
- Best aspects of new workflow can remain
- Engages end users to contribute

The key to change... is to let go of fear
-Rosanne Cash

Scribes

- 3 months on new EMR
- Doctor resisted scribe
- He was not familiar enough to have someone with him
- Tried it for a day
- Won a scribe for a lifetime.
If you do not change direction, you may end up where you are heading.
Lao Tzu

PARTING THOUGHTS

THANK YOU FOR YOUR ATTENTION
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