

Enhance patient experience by improving phone response time and direct access to RAHC front office team members

ROCKBRIDGE AREA HEALTH CENTER

CHC LEADERSHIP INSTITUTE LEARNING PROGRAM 2016-17

CAPSTONE TEACHBACK: JUNE 6 & 7, 2017



1. Focus

Describe the general focus of your project:

A) To provide a better patient experience by directly reaching a member of the RAHC staff as often as possible.

B) To offer patients a convenient appointment in a timely manner.

2. Team

List the team members who worked on the project:

- Suzanne Sheridan CEO
- Mary Looney COO
- Christine Wagler Clinical Director
- Dr. Stuart Fargiano Dental Director

3. Need

Describe the specific need(s) your project aimed to address:

- After conducting a large patient satisfaction survey, our project aimed to address the most consistent issues our patients felt needed improvement.
- A) Return phone calls in a timely manner
- B) Desire to directly access an RAHC staff member so there is no need to leave a message, wait for a call back or postpone making an appointment.

4. Objectives

Describe the specific objectives your team aimed to achieve:

- Conduct a survey to identify the highest periods of phone demand
- Analyze the data
- Set specific goals addressing acceptable phone response times
- Identify frequently asked questions so scripted answers could be
 - developed to address them in a consistent and efficient manner
- Adopt policies to ensure performance continues in the future
- Conduct surveys to continually monitor patient satisfaction
- Utilize PDSA

5. Assets

Describe the key assets (people, systems, resources) your team engaged to help develop and execute the project:

- Information Technology staff
- Input directly from front staff personnel
- Patient input to providers during appointments
- Patient portal usage
- Ability to modify the phone answering system
- Open minded management team

6. Action Strategies

Describe the key action strategies your team used to execute the project:

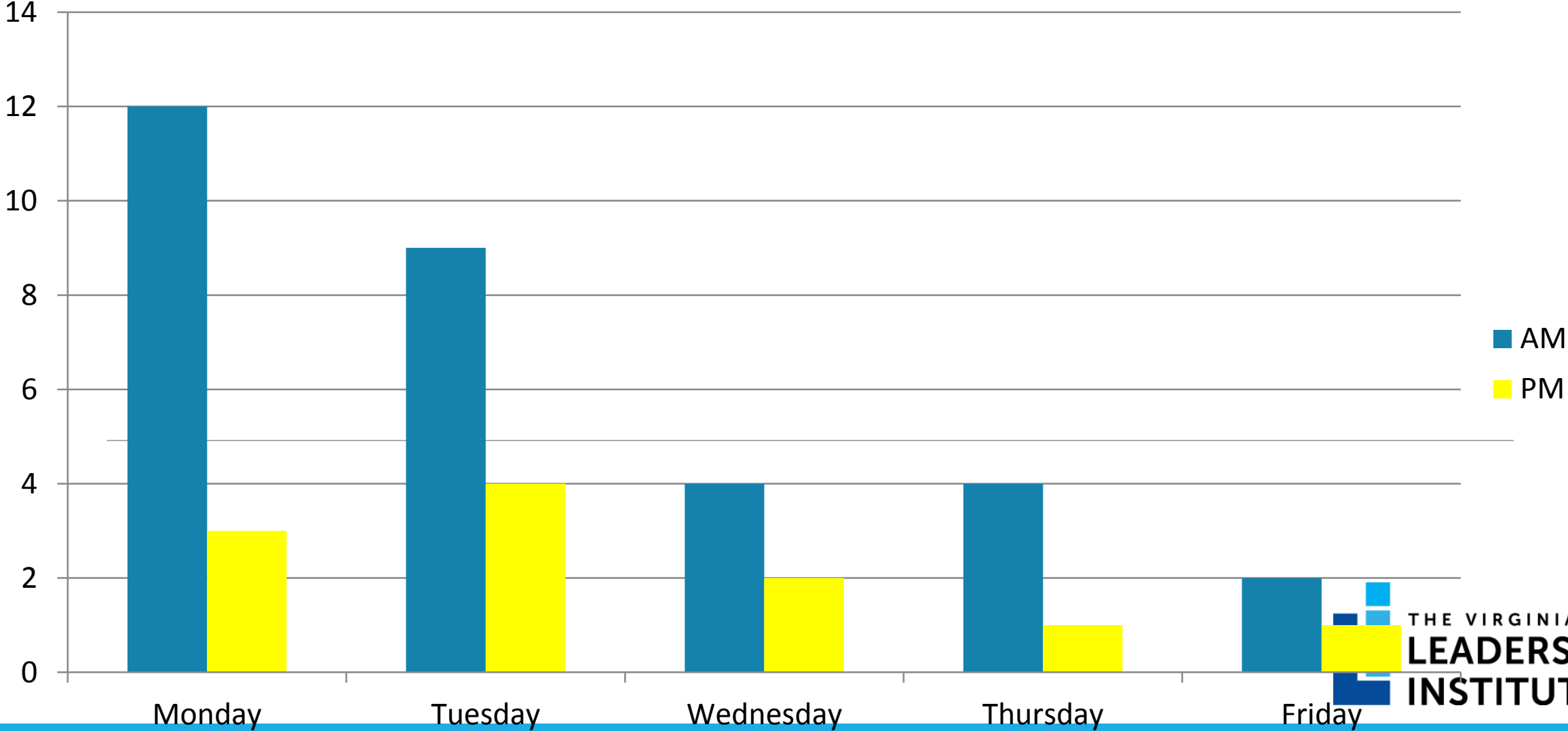
- Large scale patient survey
- Small scale targeted phone survey
- Data collection and analysis
- Two additional front desk staff members were hired
- Reclassified front desk staff duties
- Future study to analyze our efforts

7. Team Development

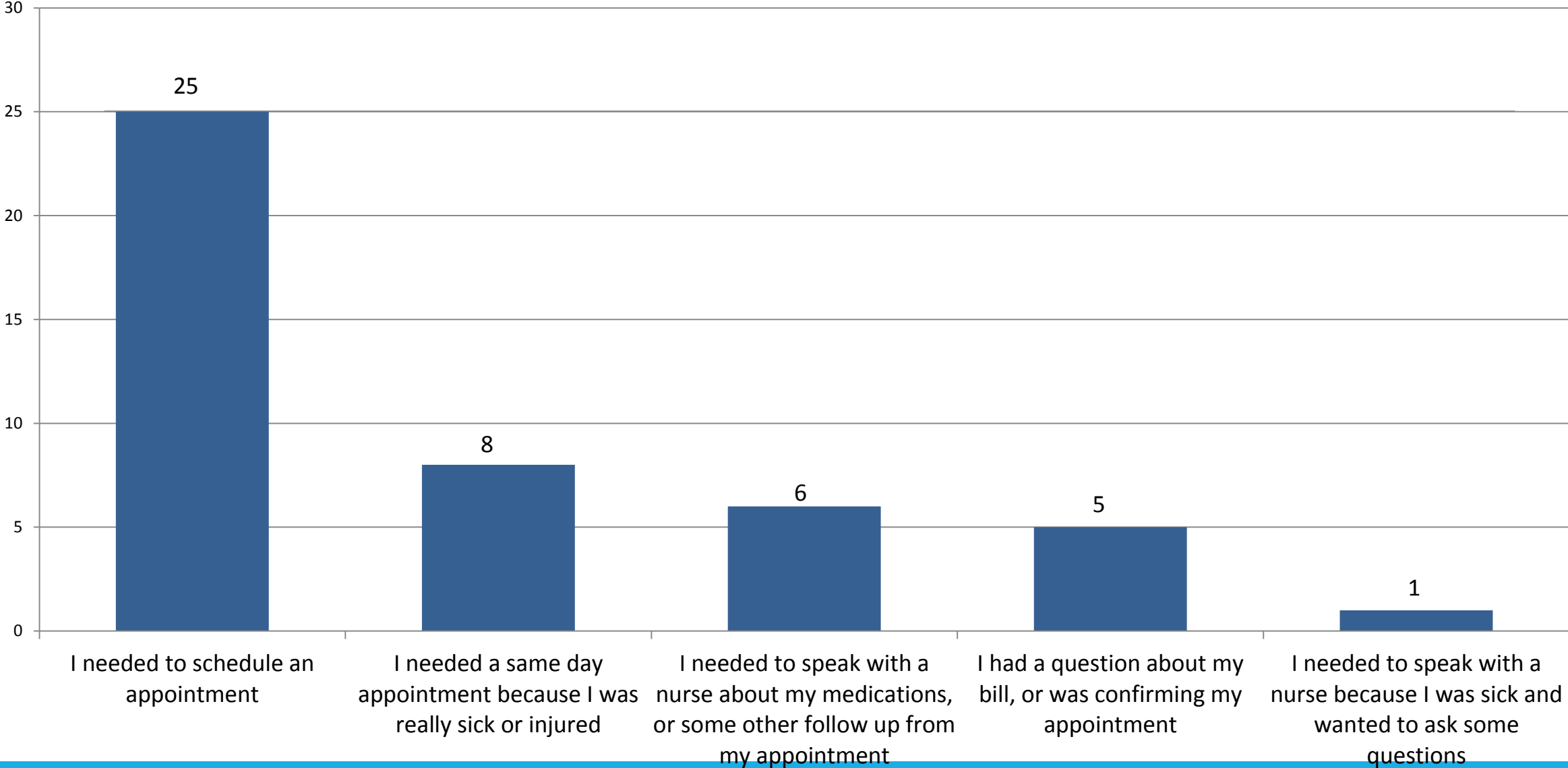
Describe the team development activities (e.g. team building, training, technical assistance) you used to help equip the team for action.

- RAHC has one hour every Thursday morning blocked off for either departmental proficiency training or an all staff group meeting. This time was used for team building and staff training purposes. Scripting rehearsal was practiced and one of the front desk team members was trained to act solely as a call center member.

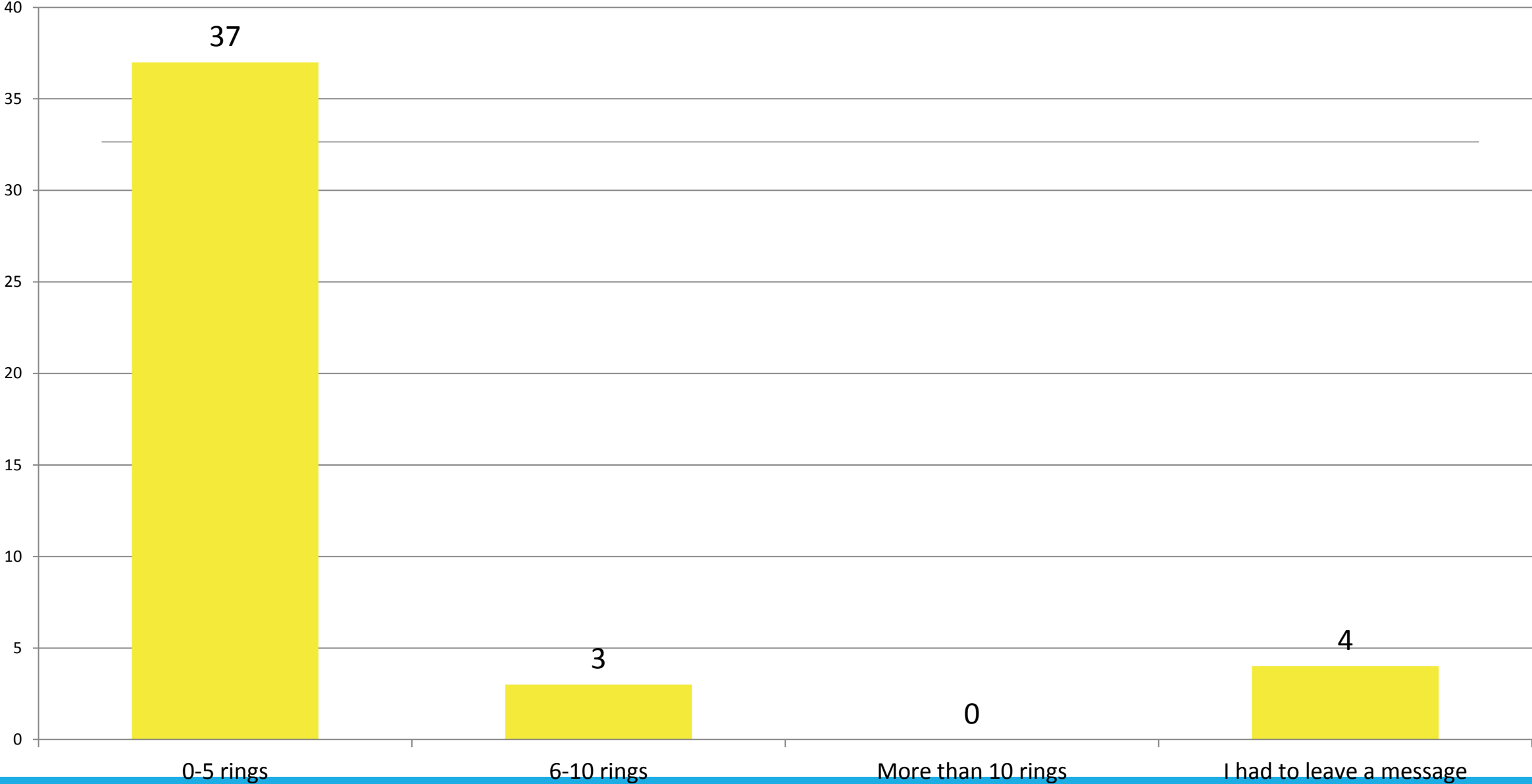
1. I called the office on:



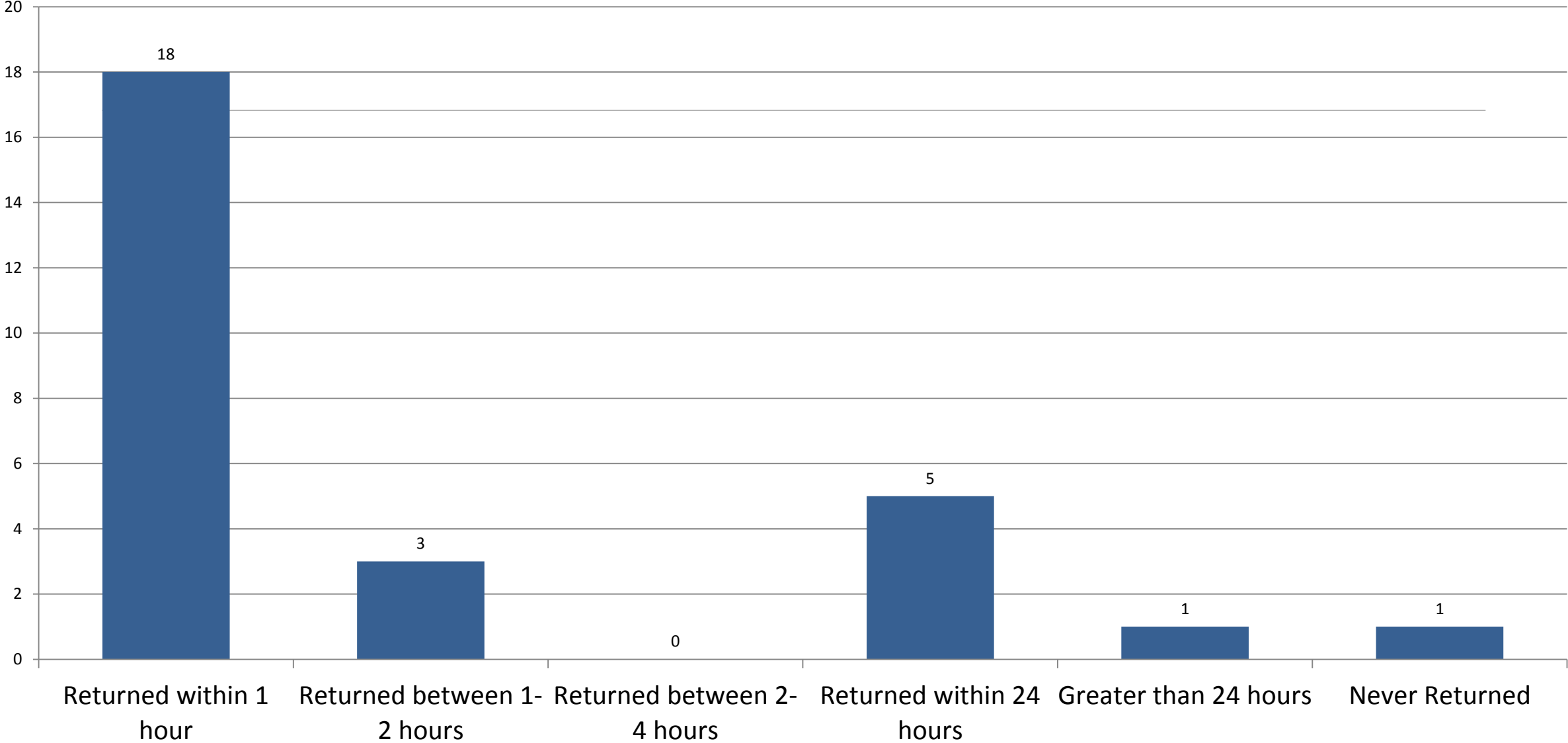
2. I called the office because:



3. I was able to get through to a person that could help me after:



4. My call was:



8. Testing & Refinement

Describe how your team refined its planned action strategies based on your experience with implementation:

- Staff members cross trained each other for better coverage of vacation and sick day shortages.
- Staff members reorganized their seating positions for more efficient patient interaction.
- A change in the staff schedule was made allowing one front staff person to come in thirty minutes before the Health Center opens to play voice messages back, return calls and get the schedule organized as necessary.
- Maximum staff coverage was put in place on Monday and Tuesday mornings to handle these high call volume periods.

9. Results to Date

Describe the results of your project to date, and any planned next steps:

- The results of our action steps will be determined after a future survey is conducted and the data is analyzed.

10. Lessons Learned

Describe your key lessons learned:

- Surveys are very important and often reveal information staff members are unaware of while conducting their normal daily tasks.
- Data collection and analysis is time consuming and labor intensive but well worth the effort in the end.
- Management and staff have to be open minded and willing to make changes to help meet the needs of the patients.
- Policies must be adopted to ensure future surveys are conducted and phone response performance remains optimal.