

Appointment-to-Payment: Using Process Mapping to Increase Practice Productivity



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Agenda

- What is Process Mapping?
- Where can it be useful?
- Steps involved in creating a Process Map
- Using a Process Map to improve the process



“Eighty-five percent of the reasons for failure to meet customer expectations are related to deficiencies in systems and process... rather than employees.

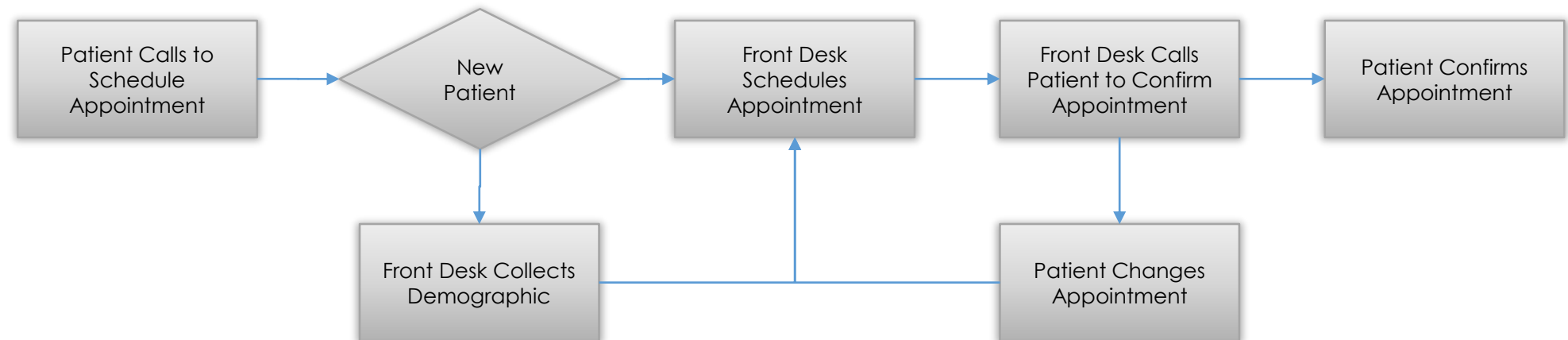
The role of management is to change the process rather than badger individuals to do better.”

- Edward Deming



What Is Process Mapping?

- All work can be defined as a series of individual steps
- A visual representation of the steps of actions that define a process



What's the Purpose of Process Mapping?

- Understand a Process
- Define and Document a Process
- Illustrates Areas of Improvement
- Provides for a Communication Tool



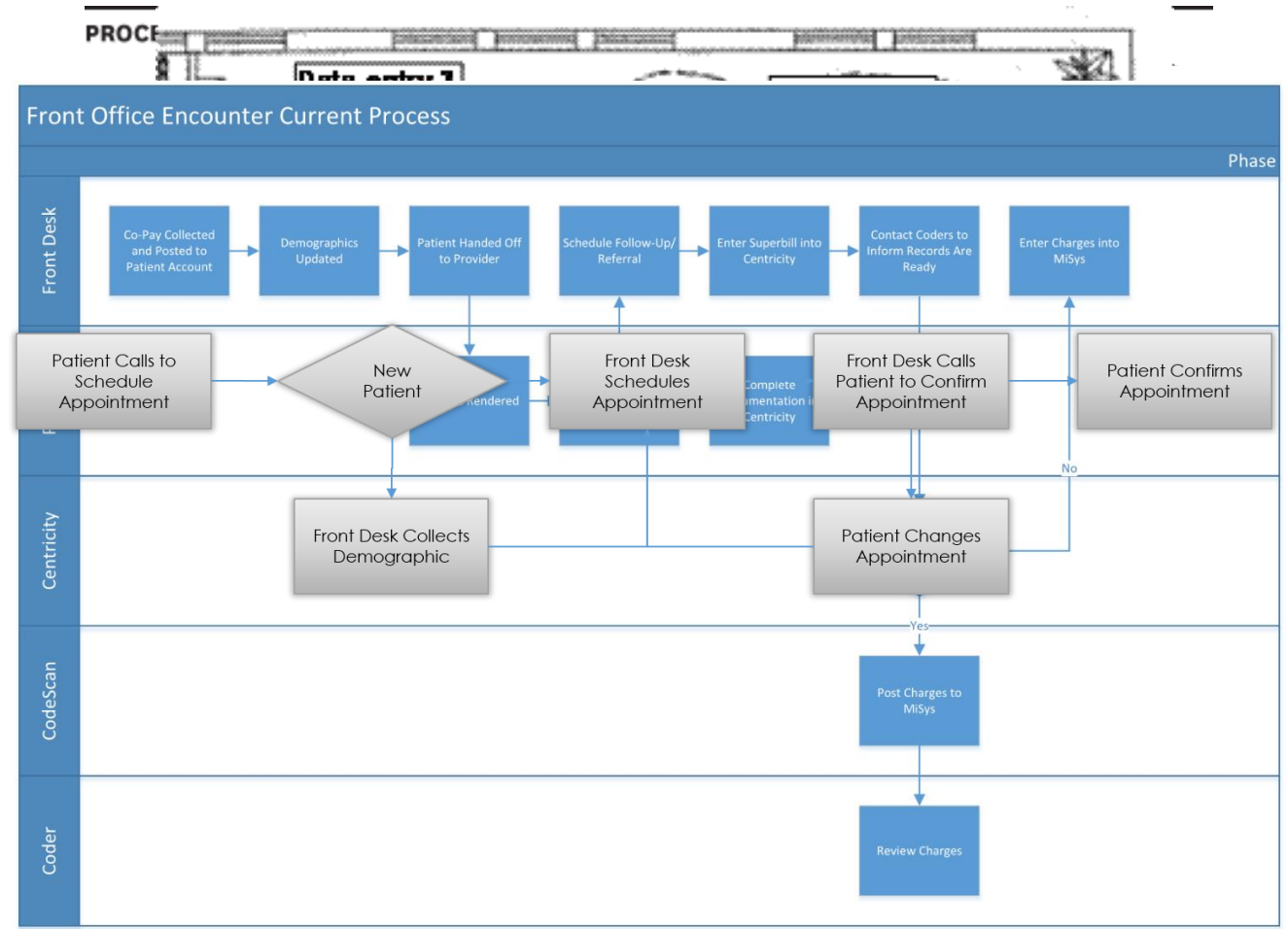
Appointment-to-Payment

- Appointments
- Front End
- Clinician Encounter
- Medical Records
- Referrals
- Charge Capture
- Coding
- Claims
- Rejects and Denials
- Adjudication



Types of Process Maps

- High Level Process Map
- Detailed Process Map
- SIPOC
- Spaghetti Diagram
- Swim Lane



Go a Little Sticky Crazy!

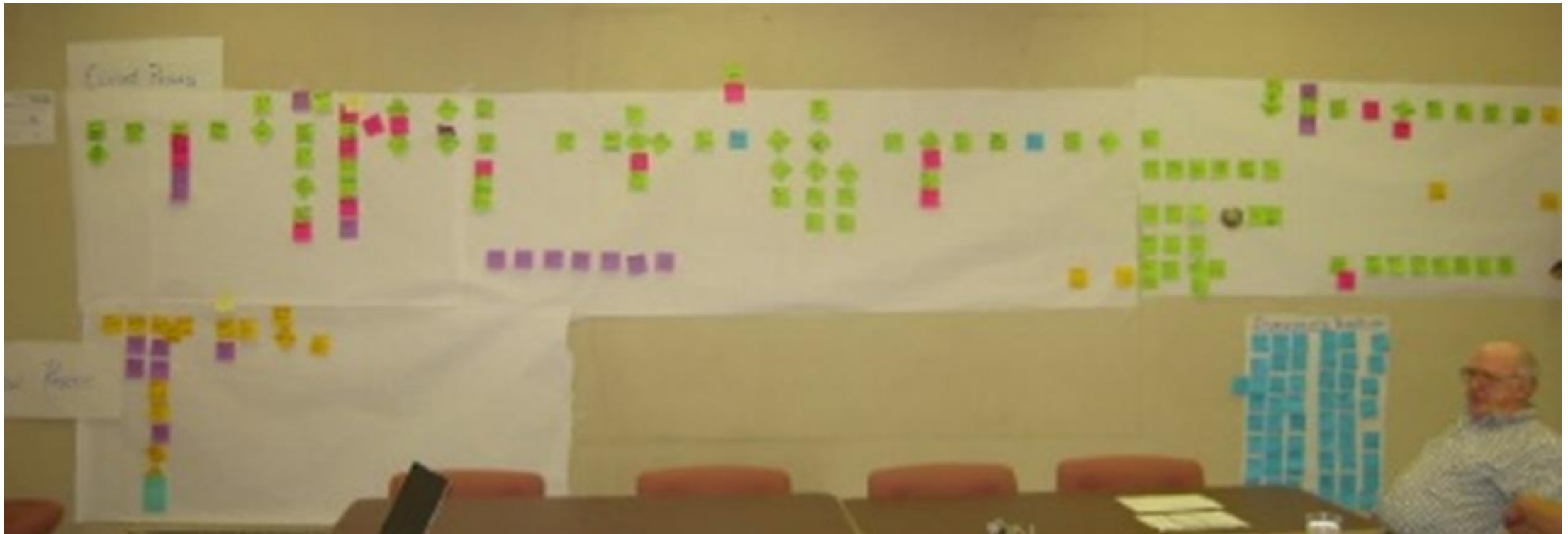


Developing a Process Map

- Identify the Process to Map
- Establish Clear Start and End Points
- Team Based Exercise
- Walk the Process
- Observe and Document the Current Process



Developing a Process Map



Process Documentation Template

Key Process	Who Are the Key Customers of This Process?	What Key Items Does Each of these Customers Require for This Process?	How Do We Measure Whether We Met Each Key Customer Requirement?	When Did We Last Improve This Process?	How Do We Hold Ourselves and Our Staff Accountable To Meet These Key Requirements?
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Adapted from the Baldrige Performance Improvement Criteria



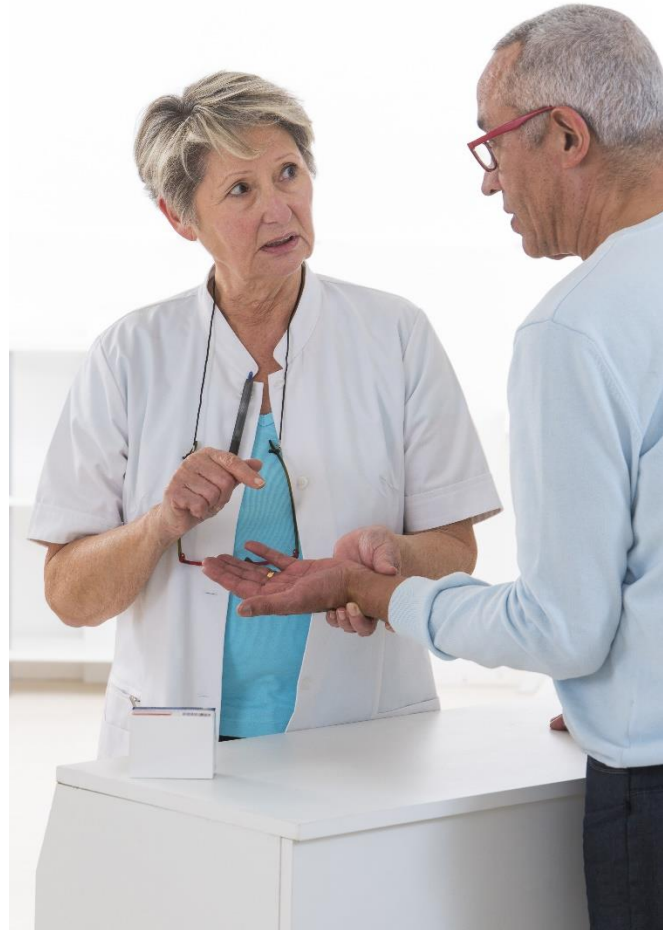
Now What?

Identify problems in the process:

- **Disconnects** – Steps where there are breakdowns in communication.
- **Bottlenecks** – Steps where volume of work slows down the entire downstream process.
- **Redundancies** – Steps that are duplicated in multiple places in the process.
- **Rework Loops** – Steps where missing information has to be sent back upstream for completion.
- **Inspection Points** – Steps where checks are made, usually creating rework.



Listening to the Patient



Voice of the Patient

- Many times we lose site of our key stakeholder – The Patient!
- Utilize your patients to help drive improvements in your organizations
- Measure patient satisfaction to serve as a baseline for improvement results



Improve the Process

- “That’s the way we’ve always done it”
- Expand your team
- Look for creative solutions
- Simplification
- Use Benchmarks and Industry Standards
- Implement a limited pilot



Make It Happen!

- Create an Improved Process Map
- Documentation
- Communication
- Training



Simple Workflow – Patient Arrives until Patient is Roomed?

- New Patient Presents
 - What is the first thing the patient does
 - Sign in sheet?
 - What paperwork is presented?
 - Redundancy in paperwork
 - Opportunities for automation?
 - Scanning of insurance cards
 - Scanned, photocopied, ??? How many steps involved at the front desk
 - What other steps necessary before patient is roomed?



Process Documentation Template

Key Process	Who Are the Key Customers of This Process?	What Key Items Does Each of these Customers Require for This Process?	How Do We Measure Whether We Met Each Key Customer Requirement?	When Did We Last Improve This Process?	How Do We Hold Ourselves and Our Staff Accountable To Meet These Key Requirements?

Example: Patient Registration Process

Adapted from the Baldrige Performance Improvement Criteria



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Example:

1. The Patient
2. The Provider
3. The Payer

Adapted from the Baldrige Performance Improvement Criteria



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Example:

1. The Patient: accuracy, timeliness, confidentiality
2. The Provider: timeliness, accuracy, accessibility
3. The Payer: accuracy

Adapted from the Baldrige Performance Improvement Criteria



Process Documentation Template

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Example: 1. The Patient: Accuracy: # of documentation errors (demographics, insurance info, etc.); Timeliness: Time to complete registration process ; Confidentiality: # of HIPAA or other security breaches
2. Provider: Timeliness: Time from completion of registration process to availability of patient info; Accuracy: # of documentation errors; Accessibility: IT Downtime; other data availability of metrics
Payer: Accuracy: # of payment denials

Adapted from the Baldrige Performance Improvement Criteria



Process Documentation Template

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Process goes thru cycle of refinement yearly or sooner if an issue is identified

Adapted from the Baldrige Performance Improvement Criteria



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- Appropriate job descriptions include accountability for accuracy, timeliness, confidentiality and accessibility
- Goals set based on best practice standards
- Employee performance reviews reflect achievement of measureable goals related to these metrics
- Metrics are monitored monthly and posted; acted taken for underperformance

Adapted from the Baldrige Performance Improvement Criteria



Walk the Process



Questions?



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