

Large Medical Office

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Lean Six Sigma Master Black Belt

Lean Innovation and Management

The Past State

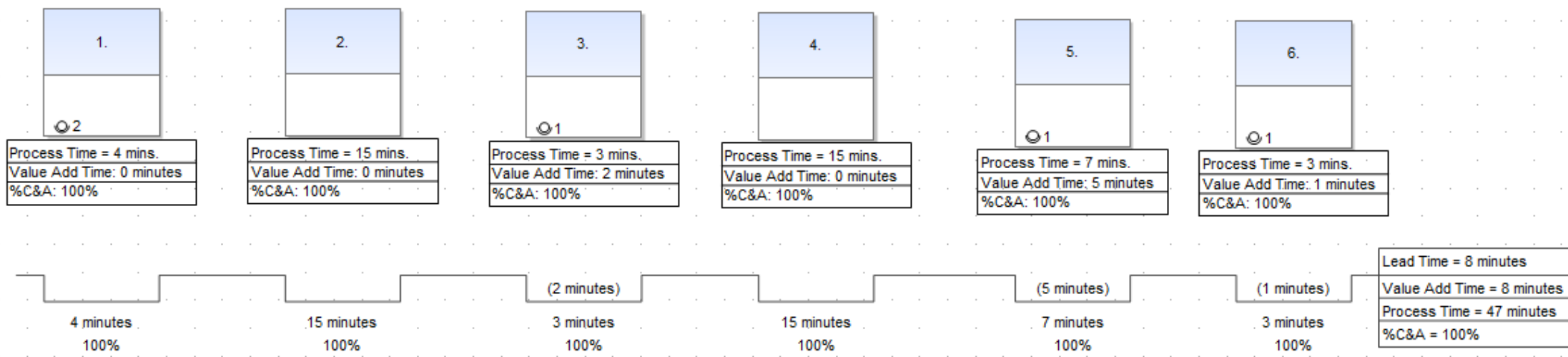
- Takt Time (One patient every): 10 min
- 24 Check-in personnel
- 12 Nurses
- 12 Doctors
- 12 Checkout personnel
- Patient time in system: 47 min
- Value time for a patient: 8 min

The Past State

Past State of Dr. Visit - 1 Dr. only (12 Total)

1. Perform financial transaction (co-pay) & check-in
2. Wait for Doctor to call you in
3. Nurse directs you to room & takes your vital signs
4. Wait for Doctor
5. Dr. visit/discussion
6. Make followup appt.

Customer Demand: Timeline1
48 pieces per Day
(Takt Time 10 minutes)



Improvements Delivered

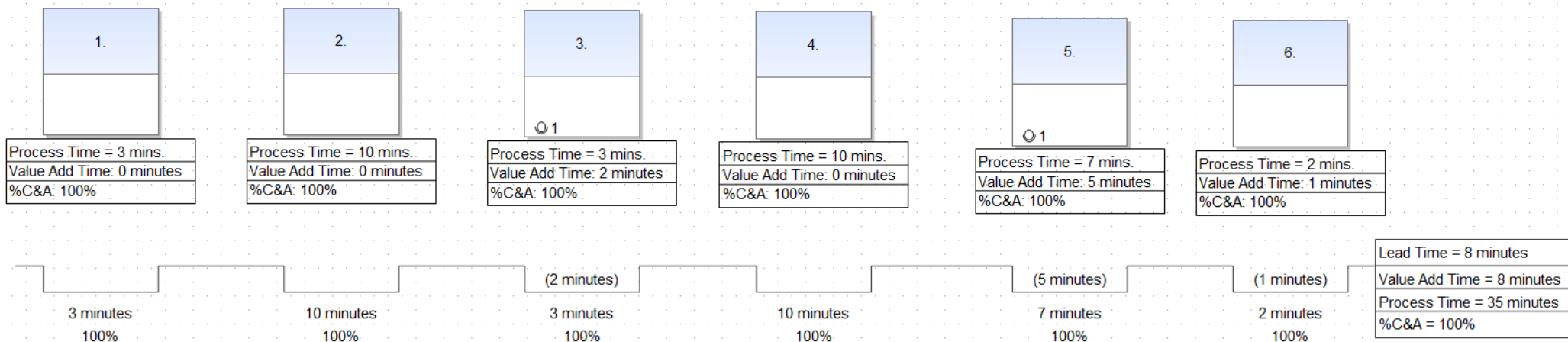
- Takt Time (One patient every): 10 min same – Doctor is bottleneck
- Check-in personnel: 1 (3 also went to call center)
- Nurses: 12: same
- Doctors: 12: same
- Checkout personnel: 0
- Patient time in system: 35 min – decreased by 12 min
- Value time per patient: 8 min - same

Future State

New State of Dr. Visit - 1 Dr. only (12 Total)

1. Perform financial transaction (co-pay) & check-in: Self Check-in
2. Wait for Doctor to call you in
3. Nurse directs you to room & takes your vital signs
4. Wait for Doctor
5. Dr. visit/discussion
6. Make followup appt.: Self Check-out

Customer Demand: Timeline1
48 pieces per Day
(Takt Time 10 minutes)



Innovation!

This improvement process required working with the software vendor. We asked for an Innovation improvement. We asked and received a 2 week timeline for the first phase of the improvement. This included a self check-out capability. It required the Doctor to input the duration until the next appointment. We asked them to use the methodology discussed in Eric Ries' book "The Lean Startup". This is a rapid prototyping methodology.

They may include other suggested Innovations around security and copay charging.

Conclusion

- Hard dollars saved (per year): ~\$2.3M
- Patient satisfaction improved due to decreased patient idle time.