Working Lean to Maximize the Green...

Sonja Kratzer, Director of Business Office
The Eye Center of Central PA

What is the definition of efficiency?

- A process that uses the lowest amount of input to create the greatest amount of output
  - Measurable
  - Minimizes waste
    - Energy
    - Time
    - Personnel

Our model....

- Multi location ophthalmology based practice
  - Large demographic footprint
  - 15 locations
  - Lasik Suite
  - Physician owned ASC

Resources

- 4 Ophthalmologists
- 14 Optometrists
- 4 PA-C’s
- 150+ employees
- Cutting edge technology

- Efficiency is always a priority along with being able to move supplies and information in a timely manner
- Sending consistent messages across the “nation” or our little part of the nation
What is the motivation for efficiency?

- Saving money
- Saving resources
- Saving time
- Doing what is right and what works
  - Cost may be higher but necessary

Massive amounts of information move daily in the practice

- Faxing
- Snail Mail
- Email
- Instance Messaging
- Phone calls – incoming/outgoing
- Clinical information
- Patient education
- Miscellaneous paperwork
- Courier

Secure internal email

- Allows communication instantly
- Communication with staff in remote locations – demographic
- Able to communicate with individuals or specific departments based on need
- Able to scan documents and send internally
- Can share patient HPI via secure internal email

Lets talk about how we handle internal communications
Instant messaging
- Mostly utilized by the front office
- Can communicate quickly with outlying offices and managers
- Part of email services

All offices are equipped with copier/scanners
- Programmed with individual emails
- Fax machines
- Scan info to email

Moving information..

Copier/Scanner/Fax – is a multipurpose machine that is able to scan pertinent medical records or patient documentation into a centralized fax server
- Incoming fax line is monitored and information is moved directly into patients charts by the click of a mouse
- At one point all locations had faxing capabilities – now focused on 6 key points for faxing – cost savings = $ 650.00 per month
  - Increased tracking for paperwork – no more lost information
  - Decreased monthly billing – phone lines

Clinical Scribes for Providers
- All MD’s have 1-2 scribes working with them daily
- Scribes are certified
- MD’s can focus on the patient
- Scribes are able to finish with the patients – answer questions and allow providers to continue onto the next patient
Billing Department

- 3 billers for all providers – including Optical biller
- Unique environment – typical 7 - 10 billers/coders for a large practice
- Providers are trained and focused on billing/coding
- Front office communicates to providers – Vision vs. medical
- Internal audits are done to make sure coding is at highest level – quarterly

Staff Training

- New hire orientation
- Monthly staff meetings held virtual via Go To Meetings
- Weekend department trainings – 2 x’s per year
- E-Compliance – Monthly
- BSM Consulting – available to all staff
- Auditing of staff – quarterly with individual feedback
  - CSR’s, Technicians, Call Center, OD’s

All of these things add value and contribute to the bottom line by making staff accountable and knowledgeable about the purpose of the business

Medical Records – chart room
- Centralized location to move data
  - Fax Server
  - Paper charts
  - Scanning information
  - Chart audit preparation – paper vs. electronic
  - HIPPA compliance maintained properly

Communicating with our patients

- Call Center –
  - Handles all incoming calls for the practice
  - Repurposed existing clinical staff
  - Well trained to maximize providers schedules
  - Calls monitored in real time
    - Can make adjustments as needed for coverage

Prior model – calls answered by clinic staff
- Downsides – missed calls /unable to answer
- Patient satisfaction (phone/person)
Just the facts ma’am just the facts….

- 2015 over 80,000 calls came into the call center
- Patient satisfaction increased
- Clinic staff able to focus on patients

Clinical Summaries/Patient Health Info
- Email collected from patient
- Required for MU
- Sent via patient portal
- Accountable – patients are looking at information

Patient Portal
- Request appointments – quick appointments for LASIK
- Pay bills online
- Order contact lenses
- Send provider a message

12,512 – number of portal accounts created (since 2011)
9,676 - patients receiving Clinical Summary each quarter.
Automated patient appointment reminders –
- Reaches large demographic with minimal financial impact
- Able to customize to coordinate with external marketing
  - Diabetic exams, Cataract Blasts, Screenings
- Send personal messages – Happy Birthday, Anniversary

Other resources for the convenience of the patients:
- Hearing and Balance Center
- Optical Shops
- Evening and Saturday office hours
- Telemedicine
- Off Site partnership with local primary care for diabetic exams
- Physician owned ASC

To sum it all up….
- Working lean is an ongoing process...
- Need to constantly be evaluating
- Monthly – departments should sign off on invoices
- Negotiate with vendors – even long standing
- Ask for input from employees

Thank You