Patient Wait Times Project
2008-2010
Why We Measured Patient Wait Times?

- Wait Times are a common source of complaints from patients and staff.
- Our goal is to improve the patient experience and increase efficiency.
- Press Ganey Pulse Report 2007 reported that the average patient waits 24 minutes to see a physician and overall patient satisfaction declines as the wait time increases.
- Our UHC ranking was pathetic between the 7th and 15th percentile.
- Patient satisfaction is important to us. We wanted to understand our wait times to make informed interventions to improve patient satisfaction.
Medical Practice Satisfaction by Time Spent in the Waiting Area

- 0-5 Minutes: 93.1%
- 6-10 Minutes: 90.2%
- More than 10 Minutes: 84.9%

Time Spent Waiting in the Waiting Area

Medical Practice Satisfaction by Time Spent in the Exam Room

- 0-5 Minutes: 92.3%
- 6-10 Minutes: 88.5%
- More than 10 Minutes: 82.4%

Time Spent Waiting in the Exam Room

7.1.09 to 9.1.09 Press Ganey Mean Score
Wait in exam room to see Care Provider
Cancer Center Practices

77.8 UCSF Medical Center Ambulatory Care Mean
7.1.09 to 9.1.09 Press Ganey Mean Score
Wait before going to exam room
Cancer Center Practices

75.4 UCSF Medical Center Ambulatory Care Mean
What and How we Measured
## Process for Collecting Data

Please fill out the survey below as completely as possible. We will be using this information to better understand and reduce the delays you experience when visiting our clinic.

**Name:** ____________________________

**Date:** ____________________________ **Scheduled appointment time:** ____________________________

**New Visit?** ________ **Follow up visit?** ________

**Provider (Circle the one you are seeing today):**

<table>
<thead>
<tr>
<th>Provider</th>
<th>Dr. Carroll</th>
<th>M. Christoforou, NP</th>
<th>Dr. Clark</th>
<th>Dr. Cooperberg</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dr. Duh</td>
<td>Dr. Fong</td>
<td>Dr. Greens</td>
<td>Dr. Gottschalk</td>
</tr>
<tr>
<td>Dr. Greene</td>
<td>Dr. Hartzler</td>
<td>Dr. Lin</td>
<td>Dr. Meng</td>
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<td>N. Perez, NP</td>
<td>Dr. Roths</td>
<td>T. Rodwell, NP</td>
<td>Dr. Ryan</td>
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<td>Dr. Shen</td>
<td>Dr. Shinozaki</td>
<td>Dr. Small</td>
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<td>Dr. Rapp</td>
<td>Dr. B. Miller</td>
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</table>

**Time you checked in at front desk:** ____________________________

**Time you were called in for exam:** ____________________________

**Time a fellow/resident entered room:** ____________________________

(If none, put NA)

**Time your Doctor, NP or RN entered room:** ____________________________

(Person your appointment was with)

**Time you left the room:** ____________________________

**Did you see more than one provider (doctor, NP) today?** If yes please describe:

**Comments:** ____________________________

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Thank you for taking the time to complete this form. Please return it to the front desk staff.

- Patients completed the survey – self reported times
- Front desk provided to the patient and asked for participation
- Front desk filled out top section of the form
- Patient turned in the form at the end of their visit
- Minimum n =10 per MD per quarter
- If required fields left blank, data not used
- If n=11 or more, “threw out” the worst wait time
- If the patient arrived 30 minutes or more past scheduled appointment time and MD did not see the patient within 30 minutes we “threw out” data
Seven Data Points Measured

- Appointment To MD
- Appointment To RN / Fellow / Resident
- Appointment To Room
- Appointment To RN / Fellow / Resident
- Appointment To Any Provider
- Time w/ Provider
- Check-in to Leave
- Appointment To Check in
- Appointment To MD
Analyzing the Data

Phase 1 – July 1, 2008 to June 30, 2009

3791 surveys analyzed

Time between scheduled appointment and patient check in

-11.5
-12
-12.5
-13
-13.5
-14
Minutes

1st Qtr 2nd Qtr 3rd Qtr 4th Qtr

Time between scheduled appointment and time patient roomed

2.5
3
3.5
4
4.5
5
Minutes

1st Qtr 2nd Qtr 3rd Qtr 4th Qtr

Time between scheduled appointment & seeing RN/Fellow/Resident

16
16.5
17
17.5
18
18.5
19
19.5
Minutes

1st Qtr 2nd Qtr 3rd Qtr 4th Qtr

Time between scheduled appointment and seeing the Attending MD

18
18.5
19
19.5
20
20.5
21
21.5
22
22.5
23
23.5
24
Minutes

1st Qtr 2nd Qtr 3rd Qtr 4th Qtr
Analyzing the Data continued…

- Time between scheduled appointment and seeing any provider
- Time spent with provider
- LOS – time from check in to check out
Median Times at Each Measurement point
New vs. Return Visits

<table>
<thead>
<tr>
<th>Time in Minutes</th>
<th>Check in</th>
<th>Room</th>
<th>RN/Fellow/Resident</th>
<th>Attending MD</th>
<th>Any Provider</th>
<th>Time with Provider</th>
<th>LOS</th>
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<tr>
<td></td>
<td>15</td>
<td>5</td>
<td>20</td>
<td>29</td>
<td>20</td>
<td>40</td>
<td>89</td>
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<tr>
<td></td>
<td>12.8</td>
<td>5</td>
<td>16</td>
<td>20.5</td>
<td>16</td>
<td>20.7</td>
<td>65</td>
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</table>

Legend:
- New
- Return
What does the data say?

- Patients arrive early for their appointments: **12.8** minutes for return visits and **15** minutes for new visits.
- It takes **5** minutes from the time of the patient’s appointment to the time they are roomed by the medical assistant.
- Our median wait time to see the attending MD is **20.5** minutes for return visits and **29.5** for new visits. *On average this is on target with the Press Ganey Pulse Report from 2007.*
- Our median time spent with the provider is **20.7** minutes for return visits and **40** minutes for new visits.
- Our median LOS is **65** minutes for return visits and **89** minutes for new visits.
- Of 99 providers measured over 4 quarters, approximately 12 have wait time challenges and are significant outliers with median wait times ranging from **37.3** (3rd quartile) to **80** minutes (Max).
Good News!

- Wait times did improve over the year from quarter to quarter.
- The median wait time to see the MD went from 24 minutes to 20 minutes for all CC providers AND the time spent with the MD increased from 24 to 25 minutes.
- There is a correlation between decreased wait times and improved mean scores for Press Ganey Patient Satisfaction surveys for the 2 questions specific to wait times.
As wait time to Attending MD decreased, Press Ganey Customer Satisfaction increased.

![Wait time to Attending MD](chart1)

![Press Ganey Mean Scores Wait Time Questions](chart2)
What else did we measure?

- We also measured the time the provider arrived to the clinic and compared that to their first scheduled appointment for the session.
- Overall, providers arrive to clinic within 1 minute of their first scheduled appointment.
- Some MDs stand out as consistently arriving up to 60 minutes late to clinic. These are the same providers who have long wait times.
Interventions

- Managers worked with MDs to re-create their IDX Master schedules
- Medical Assistants paged MDs and provided more exam rooms when available
- Administrative staff were actively discouraged from overbooking and were encouraged to work with MD to add time or sessions to accommodate demand
- MDs were given their score cards along with a letter outlining ways they could reduce wait times and offering to work together to improve their practice
Sample MD Score Card

<table>
<thead>
<tr>
<th>Metric</th>
<th>Max Annual Earnings</th>
<th>How Are Earnings Achieved?</th>
<th>Score 1</th>
<th>Score 2</th>
<th>Score 1</th>
<th>Score 2</th>
<th>Score 1</th>
<th>Score 2</th>
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<th>Score 1</th>
<th>Score 2</th>
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</thead>
<tbody>
<tr>
<td>1) My Patient Satisfaction Provider</td>
<td>$6,550</td>
<td>100% earned quarterly if Score 1 (Provider Satisfaction) ≥ 89.7, OR Score 2 (Provider Rank) ≥ 79%</td>
<td>96.1</td>
<td>14.0</td>
<td>not earned</td>
<td>100.0</td>
<td>99.0</td>
<td>$1,200</td>
<td>96.2</td>
<td>99.0</td>
<td>$1,200</td>
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<tr>
<td>2) My Patient Satisfaction Practice</td>
<td>$6,550</td>
<td>50% earned quarterly if NO earnings from Provider Satisfaction score, AND Score 1 (Practice Satisfaction) ≥ 79%</td>
<td>92.2</td>
<td>81.0</td>
<td>96.4</td>
<td>94.8</td>
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<td>93.6</td>
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<tr>
<td>3) Patient Wait Time for Provider (Minutes)</td>
<td>$6,550</td>
<td>Earned quarterly if Score 1 (Minutes to See Incentive Plan MD) ≤ 45 minutes, AND Score 2 (Time to See Any Provider [Min] + 15 minutes) ≤ 60 minutes</td>
<td>16.5</td>
<td>10.0</td>
<td>$1,333</td>
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<td>15.5</td>
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<tr>
<td>4) Practice Quality</td>
<td>$6,550</td>
<td>50% earned once data collected, 100% earned once practice leader submits final report</td>
<td>no data collected yet</td>
<td>not earned yet</td>
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<td>not earned yet</td>
<td>no data collected yet</td>
<td>not earned yet</td>
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<td>All 3 Metrics</td>
<td>$14,050</td>
<td>Earnings for all metrics, Payout at end of FY 09.</td>
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</tbody>
</table>

*Score 2: Comparison group for rank is the University HealthSystem Consortium (UHC), which includes data from 102 academic medical centers. See www.uhc.edu
IDX Master Schedule Changes Strategy

- Managers went through many provider master schedules and re-built them to match real time spent with patients.
- Managers also worked to ensure the volume of scheduled patients seen does not conflict with resource needs (number of exam rooms and nurse/resident/fellow participation)
- Managers encouraged block scheduling when appropriate (new patients together / return patients together)
IDX Schedule Analysis Example

- **Beginning**
- **AM Session**  End Time: 12:00 N    Location: 1600 DIVISADERO, 4TH FLOOR
  - 08:00A  F15  1  15  As Scheduled  Median Times
    - 4 New Patients  4 hours  3 hours 18 minutes
  - 08:30A  F15  1  15  8 Follow up Patients  2 hours  3 hours 30 minutes
  - POP  1  15  4 Post Op Patients  1 hour  1 hour 50 minutes
  - 09:00A  F15  1  15  **Total hours required**  7 hours  8 hours
  - N60  1  60  Actual hours in clinic  4  4
  - 09:30A  F15  1  15  **Difference**  **-3 hours**  **-4 hours**
  - POP  1  15
  - 10:00A  F15  1  15  Median time MD spends with new patients = 47.7 minutes
  - N60  1  60  Median time MD spends with return patients = 26.3 minutes
  - 10:30A  F15  1  15
  - POP  1  15  MD had 16 appointment slots available for a 4 hour session
  - 11:00A  F15  1  15  MD had 4 exam rooms
  - N60  1  60  MD team includes RN, Resident, & Fellow
  - 11:30A  F15  1  15  MD known to arrive 45 minutes late to clinic
  - POP  1  15

- **PM Session**  End Time: 05:00PM    Location: 1600 DIVISADERO, 4TH FLOOR
  -
Working with the Outliers

• 3 MDs were asked to explain their wait times
• 2 out of 3 responded and said:
  – Complex patients requiring a lot of time
  – Reviewing and tracking down outside records
  – Coordinating complex care for their patients
• However the analysis showed something different
These MDs arrive significantly late to clinic
2 of the 3 MDs spent last time with their patients than the median time for all CC providers.
Analysis

• There is no empirical evidence suggesting that the patients of the 3 outlier MDs are any more complex than the patients of the majority of MDs in the Cancer Center

• The outlier MDs (3 targeted + others) consistently arrive late to clinic

• 2 of the 3 targeted outlier MDs actually spent less face-to-face time with their patients than the median for the Cancer Center for Qtr 1 and Qtr 2
Why can the majority of MDs see their patients within 30 minutes of their scheduled appointment time but a handful cannot?

• **Possible reasons:**
  
  – *They arrive to clinic significantly late*
  
  – *They go MIA during clinic*
  
  – *They “multitask” during clinic (e.g. run research meetings, email, phone calls)*
  
  – *They are not in clinic enough so the demand and volume of patients requires overbooking because MD unwilling or not able to do more sessions*
  
  – *They do not work efficiently with resident team*
  
  – *Not a priority for them*
  
  – *No consequence for being late*
  
  – *There is some unidentified positive experience that reinforces behavior*
  
  – *They are late to everything*
  
  – *What else?*
FY 10 Measurement & Progress Continued in the Cancer Center

- Trending in the right direction
  - 2008 74.4% seen within target
  - 2009 76.5% seen within target
  - 2010 81.8% seen within target

- New trend green, yellow, red reporting by MD overtime to provide quick / visual feedback

- Continuing to work towards creative solutions to engage those providers with long wait times
## 2008 to 2010 by Practice

### Cancer Center Provider Wait Times

(by calendar year)

<table>
<thead>
<tr>
<th>Practice</th>
<th>2008 Q3-Q4</th>
<th>2009 Q3-Q4</th>
<th>2010 Q3 only</th>
<th>2008-2010</th>
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<tr>
<td>Psychiatry</td>
<td>12</td>
<td>26</td>
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<tr>
<td>Symptom Man</td>
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<td>36</td>
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<td>128</td>
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<tr>
<td>Anore Dysphagia</td>
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<td>108</td>
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<td>Pathology</td>
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<td>Breast Plastics</td>
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## Current Detailed Analysis in Process - Sample

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<th>Year</th>
<th>Fup</th>
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<th>Fup</th>
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<td>14</td>
<td>25.8</td>
<td>30.0</td>
<td>26.0</td>
<td>30.7</td>
<td>15.5</td>
<td>26.8</td>
</tr>
<tr>
<td></td>
<td>2010</td>
<td>21</td>
<td>15</td>
<td>10.3</td>
<td>10.4</td>
<td>12.7</td>
<td>10.2</td>
<td>18.5</td>
<td>29.1</td>
</tr>
<tr>
<td>S Total</td>
<td></td>
<td>77</td>
<td>34</td>
<td>18.4</td>
<td>16.9</td>
<td>19.2</td>
<td>15.7</td>
<td>17.0</td>
<td>28.4</td>
</tr>
<tr>
<td>Grand Total</td>
<td>273</td>
<td>124</td>
<td>27.9</td>
<td>33.8</td>
<td>32.6</td>
<td>42.3</td>
<td>17.3</td>
<td>29.7</td>
<td></td>
</tr>
</tbody>
</table>
# Issues and Recommendations by MD

<table>
<thead>
<tr>
<th>MD</th>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>Median time spent with FUP/Post Op patients = 19.1 minutes but schedules patients for 15 minutes. 2010 Median time with FUP/Post Op patients = 24.5 minutes. <strong>Review of charts at each visit adds approx 5-10mins, increasing the visit per patient.</strong></td>
<td>Increase FUP/Post OP visit type to 20 minutes in length. The final visit length should reflect &amp; include time spent reviewing chart.</td>
</tr>
<tr>
<td></td>
<td>Median time spent with NEW patients is 25.6 minutes but schedules patients for 15 minutes. 2010 Median time with NEW patients is 28.8 minutes.</td>
<td>Increase NEW visit type to 30 minutes</td>
</tr>
<tr>
<td>D</td>
<td>Median time spent with NEW patients is 33.2 minutes but schedules patients for 30 minutes. 2010 Median time with NEW patients has increased to 48.3 minutes.</td>
<td>Increase NEW visit type to 40 or 45 minutes – or – create an Adrenal visit type 45mins as they take longest.</td>
</tr>
<tr>
<td></td>
<td>Frequently has double booked appointment slots</td>
<td>Add patients at the beginning (before 9AM) and end of the day (AFTER 3:15 pm) do not overbook</td>
</tr>
<tr>
<td>G</td>
<td>Median time spent with NEW patients is 33.1 minutes but schedules patients for 30 minutes. 2010 Median time with NEW patients has increased to 35.2 minutes. <strong>Review of charts at each visit adds approx 5-10mins, increasing the visit per patient.</strong></td>
<td>Schedule template is probably ok as long as there are no over booked patients. Add patients at the beginning (before (AM)) and end of day (After 3:30PM). <strong>The final visit length should reflect &amp; include time spent reviewing chart.</strong></td>
</tr>
<tr>
<td></td>
<td>Median time spent with FUP/Post Op patients is 17.9 minutes but schedules post op patients for 15 minutes.</td>
<td>Consider increasing Post OP visit type from 15 minutes to 30 minutes to balance the schedule.</td>
</tr>
<tr>
<td>S</td>
<td>Median time spent with FUP/Post Op patients is 17.3 but schedules Post Op patients for 15 minutes.</td>
<td>Consider <strong>increasing FUP visit type</strong> from 15 minutes to 30 minutes to balance the schedule.</td>
</tr>
</tbody>
</table>
Feedback from patients is favorable

Thank you for taking the time to complete this form. Please return it to the front desk staff.
Next Steps

- Continuing to measure and report
- Engage individual MDs and Department Chairs to have some “tough” conversations
- Utilize APEX transition as an opportunity to evaluate schedule templates and wait time patterns
  - *If Dr X’s median time spent with a return patient is 37 minutes but their FUP slot is only 20 minutes, change time allotted for FUP appointments to match reality*
- Evaluate the relationship between access and schedules templates
  - *If Dr X sees 1000 FUP patients per year but only has enough FUP slots for 800 then 200 patients will be overbooked.*
Suggestions?
Comments?
Questions?