



Collaborative and Successful Approach to Improving Patient Access

Becker's Hospital Review

5th Annual Health IT + Revenue Cycle Conference

Oct. 10, 2019

Larry H. Hollier, MD, FACS, FAAP

Surgeon-in-Chief

TEXAS CHILDREN'S HOSPITAL

Professor of Plastic Surgery, Orthopedics and Pediatrics

Chief of Plastic Surgery

BAYLOR COLLEGE OF MEDICINE

Ramzey Ibrahim, MEng, LSSMBB

Manager, Business Process Transformation

TEXAS CHILDREN'S HOSPITAL



Texas Children's by the Numbers

Opened in 1954

Largest children's
hospital in U.S.

 **3** Hospital
Locations

52 Texas Children's
Pediatrics Clinics

12 Urgent Care
Clinics



7 Specialty Care
Clinics

1 Health
Plan with





438,072
members

Now
in **Austin** 

Texas Children's by the Numbers



37,690
surgeries

950+


beds

34,455
annual admissions



More than **13,500**
employees



faculty,
residents
& fellows

2,000



152,316
EC visits

Over **4.2 million**
patient encounters
system-wide per year



Patient Access and Scheduling Focus

Opening the Door



Quote from our CEO

August 2017

“...It’s really hard to get into Texas Children’s. We are going to **fix that...** it is my responsibility, it is your responsibility.

We have to come together as **One Amazing Team** and get this done! It doesn’t matter what decisions have to be made, or what resources have to be allocated to

Access and Patient Scheduling. **We have got to MAKE THIS HAPPEN, and WE WILL!”**

-Mark A. Wallace

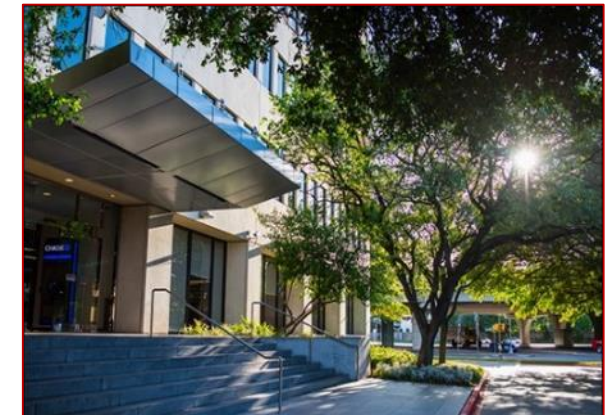
We have worked hard to increase access across the system

Since 2015, our footprint has expanded by opening:

- Texas Children's Hospital - The Woodlands
- 8 new TCP (Primary Care) practices (58 total)
- 12 Urgent Care locations
- The Center for Children and Women – Southwest
- 3 new Specialty Care Center (9 total)
- 19 floor expansion to critical care tower

And, operationally we have launched:

- Direct scheduling via patient portal for primary care
- Same day scheduling in surgery
- Increased weekend operating hours
- Strategies to increase TCP internal referral rate



MORE STAFF AND SQUARE FOOTAGE AREN'T ALWAYS THE ANSWER

Our patients and referring providers still face access challenges

“Available appointments not convenient for me”

“Couldn’t reach a live person”

“Wait times too long”

“Keep playing phone tag; would love to schedule online”

“Denied appointment”

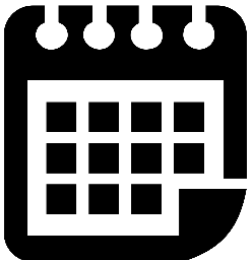
“Can’t keep up with each individual clinic’s preferences”

“Overall process of referring is overwhelming and confusing”

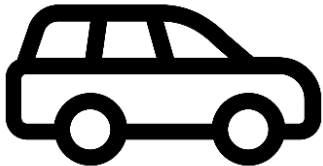
“Inconsistent follow up on my patients”



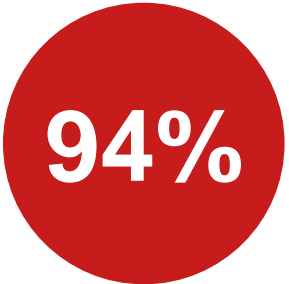
So, we asked our families about their expectations and preferences



Expected time frame to be seen for new condition; faster if urgent



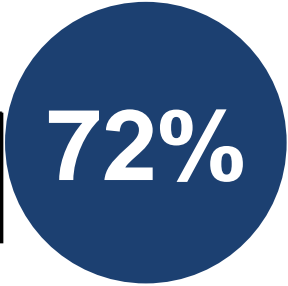
Time willing to drive for appointment that meets preferred date / time / physician



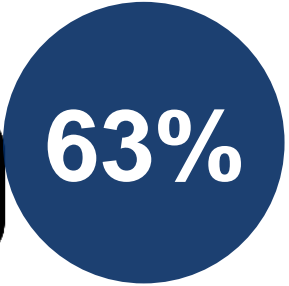
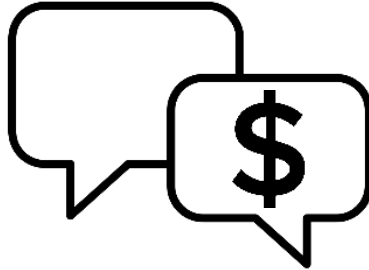
“Very” or “Extremely” important to see the physician they requested



Prefer to make appointments online



Prefer text or email as primary contact method



“Very” or “Extremely” important to have a cost estimate prior to visit

Opportunity to Improve Access

Baseline FY17 Data



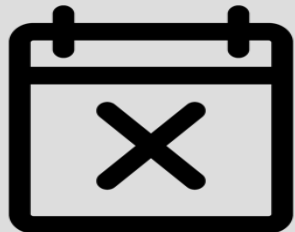
20%

of appointments went unfilled in FY17



66%

of subspecialties could offer new appointment within 2 weeks



100k

appointment no shows in FY17



For every 2 calls, 1 appointment is made



72%

“Ease of Scheduling” survey question got a “very good” rating (Press Ganey)



>60

Separate referral processes across the system



51%

of distinct patients have a active MyChart Account

Challenged to think differently at Texas Children's

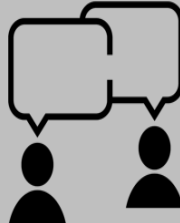
Drive a culture of
“Yes”

Focus on the

Customer

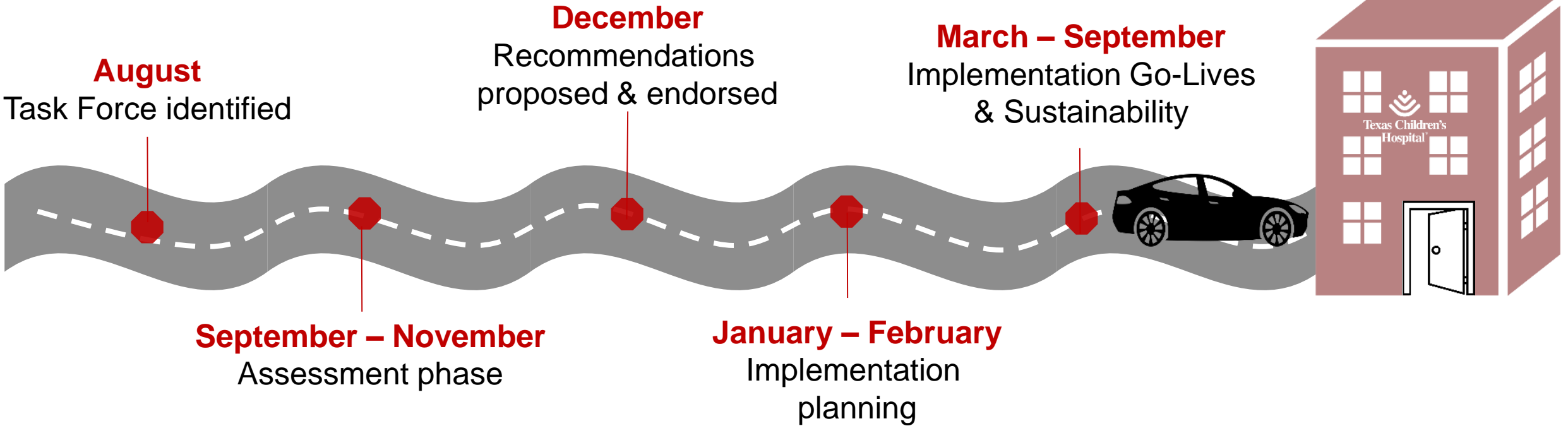
KEEP IT SIMPLE

Embrace standardization



Communicate frequently

Leverage technology


Our Access Journey Fiscal Year Structure



23

patient families engaged

25

task force members

25

physician co-chairs representing TCH, TCP, TCHP

140

leaders, physicians, & employees on work teams

13

baseline assessments conducted

30

initial recommendations

Access and Patient Scheduling Implementation Work Team Structure

Access Executive Steering Team

EVP Sponsors

Executive Co-Chairs

Physician Leadership

Ambulatory Executives

IS Executives

Project Management

Referrals

Referral Process

Epic Build Referrals

Feedback to Referring Provider

Patient Scheduling Experience

Online Scheduling

Patient Portal (MyChart) Activation

Electronic Wait List (Fast Pass)

eCheck-In

Increased Capacity & Improved Utilization

Template Management (4 hr session | 72 hr flip)

72-Hour Flips

Reminder Message Optimization

Space Utilization

Advance Practice Providers & Scribes

Financial Optimization

In Network Utilization

Time of Service Collections

Sustainability | Data Analytics | Marketing & Communications | Change Management

**OVER
200+**

Team members across the system contributed to the success of the Access Initiative

Department of Medicine | Department of Surgery | Women's Services | Community Leaders | Physicians
Information Services | Central Scheduling | Marketing | Organizational Development | Quality | Financial Planning
Contracts | Project Management | Business Process Transformation | Facilities | Data Architects



Access and Patient Scheduling Focus

Capacity & Utilization



Referrals



Patient Scheduling Experience



**Capacity &
Utilization**



**Solution #1:
Make Appointments
Available**

Increase Capacity and Improve Utilization

Defining the 4-Hour Clinic Session

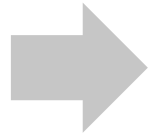
Variation among providers

Held Slots

Duration

Gaps

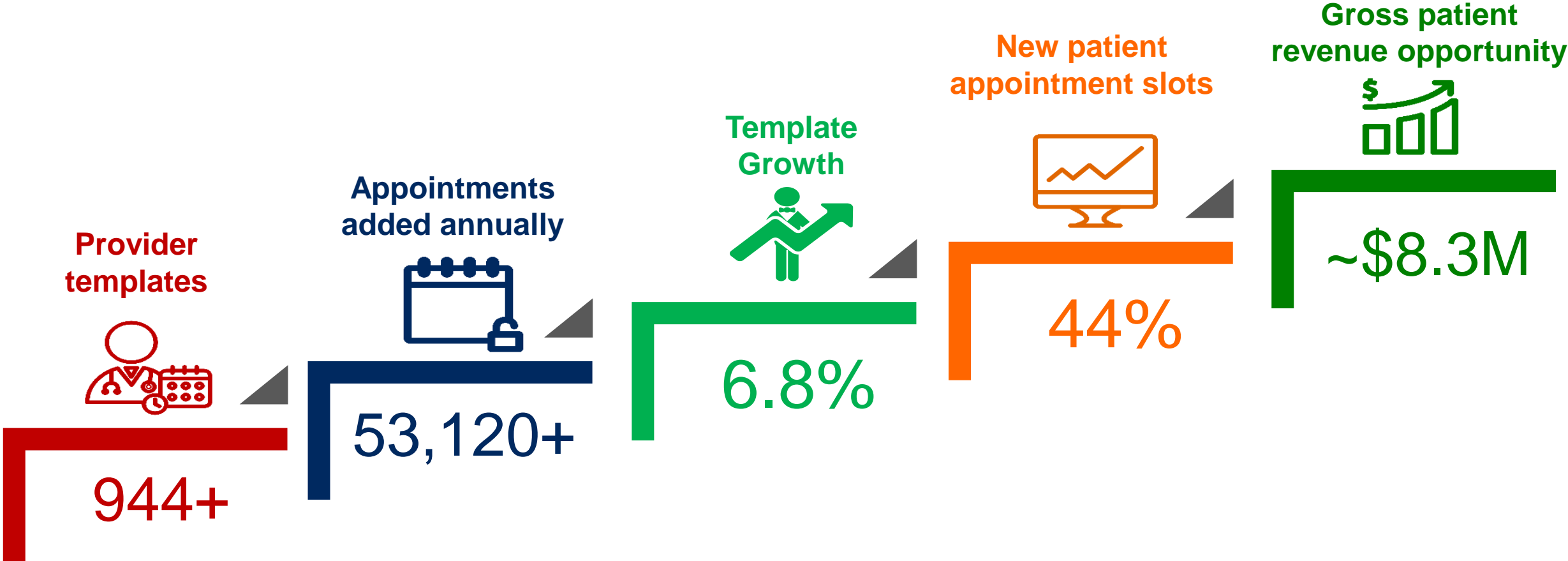
1	9:00a	New
1	10:00a	New (Provider Approval Only)
2	11:00a	Established
0	11:30a	Unavailable - Lunch
	12:30p	END
1	12:45p	New
1	1:45p	New
	2:45p	END
1	3:00p	Established
1	3:30p	Established
1	4:00p	Established
	4:30p	END



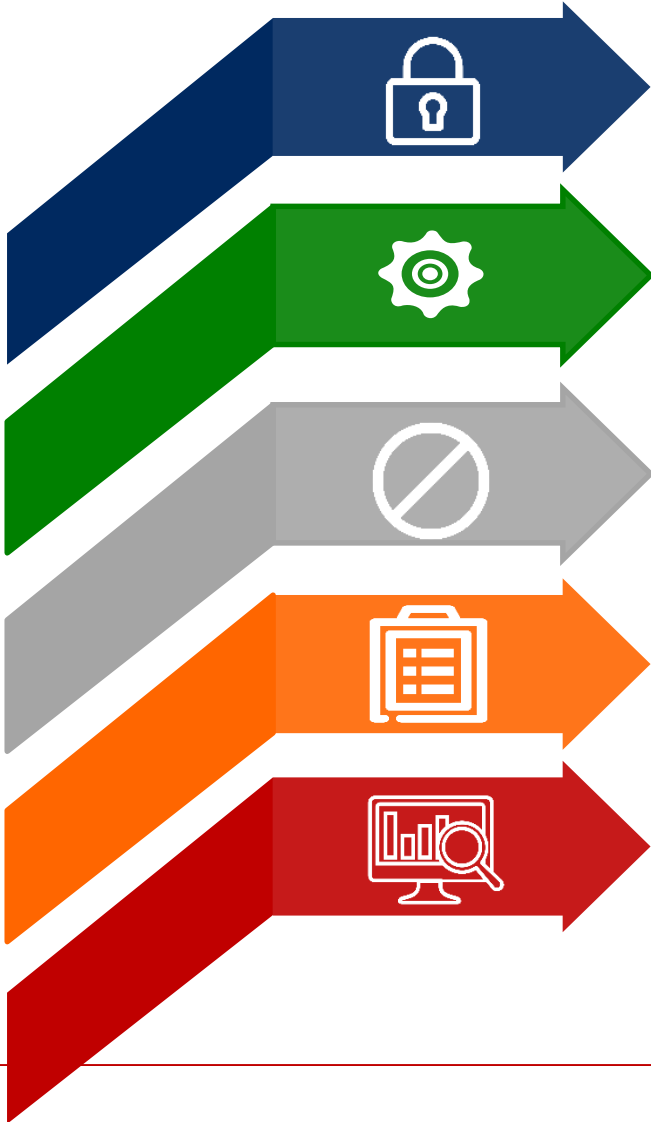
New standard: 4-hour blocks

1	8:00a	New +
1	9:00a	New
1	10:00a	New
1	11:00a	Established
1	11:30a	Established +
	12:00p	Unavailable - Lunch
1	1:00p	New
1	2:00p	New
1	3:00p	Established
1	3:30p	Established
1	4:00p	Established
1	4:30p	Established +
	5:00p	END

Standardized Schedules Create Capacity



Sustainability Plan




01 Limit ability to change templates

02 Removed Holds and reduced Unavailable usage

03 Formal approval process

04 Centralized and local monitoring

05 Audit changes

 **Ambulatory Template Change Request Form**

Provider Name

Section Name

Practice Administrator

Director

Section Chief

***Please select location(s)**

<input type="checkbox"/> Austin (MoPac)	<input type="checkbox"/> Bellaire
<input type="checkbox"/> Clear Lake	<input type="checkbox"/> Cy-Fair
<input type="checkbox"/> Eagle Springs	<input type="checkbox"/> Kirby
<input type="checkbox"/> Kingwood Specialty Care	<input type="checkbox"/> Legacy Tower
<input type="checkbox"/> Main Campus	<input type="checkbox"/> MAC I
<input type="checkbox"/> Sugar Land	<input type="checkbox"/> West Campus
<input type="checkbox"/> Woodlands Campus	<input type="checkbox"/> Other

Request Type
 Temporary Permanent On-Call/On-Service

Comments

Attachments

Automated Appointment Reminders & Recapture



Challenge

- High patient no show rates lead to unutilized provider appointments
- Low recapture rate for patients who missed an appointment

Solution

- Converted from “**opt-in**” to “**all-in**” text message reminder enrollment, subscribing an additional **~80k** patients to message system
- Activated **7, 3, and 1 day** appointment reminder text message
- Activated automated prompt to reschedule the day after a no show

Impact

- **1.5% decrease** in patient no show rate (~1,000 appts/ month)
- **7% increase** in no show recapture volume (~400 appts/ month)

Referrals



Solution #2:
Make Referring Easy

Referral Challenges

60+ referral processes across the system

40+ submission routes

40% of referring providers did not receive automatic visit summaries

Referral Solutions

Provider Connect

Your resource for connecting with Texas Children's Hospital

Provider Connect gives referring providers and their staff direct access to our resource team for questions and concerns about referrals, or issues accessing or navigating a Texas Children's service.

We can help with:

- The referral process
- Updating referring provider contact information
- Support for connecting to Texas Children's, including accessing the EpicCare Link provider portal
- Issue resolution



Connect with us

Phone: 832-TCH-CARE (832-824-2273)

Toll free: 877-855-4857

Hours: Monday – Friday, 8 a.m. – 5 p.m., excluding holidays

Email: providerconnect@texaschildrens.org



Communicate



Visit summaries are automatically sent to **100%** of referring physicians



2,400 External logins to EpicCare Link in July 2019

***Creation of the
Provider Connect Department!***

**Patient
Scheduling
Experience**



Solution #3:
Empowering Patients and
Families by Leveraging
Technology

Increase MyChart Activation

Texas Children's® MyChart

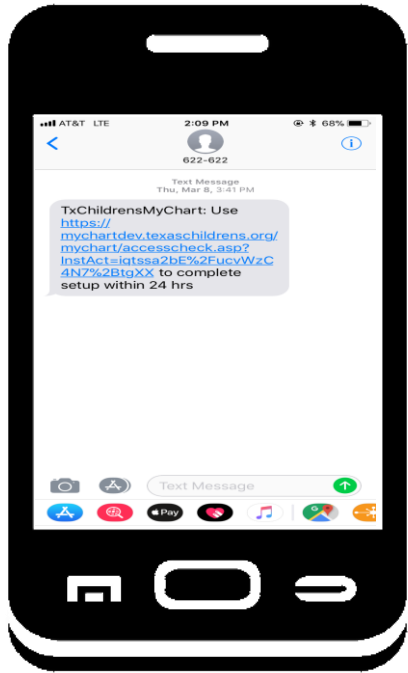
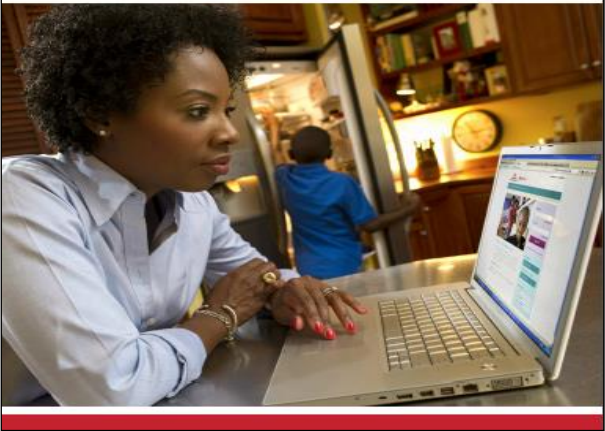
Sign up today for access to your free, secure, online patient medical information portal.

With MyChart, you can:

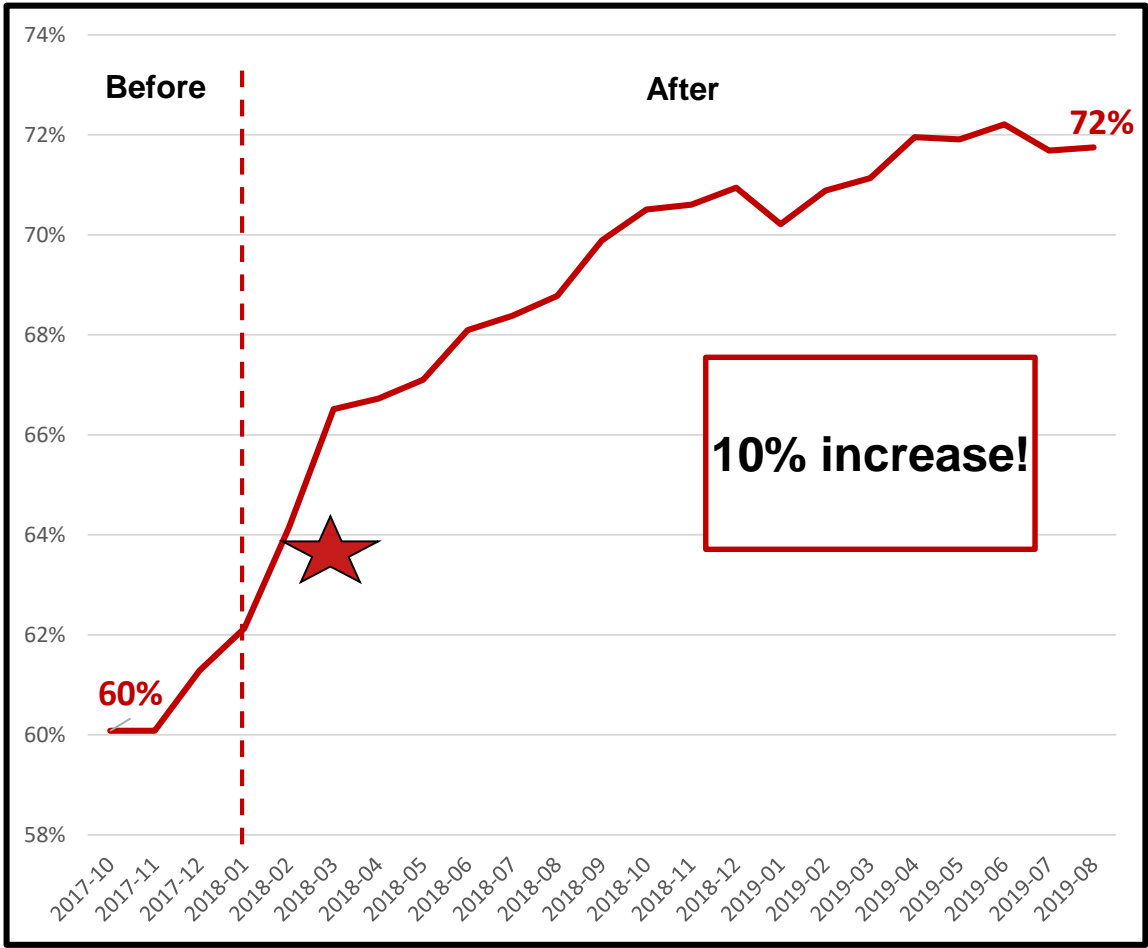
- Schedule or request appointments online
- Communicate with your providers
- View and pay bills
- Request prescription renewals
- Access test results, immunization records, medical and appointment history, and more



Download the app today or visit mychart.texaschildrens.org for more information.



Distinct Patient with Active MyChart %



Fast Pass Electronic Waitlist in MyChart

What is Fast Pass? After scheduling an appointment, patients can opt-in to receive alerts when earlier appointment times become available.



Texas Children's MyChart

NEW: Wait List Appointment Offers*

Now you can receive a text message when an earlier appointment time becomes available with your provider.

To accept a new appointment offer:

1. Activate MyChart account.
2. Update Notification Settings. In MyChart, you may receive a pop up alert with instructions, or you can update notification preferences in MyChart (via desktop version only) to opt in to receive New Wait List Offer text messages. Select: *Preferences > Notifications > New Wait List Offer > Check text box.*
3. When you receive the appointment offer text, log in to MyChart immediately to view/accept/decline earlier appointment option. *Offer expires and is 1st come, 1st served.

If you choose to keep your current appointment, or do not claim the new appointment offer before it expires, no further action is required. When a new appointment offer is not accepted, you will keep your original appointment, remain on the wait list and will be notified in the future if additional appointment times become available.

Please contact the Customer Care Contact Center at 832-824-2778 if you have any questions about your appointments.

Visit mychart.texaschildrens.org or download the app for your phone.



Offers Accepted



3,380+

Days Improved on Average



46



Voice of
Customer

64% of patients will schedule appointments digitally at U.S. health systems by **2019**, compared to just **34%** in **2016** (Accenture)

MyChart Direct Scheduling

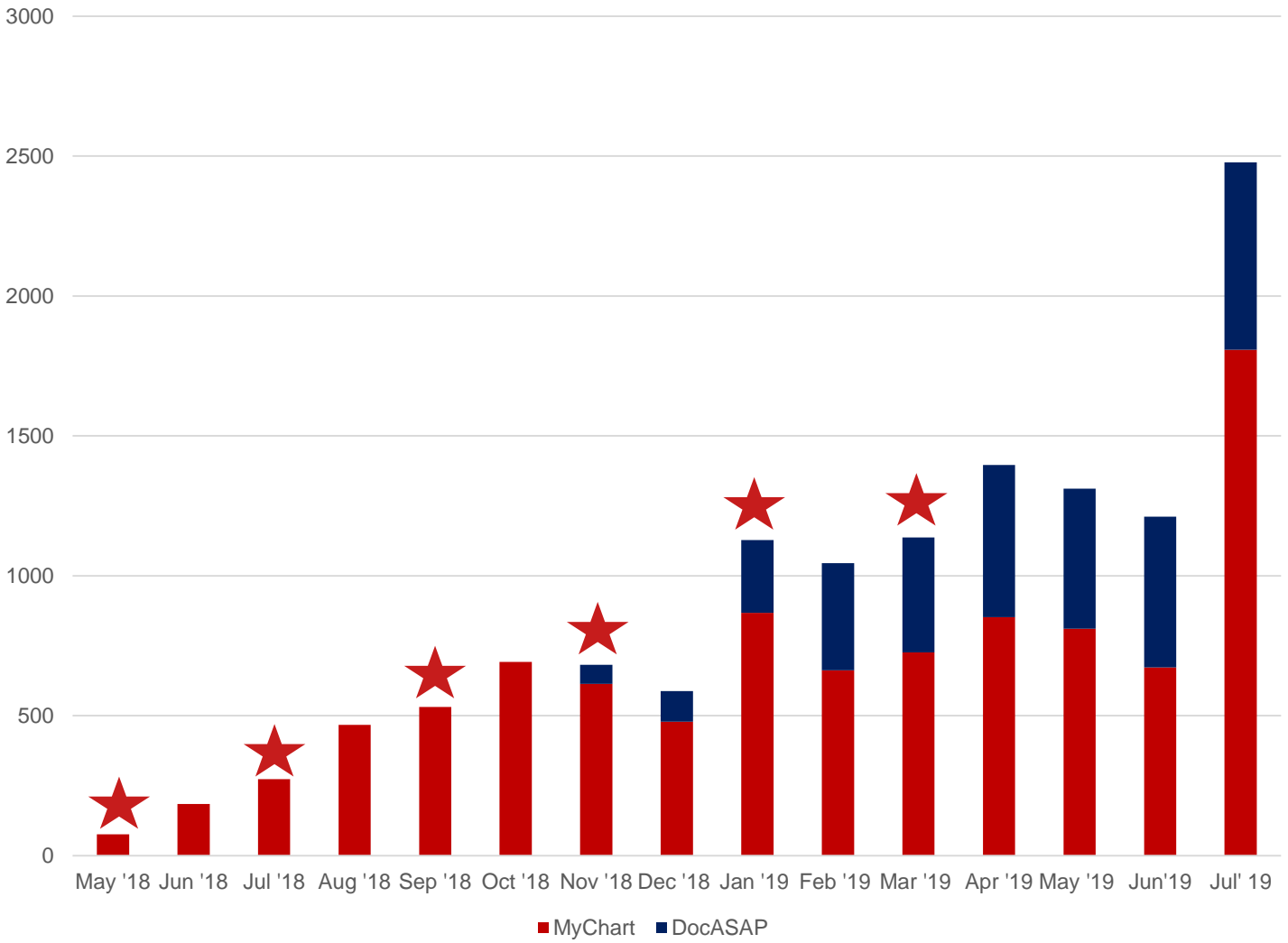
- ✓ Continue usage of patient portal
- ✓ Established patients with provider
- ✓ **23** Specialties live since **Sept. 24th**

Open Scheduling

- ✓ **DocASAP** selected vendor
- ✓ Targets new or established patients
- ✓ **26** specialties live as of **March 22nd**
- ✓ **70%** of scheduled appointments are new patients

Embedded Video- Place it here

Online Scheduling Impact



15,474
appointments
scheduled online



1,805
scheduling hours
redistributed

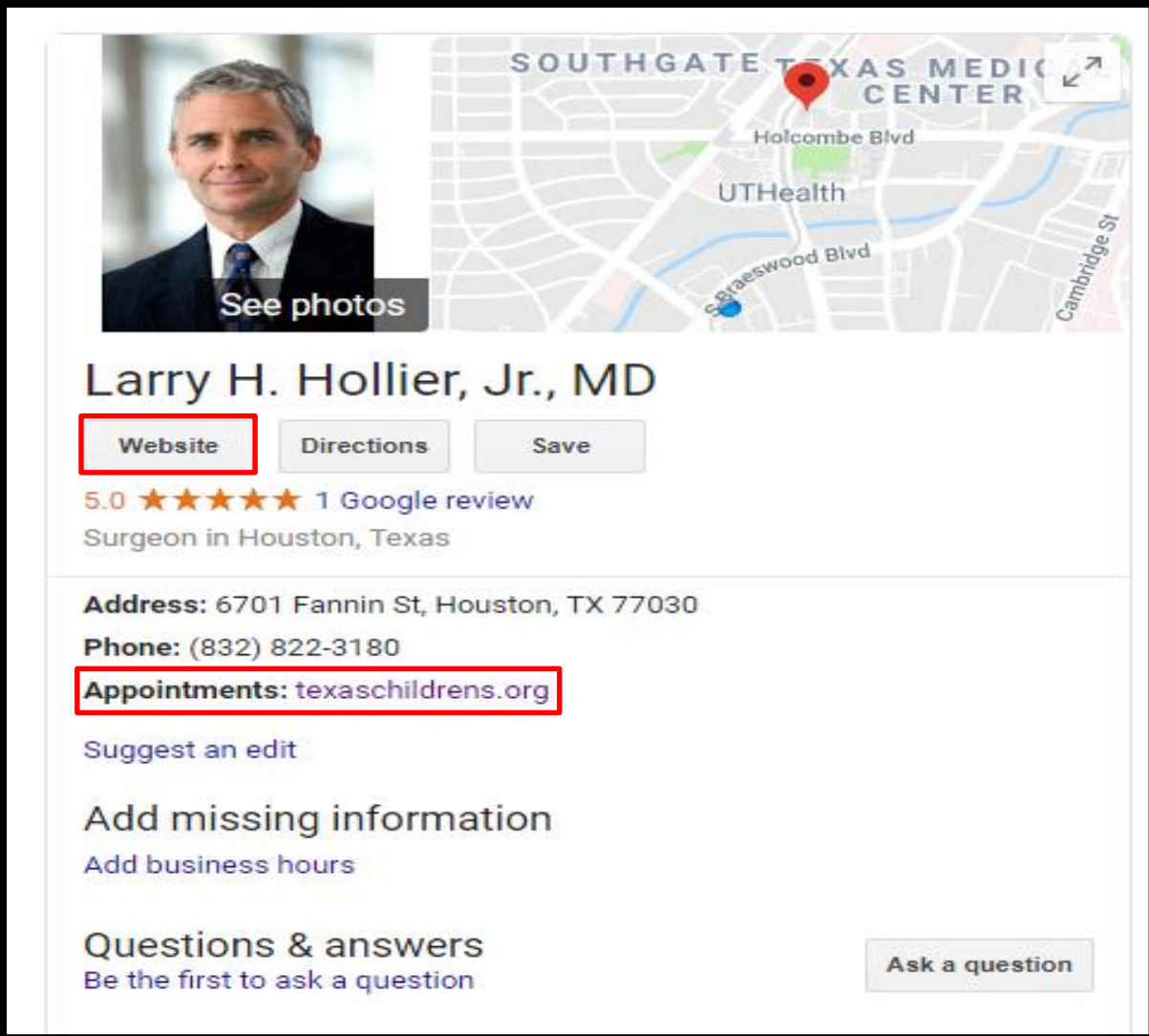


\$191,413
cost avoidance
from schedulers*

★ Online Scheduling Go-Live; *C4 Pay taken into account

Note: Data updated as of Aug. 29, 2019

Google Listing Update



A screenshot of a Google Business Profile for Larry H. Hollier, Jr., MD. The profile includes a profile picture of a man in a suit, a map of the Southgate Texas Medical Center location, and contact information. The 'Website' button is highlighted with a red box, and the 'Appointments: texaschildrens.org' text is also highlighted with a red box.

Larry H. Hollier, Jr., MD

5.0 ★★★★★ 1 Google review
Surgeon in Houston, Texas

Address: 6701 Fannin St, Houston, TX 77030
Phone: (832) 822-3180
Appointments: texaschildrens.org

[Website](#) [Directions](#) [Save](#)


[Suggest an edit](#)

[Add missing information](#)
[Add business hours](#)

[Questions & answers](#)
Be the first to ask a question [Ask a question](#)

Schedule an Appointment


[En Español](#)



Schedule Now

[SCHEDULE NOW](#)


Frequently Asked Questions (FAQs)
Please call us or login to MyChart if a specialty is not available for online scheduling.



Access MyChart

[LOG IN](#)

For existing patients, log in to make an appointment or contact your care team. If you are unable to schedule in MyChart, please call us.



Call Us

[832-822-2778](tel:832-822-2778)

Our representatives are available M – F 7 a.m. – 7 p.m. and Sat. 9 a.m. – 2 p.m. to assist you.

Online Scheduling – Patient Feedback

“Very easy to schedule!”

“Saw appointment information on MyChart. Very convenient and the process was very easy and streamlined.”

“Was surprised that TCH had this option, it was very convenient.”

“It was great. Very easy, wonderful.”

“Great! I found it on the physician’s profile, which I love and appreciated!”



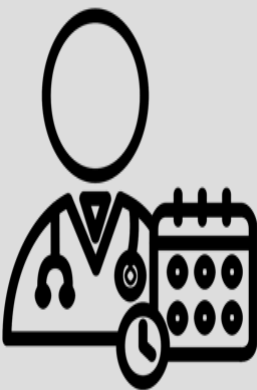
“Ease of Scheduling” rated
9 out of 10
Greater Houston parents CY 18

*Research Conducted By: Analytica, Inc., December, 2018

*N=492

Improvements to date

Baseline FY17 vs FY19



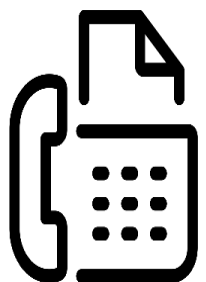
16%
Patient volume
growth over FY17



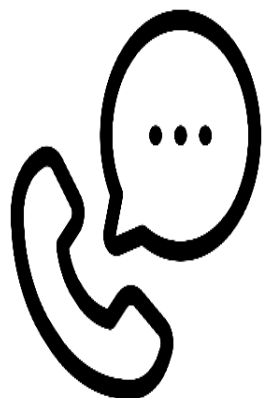
66%
of subspecialties
can now offer a new
appointment within
2 weeks



66%
MyChart activation
growth from FY17 to
FY19



17.5%
New/Consults
growth over FY17



78%
“Ease of Scheduling” survey
question got a “very good”
rating (Press Ganey)



1
Referral process
across the
system

FY20 Access Endorsed Solutions

Digital Access Expansion

- Online Scheduling Refinement & Expansion
- Increase E Check-in



Template Governance

- Ensuring Template Consistency
- Eliminate unapproved unavailable time

Provider Expansion

- Current / New Resources
- Strategically placed
- After hours / weekend visits

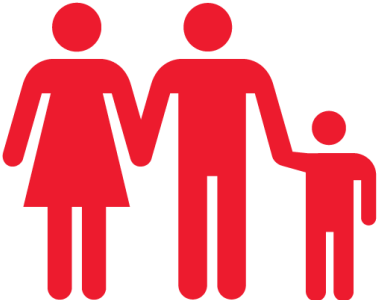


E Health

- Leverage current E Health platform to maximize Access
- Post-Op visits in Wave 1

Goal
“Patient can get in when they want, where they want”

Lessons Learned



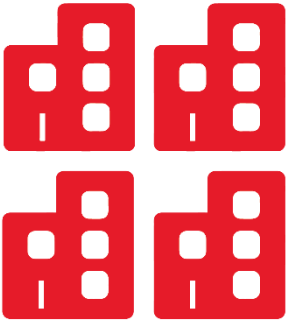
**Clear Focus
& Vision**



**Physician
Partnership**



**Information
Services
Adaptability**



**Strategic
Exec. Steering
Team Meetings**



**Texas Children's
Hospital[®]**