

## RAPID PRODUCTIVITY AND ACCESS IMPROVEMENT AT A HAWAII CAH CLINIC

*“I am so happy with the results of the project! The changes are making a real difference for our patients and this clinic. My staff who led the PDCA cycles keep finding new things to improve and seem motivated to make this the best clinic on the island!” - Anny Malufau, Clinic Manager*

### The Goal

Kahuku Medical Center (KMC) is a 21 bed Critical Access Hospital on the North Shore of Oahu with a 5 provider clinic. A new EMR and the extra work of CPC+ were causing low productivity, unhappy patients, and a disorganized work environment. The clinic needed to solve these issues quickly to stem the loss of patients and shore up its finances.

### The Challenge

For over a year, KMC executives evaluated various options, such as adding staff and overtime hours, but declining revenues didn't support the extra cost. As staff scrambled to complete work, errors multiplied, complaints increased, and quality of care deteriorated. CPC+ tasks were not being completed consistently and care management bonuses were at risk.

### The Solution

The Hawaii Office of Rural Health contracted with SigmaMed Solutions to implement a Rapid Improvement Training (RIT) project at KMC in early April 2017. After leading a training webinar and mentoring the clinic manager in completion of a project charter with baseline measures, a SigmaMed consultant visited KMC to lead a 1 day Rapid Improvement Training project.

In the session, the team refined the project charter and created their Guiding Vision – “To become the best clinic on the island where people want to come for care.” They were then taught how to use Lean tools to prioritize issues, determine root cause, flow time efficiency, and design PDCA cycles to address top priorities. Staff on the team took ownership of the PDCA cycles and SigmaMed led weekly calls with either the team leader or the full team to gauge progress, refine results and plan PDCA cycles for the next tier of issues.

### The Impact

- 57% increase in patient access and average provider productivity, from 13.4 to 21 patients per day
- Engaged staff, enhanced communications, and improved clinic atmosphere
- Eliminated over 1,000 minutes/month time waste at the front desk; repurposed into improved rooming protocols, pre-visit planning, care management outreach, and other care services.
- Improvements to patient intake, insurance verification, message handling, and prescription refills

Please contact us if you would like to rapidly improve the performance and satisfaction in your clinic!

### KMC Monthly per Provider Revenue Growth

