

Quality and Productivity Commission
33rd Annual Productivity and Quality Awards Program
“Empowering Innovative Solutions”

2019 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: DHS PATIENT FINANCIAL SERVICES APPT SCHEDULER

DATE OF IMPLEMENTATION/ADOPTION: 06/12/2017

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2018)

PROJECT STATUS: _____ Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes No


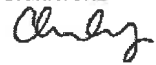
EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

- 1 The Patient Financial Services (PFS) staff is responsible providing financial screening
- 2 and clearance prior to a patient’s scheduled outpatient visit. This ensures that the
- 3 patient will be seen timely and revenues will be maximized. Many of the 330 patients
- 4 who daily “walked-in” for screening at the LAC+USC Medical Center were appearing on
- 5 the day of their outpatient visit and could not be seen immediately. Thus, they missed
- 6 their outpatient visit, causing frustration for both the patient and the PFS staff and
- 7 interrupting the operations of the outpatient departments.
- 8 The Information Technology Division and the PFS leadership of the LAC+USC Medical
- 9 Center designed, developed and implemented an in-house web-based application to
- 10 schedule, manage and track the patient’s financial screening appointment to ensure that
- 11 the patient was financially screened prior to their outpatient visit.
- 12 The implementation was a success at LAC+USC Medical Center and the DHS
- 13 Registration leadership recommended that it be deployed to the other DHS facilities and
- 14 it was then implemented in multiple facilities.
- 15

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS LAC+USC Medical Center, Information Systems Department 1200 North State Street Los Angeles, CA 90033	TELEPHONE NUMBER (323) 409-1202
PROGRAM MANAGER’S NAME Oscar N. Autelli, Chief Information Officer	TELEPHONE NUMBER (323) 409-1202 EMAIL OAutelli@dhs.lacounty.gov
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME)</small> Connie Salgado-Sanchez 	DATE 6/27/19 TELEPHONE NUMBER (323) 288-8483 EMAIL cosanchez@dhs.lacounty.gov
DEPARTMENT HEAD’S NAME AND SIGNATURE Christina R. Ghaly, M.D. 	DATE 6/27/19 TELEPHONE NUMBER (213) 288-8050

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and specify assessment time frame. Use Arial 12 point font.

The Challenge

The web based application had to address the various issues that were causing delays in screening the patient for financial clearance and to ensure that the authorization was obtained prior to the scheduled appointment. These issues included:

1. Multiple patients walked in the at same time in the same location
2. Sufficient PFS staff was not always allocated to the location where patients arrived
3. Data regarding waiting time, screening outcomes, and number of patients seen could not be accurately collected
4. No electronic communication between the multiple PFS screening locations to redirect patients
5. There was no easy way to schedule an appointment later in the day or at a different time for the patient
6. Patient wait time was longer than one hour.

The Solution

The Information Technology Division and the Patient Financial Services leadership of the LAC+USC Medical Center designed, developed and implemented an in-house web-based application to schedule, manage and track the patient’s financial screening appointment to ensure that the patient was financially screened prior to their outpatient visit. This application enables PFS staff to:

- Schedule appointments across multiple locations (one convenient for the patient)
- Schedule appointments for a flexible number of PFS workers with appointment slots specifically assigned to them
- Re-assign a PFS worker to an existing appointment slot based on immediate needs of the location
- Track various times within the appointment, such as arrival time, time seen by PFS staff, end time
- Track appointment status: Kept, cancelled, no show
- Utilize color coded slots based on appointment status
- Input notes, discussion and outcomes electronically
- Pull patient data from ORCHID EHR, eliminating duplicate data entry and maximizing accuracy
- Search ORCHID EHR for patient’s outpatient visit appointments

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- Manage walk-in queues to determine if patient can be seen quickly in a near-by location or if patient would prefer a scheduled future appointment
- Dashboards regarding number seen by location, wait times, financial screening outcomes, etc. were developed that allowed the PFS and facility leadership to monitor the effectiveness of this web-based application.

Benefits

The DHS PFS Appointment Scheduler has allowed the PFS department to create and manage appointments electronically for over 7000 patients monthly at LAC+USC and 7300 at other DHS facilities. Managing the appointments efficiently has allowed PFS to obtain the patient’s accurate insurance information/coverages to maximize revenue. By utilizing this application, the PFS Department can also measure patient wait times and efficiently manages staffing allocation across all PFS locations to ensure patients do not miss their scheduled clinic appointment due to the financial screening process.

The patient management queue module generates a real-time dashboard that shows the number of patients waiting in each area and availability in each location. This enables PFS staff to schedule an actual appointment or redirect the patient to a convenient location where the patient can be seen more timely. This promotes our Patient Centered Principle and provides better customer service and allows PFS management the ability to efficiently manage staffing allocation, productivity, workload and generates appropriate reports.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The Project is linked to the following strategic goals:

- 1) Strategy III.3 - Pursue operational effectiveness, fiscal responsibility and accountability
- 2) Strategy III.2.3 - Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency: Support implementation of technological enhancements and acquisitions that increase efficiency (e.g. infrastructure, software, hardware, applications) including replacement of legacy systems.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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