



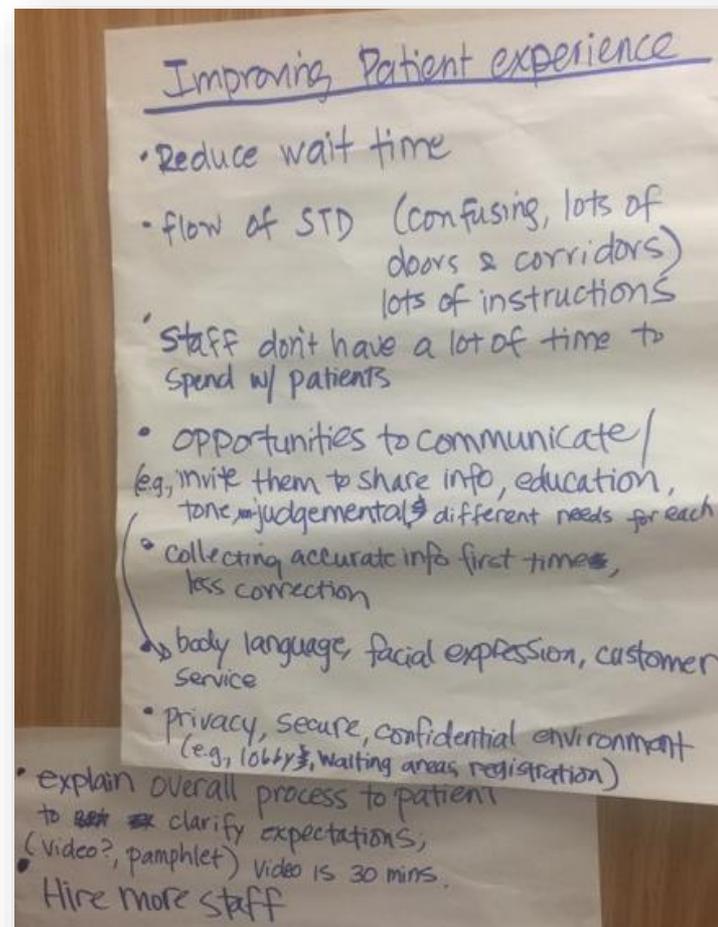
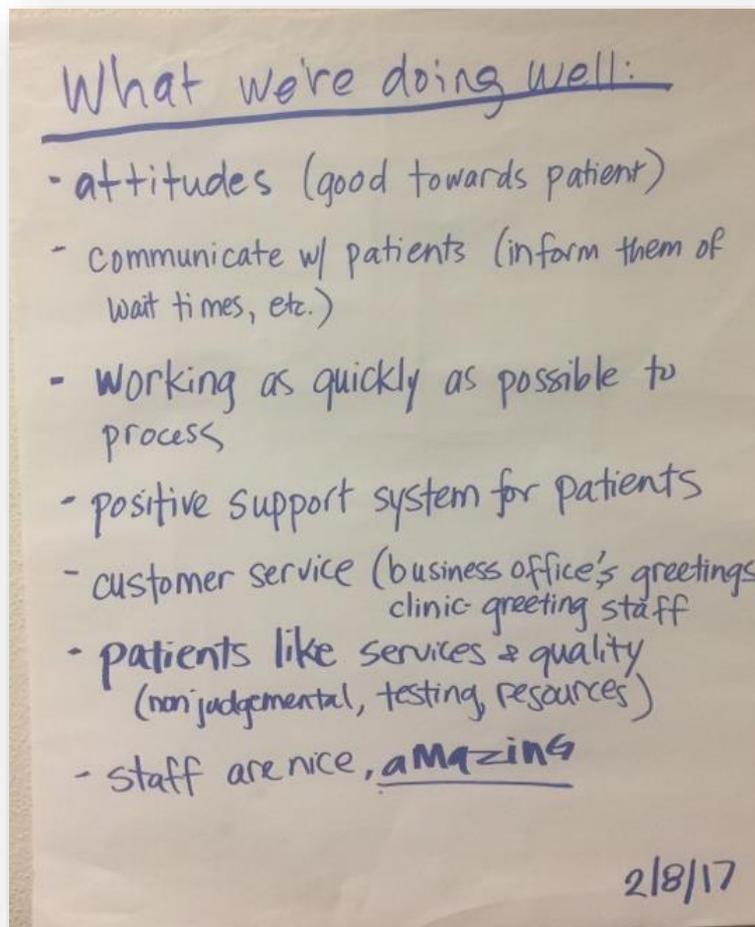
# Curtis R. Tucker Public Health Center Care Improvement Team

*Improving Patient Cycle Time  
at Curtis Tucker Health Center's  
Sexually Transmitted Disease Clinic*

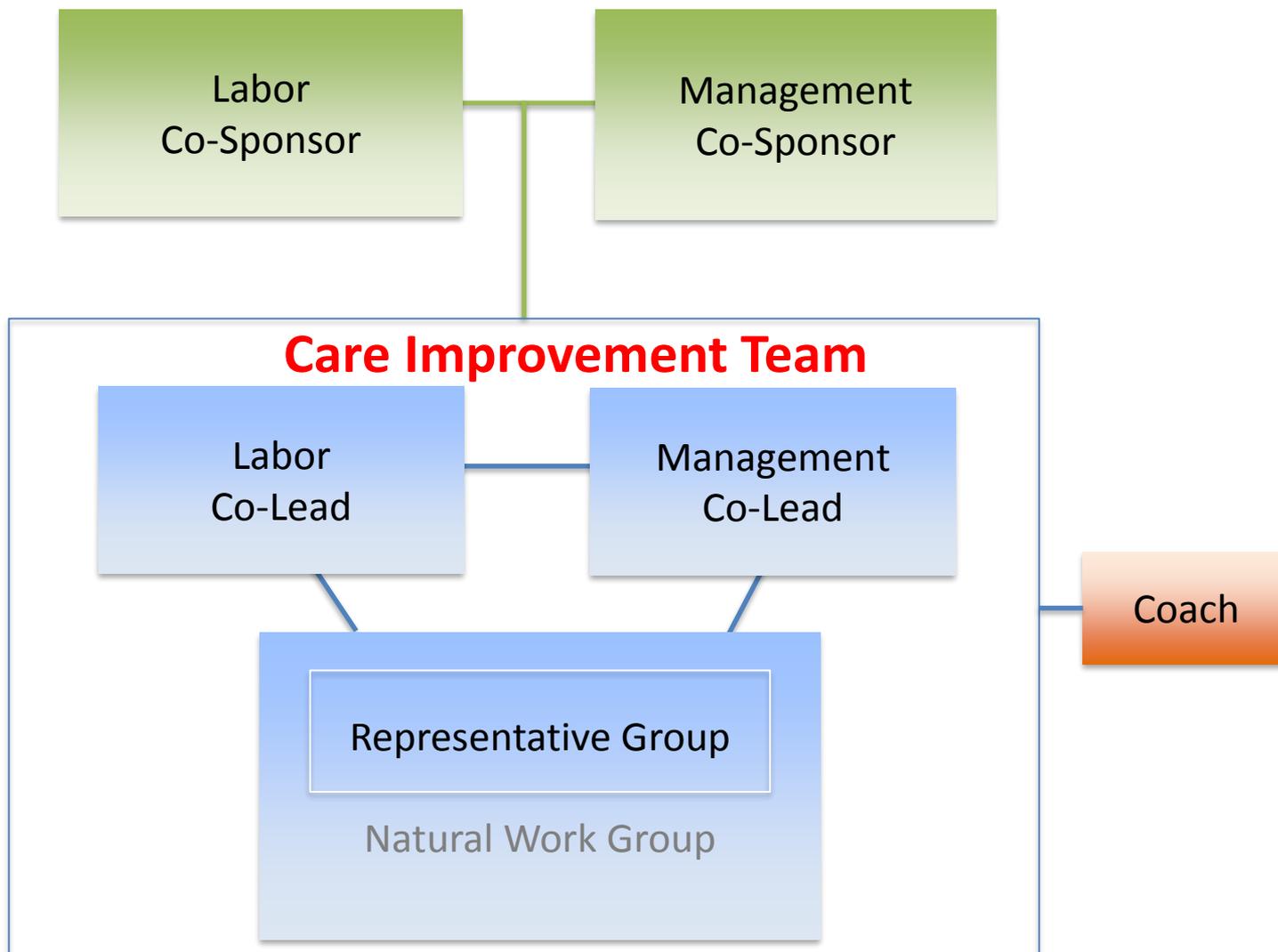


# Step 1: Get Started (Historical Perspective)

## Plus/Delta Exercise



## Step 2: Assemble the Team



# Step 2: Assemble the Team

## CIT Charter

2/15/17

PURPOSE

- improve patient-centered care <sup>greetings</sup>
- improve customer service care
- improve staff morale <sup>(happy staff, happy patient)</sup>
- focus on areas to improve <sup>(time)</sup>
- improve patient satisfaction

TIMELINE

- For every goal, set a timeline

2/15/17

GROUND RULES

- Be on time (8 am)
- No phones (step outside if needed)
- Be respectful
- Equal voice
- Consistent attendance
- Discussion not punitive
- Sharing info at general level is ok.
- No side conversations
- Active listening

ask team if visitors are ok.

2/15/17

DECISION-MAKING PROCESS

- Consensus is needed for the team to make decisions. (not majority or by vote)
- ↳ team makes a decision everyone is ok with.
- ↳ can use "straw poll" to get to consensus

SPONSOR  
must  
> labor

2/15/17

QUORUM

- at least one co-lead
- at least one person from each group (i.e. business office and clinic staff)
- or Co-leads decide if staff needed are present
- half of the team (not including co-leads) must be present
- team that is present gets consensus; try to get consensus from others following week. Notes in copy room and/or email.

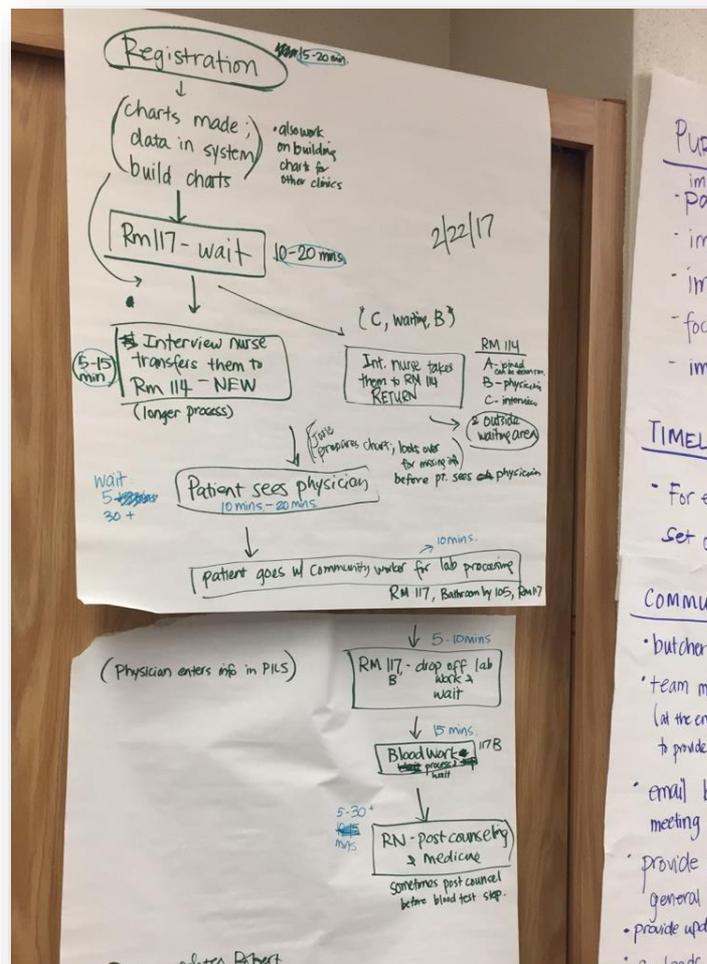
2/15/17

COMMUNICATION

- butcher paper notes in copy room
- team members update each other (at the end of the meeting, someone agrees to provide update to others)
- email butcher paper notes as meeting notes
- provide updates at monthly general staff mtg
- updates at monthly key staff meetings
- leads & co-sponsors & coach meet regularly
- (sponsor) updates Genia & Debbie

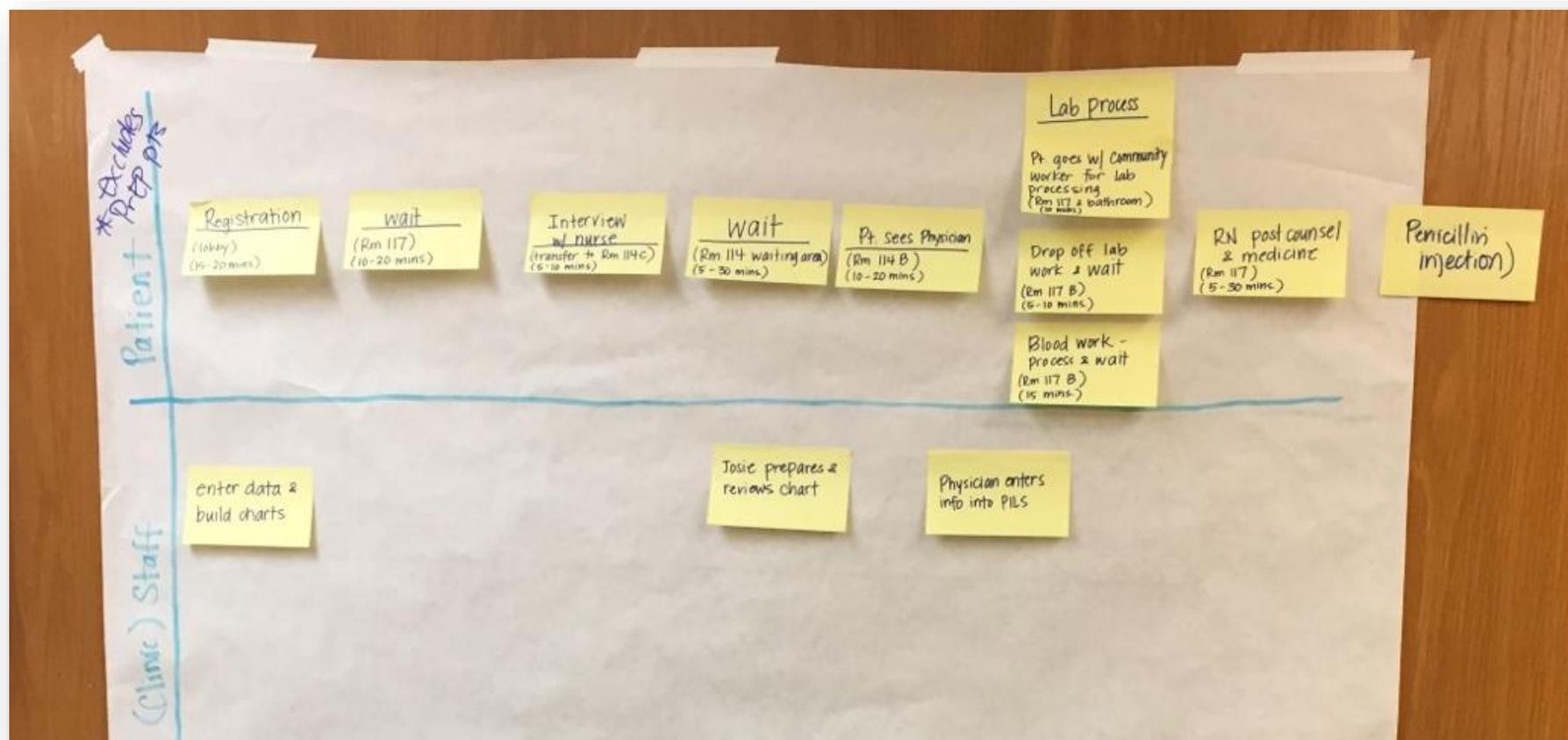
# Step 3: Examine the Current Approach/ Define the Problem

## Original Process Map



# Step 3: Examine the Current Approach/ Define the Problem

## Improved Process Map





# Step 3: Examine the Current Approach/ Define the Problem

**Curtis Tucker Time Study**  
Working to Improve Services for Our Patients

Pt #: 3 Date: 4/27/17

Walk In OR  Appt Time 1:00 pm

## Time Study

Step	Start time with patient	End time with patient	Comments	Staff initials
Arrival (Rose)	12:35			
Registration arrival (Reg Clrk)	12:35	12:43		
Registration Post Paperwork (Reg Clrk)	12:43	12:56	<input type="checkbox"/> Return? (Post Paperwork not needed?)	JA
Interview (Nursing)	1:00	1:10		Ch
Exam (MD)	1:25	1:45	<input type="checkbox"/> Treatment	Ch
Instructions (CW)	1:45	1:46		
Lab (Lab Personnel)				
Post Counseling (RN)	2:00 pm	2:05 pm		PC

Pt #: 3 Date: 4/27/17

Chart Start Time: 12:43 JA  
Time Initials

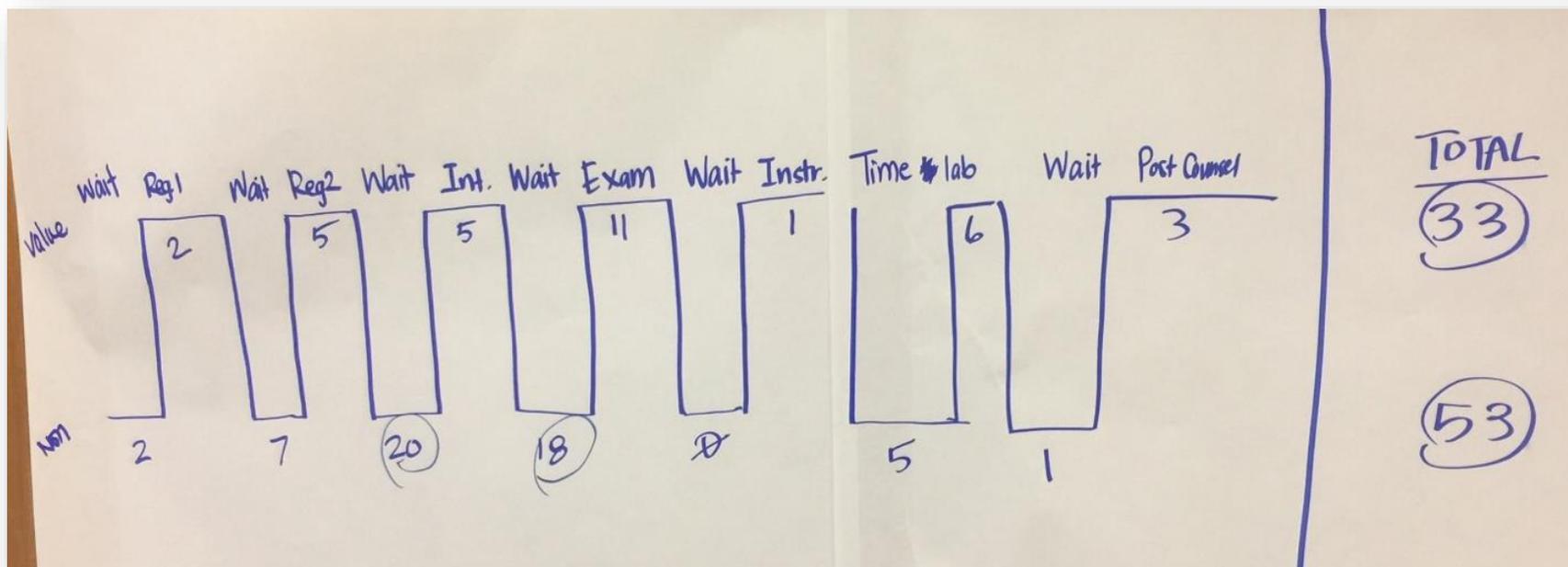
Chart Completed: 12:56 JA  
Time Initials

Chart Picked Up: \_\_\_\_\_

**Baseline data:**  
Entire patient cycle was 1 hr. 24 mins.

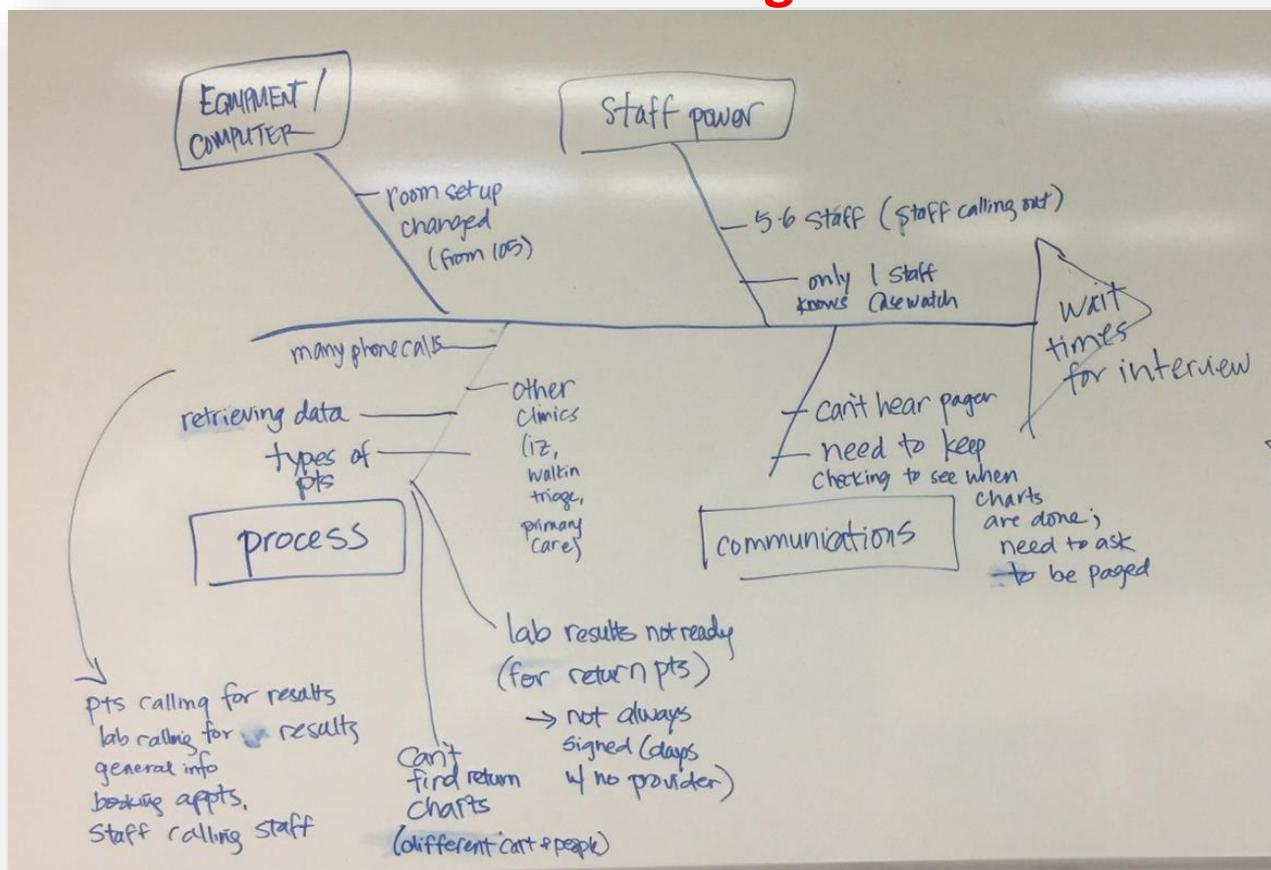
## Step 3: Examine the Current Approach/ Define the Problem

### Value Stream Map

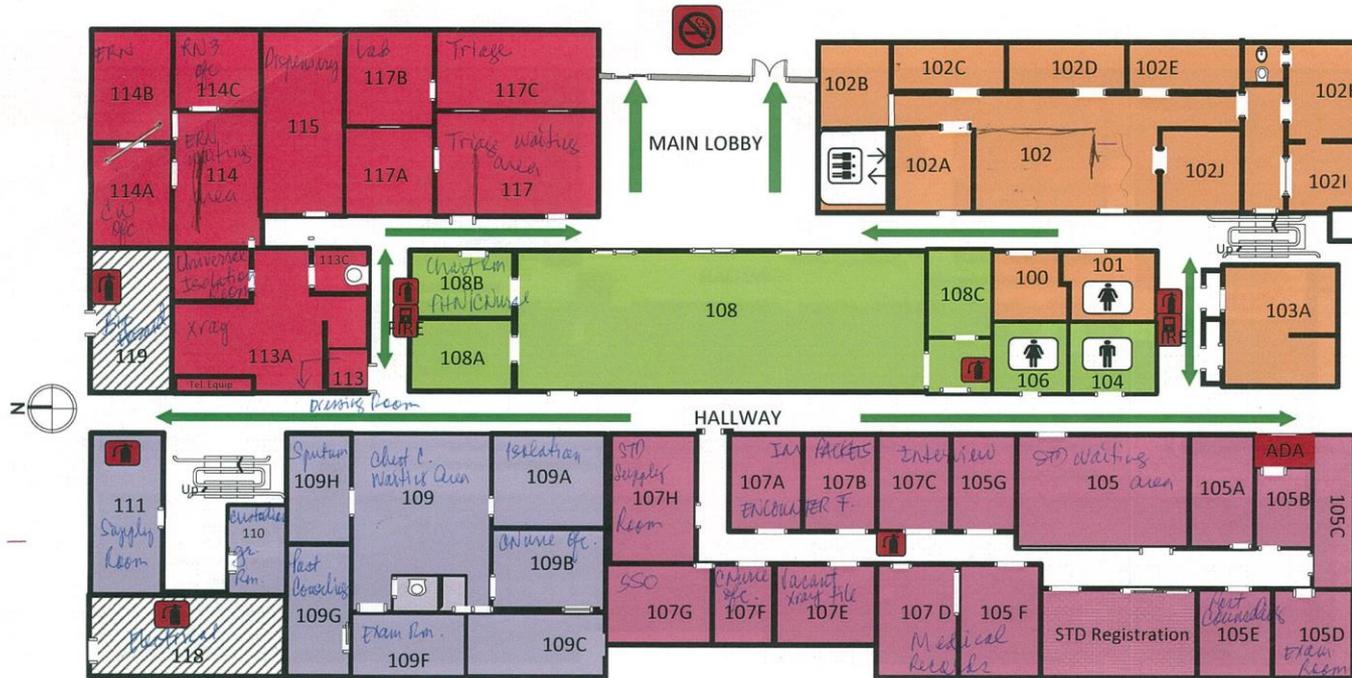


# Step 3: Examine the Current Approach/ Define the Problem

## Fishbone Diagram



# CURTIS TUCKER HEALTH CENTER



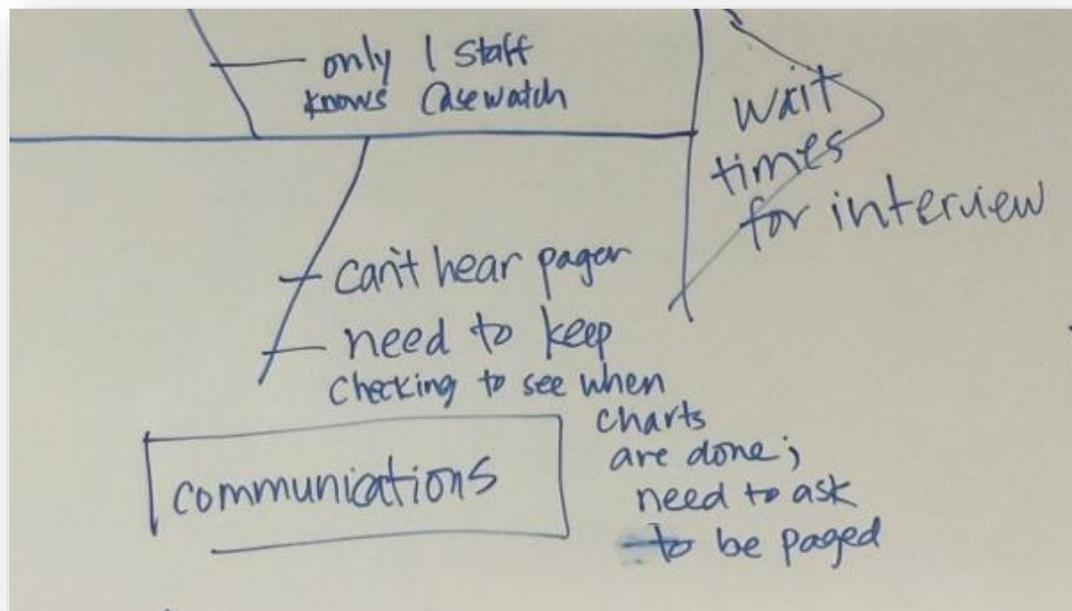
FIRST FLOOR EMERGENCY EXITS →

## FIRST FLOOR WARDENS

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
|  | <b>NORTHEAST QUADRANT</b><br>Clinic Staff |  | <b>CENTER QUADRANT</b><br>BOS/Designated Lead Clerk |  | <b>SOUTHEAST QUADRANT</b><br>Clinic Staff |
|  | <b>NORTHWEST QUADRANT</b><br>Clinic Staff |   |   |  | <b>SOUTHWEST QUADRANT</b><br>Clinic Staff |



## Step 4: Identify Potential Solutions



- Alert ~~not~~ Nurse chart ready
- Electronic device
  - Telephone feature CISCO phone
  - Walkie talkie
  - Pager
- 
- 3/29/17
- use caller ID (not blocked #)  
from to reach patients. \*
  - LVN sign negative results.



## Step 5: Develop an Improvement Theory

- Laboratory results to be placed on patient charts prior to clinic visit
- The business office to notify the clinic staff when the patient charts are ready using an existing com-line (phone)
- If no response on com line—then clinic manager to be called
- These steps will likely improve efficiency and communication, thus reducing patient wait times

# Step 6: Test the Theory

**PDSA Project Planning Tool**

Table (CIT): Curtis Tucker Date: \_\_\_\_\_

**PROBLEM STATEMENT**  
Patients waiting too long

**PLAN**  
What is the goal? (SMART Goal)  
\_\_\_\_\_

Our baseline data: 1 hr 25 min. from start to end Our target: \_\_\_\_\_

What is our test of change?  
① used com-call line when charts were ready

Task to be completed: Person(s) responsible: When: Where:  
Bus. off make call every time chart was ready

**DO** (note what happens during the test: observations, problems, dates completed)  
② time study data on chart

**STUDY** (summarize results & how they compare to the target)  
① helpful. ② 11 min. for pickup → 4 min. for pickup

**ACT** (Summarize what was learned in this cycle. What modifications will be made for the next cycle?)  
① use com-line  
② call clinic manager

**PROBLEM STATEMENT:** Patients waiting too long  
**Baseline data:** 1 hr. 24 mins from start to end

What is test of change?

Used com-call line when charts were ready  
Call clinic manager as a back up

Task to be completed:

Business office makes the call to the interview nurse

When:

Every time chart is ready



# Step 7: Study the Results

## Time Study Results

### Baseline data:

Pick-up time for charts: 11 minutes

### PDSA Cycle #1:

Pick-up time for charts: 4 minutes

### PDSA Cycle #2:

Pick-up time for charts: 0 minutes

### Other results:

- Registration 14 mins (baseline) to 10 mins
- Wait time to see provider: 18 mins (baseline) to 15 mins

CURTIS TUCKER CIT  
CHART TIME STUDY (PDSA 2)

Date	Pt #	Chart Start Time	Chart Completion	Completion time	Chart Pick Up Time	Pick Up Time	Comr
3/29/2017	1	1:07 PM	1:11 PM	0:04	1:13 PM	0:00	com line call pm
3/29/2017	2	1:34 PM	1:44 PM	0:10	1:45 PM	0:01	
3/29/2017	3	1:35 PM	1:45 PM	0:10	1:45 PM	0:00	
3/29/2017	4	1:57 PM	2:00 PM	0:03	2:00 PM	0:00	
3/29/2017	5	2:07 PM	2:17 PM	0:10	2:18 PM	0:01	
3/29/2017	C	2:24 PM	2:25 PM	0:01	2:26 PM	0:01	
3/29/2017	D	2:23 PM	2:24 PM	0:01	2:26 PM	0:02	
3/29/2017	6	2:45 PM	2:59 PM	0:14	2:59 PM	0:00	
				0:06		0:00	
3/30/2017	C	12:43 PM	12:45 PM	0:02	12:49 PM	0:04	
3/30/2017	2	1:00 PM	1:08 PM	0:08	1:08 PM	0:00	
3/30/2017	3	1:15 PM	1:21 PM	0:06	1:21 PM	0:00	
3/30/2017	5	1:38 PM	1:42 PM	0:04	DNA		
3/30/2017	D	1:20 PM	1:55 PM	0:35	1:55 PM	0:00	
3/30/2017	4	1:37 PM	1:39 PM	0:02	1:39 PM	0:00	
3/30/2017	6	1:57 PM	2:10 PM	0:13	2:10 PM	0:00	
3/30/2017	8	3:15 PM	3:21 PM	0:06	3:21 PM	0:00	
				0:09		0:00	
				0:08		0:00	



# Step 7: Study the Results

## Time Study Results (May 2017)

Paperwork Registr.	End time	Paperwork Time	Wait to Interv.	Interview (Num in)	End time	Int. time	Comment	Wait to Exam	Exam (MD)	End time	comment s3	Exam time	Wait to Instr.	Instruct. (CW)	End time	Instr. time	Time to Lab	Lab (Lab sta)	End time	Lab time	Wait to Post Coun.	Post Counsel (RN)	End time	Post Counsel time	(Arrival Post Coun.)	Chart Start Time	Chart Complet
1	12:29 PM	12:34 PM	0:05	0:08	12:34 PM	12:41 PM	0:06	Pt left.	0:11	12:52 PM	1:00 PM	0:08	0:00	1:00 PM	1:02 PM	0:02					1:15 PM	1:19 PM	0:04	1:19	12:21 PM	12:22 PM	
2					12:34 PM	12:41 PM	0:06		0:11	12:52 PM	1:00 PM	0:08	0:00	1:00 PM	1:02 PM	0:02					1:15 PM	1:19 PM	0:04	1:19	12:21 PM	12:22 PM	
3	12:29 PM	12:34 PM	0:05	0:08	12:34 PM	12:41 PM	0:06	Pt left.	0:11	12:52 PM	1:00 PM	0:08	0:00	1:00 PM	1:02 PM	0:02					1:15 PM	1:19 PM	0:04	1:19	12:21 PM	12:22 PM	
4					12:34 PM	12:41 PM	0:06		0:11	12:52 PM	1:00 PM	0:08	0:00	1:00 PM	1:02 PM	0:02					1:15 PM	1:19 PM	0:04	1:19	12:21 PM	12:22 PM	
5	11:54 AM	11:50 AM	0:04	0:02	11:54 AM	11:50 AM	0:09		1:15	1:05 PM	1:20 PM	0:15	0:04	1:24 PM			1:26 PM	1:32 PM	0:06	0:03	1:35 PM	1:38 PM	0:03	1:44	12:08 PM	12:17 PM	
6	12:29 PM	12:34 PM	0:05	0:08	12:34 PM	12:41 PM	0:06	Pt left.	0:11	12:52 PM	1:00 PM	0:08	0:00	1:00 PM	1:02 PM	0:02					1:15 PM	1:19 PM	0:04	1:19	12:21 PM	12:22 PM	
7	12:43 PM	12:56 PM	0:13	0:04	1:00 PM	1:10 PM	0:10		0:15	1:25 PM	1:45 PM	0:20	0:00	1:45 PM	1:46 PM	0:01					2:00 PM	2:05 PM	0:05	1:30	12:43 PM	12:56 PM	
8	12:57 PM	1:11 PM	0:14	0:01	1:11 PM	1:17 PM	0:05		0:28	1:45 PM	1:55 PM	0:10	0:00	1:55 PM			2:06 PM	2:14 PM	0:08	0:01	2:15 PM	2:19 PM	0:04	1:39	12:57 PM	1:11 PM	
9	1:11 PM	1:19 PM	0:08	0:02	1:22 PM	1:35 PM	0:14		0:20	1:55 PM	2:10 PM	0:15	0:05	2:15 PM	2:18 PM	0:03					2:35 PM	2:38 PM	0:03	1:38			
10	1:47 PM	1:47 PM	0:00	0:19	2:00 PM	2:10 PM	0:04		0:05	2:15 PM	2:22 PM	0:07	0:04	2:26 PM	2:27 PM	0:01	0:04	2:31 PM	2:37 PM	0:06	0:05	2:42 PM	2:45 PM	0:03	1:10	1:55 PM	2:03 PM
11	1:54 PM	2:02 PM	0:08	0:14	2:10 PM	2:20 PM	0:04		0:00	2:20 PM	2:45 PM	0:25	0:02	2:47 PM	2:49 PM	0:02	0:06	2:55 PM	2:58 PM	0:03	0:00	2:58 PM	3:01 PM	0:03	1:11		
12	2:38 PM	2:40 PM	0:02	0:20	3:00 PM	3:16 PM	0:16			3:15 PM	3:30 PM	0:15	0:05	3:35 PM	3:36 PM	0:01	0:02	3:38 PM	3:45 PM	0:07	0:03	3:48 PM	3:55 PM	0:07	1:35	2:46 PM	2:58 PM
13	3:01 PM	3:05 PM	0:04	0:25	3:30 PM	3:39 PM	0:09		0:11	3:50 PM	4:00 PM	0:10	0:00	4:00 PM	4:10 PM	0:10	0:10	4:20 PM	4:30 PM	0:10	0:05	4:35 PM	4:45 PM	0:10	2:05		
14	2:44 PM	2:45 PM	0:01	0:34	3:15 PM	3:29 PM	0:10		0:16	3:45 PM	3:56 PM	0:11						3:55 PM	4:10 PM	0:15	0:05	4:15 PM	4:20 PM	0:05	1:55	2:51 PM	3:03 PM
15			0:06	0:14			0:08		0:20			0:13	0:02			0:02	0:05				0:07	0:03	0:04	1:34			
16					11:55 AM	12:06 PM	0:09		0:04	12:10 PM	12:20 PM	0:10	0:00	12:20 PM	12:21 PM	0:01						12:40 PM	12:47 PM	0:07	1:13	11:33 AM	11:37 AM
17					12:01 PM	12:12 PM	0:04		0:19	12:31 PM	12:37 PM	no labs	0:06									12:50 PM	12:54 PM	0:04	1:04	11:59 AM	12:00 PM
18	11:53 AM	11:58 AM	0:05	0:18	12:21 PM	12:21 PM	0:05		0:18	12:39 PM	12:45 PM	0:06	0:00	12:45 PM	12:48 PM	0:03	0:05	12:53 PM	12:55 PM	0:02	0:09	1:04 PM	1:10 PM	0:06	1:28	12:01 PM	12:15 PM
19	11:55 AM				12:31 PM	12:38 PM	0:04		0:12	12:50 PM	1:00 PM	0:10	0:00	1:00 PM	1:01 PM	0:01	0:02	1:03 PM	1:05 PM	0:02	0:13	1:18 PM	1:22 PM	0:04	1:40	12:18 PM	12:34 PM
20					12:34 PM	12:44 PM	0:04		0:21	1:05 PM	1:10 PM	0:05	0:00	1:10 PM	1:11 PM	0:01	0:05	1:16 PM	1:19 PM	0:03	0:09	1:28 PM	1:30 PM	0:02	1:00	12:37 PM	12:39 PM
21	12:41 PM	12:42 PM	0:01	0:15	12:55 PM	1:03 PM	0:06		0:12	1:15 PM	1:22 PM	0:07	0:00	1:22 PM	1:23 PM	0:01	0:02	1:25 PM	1:29 PM	0:04	0:03	1:32 PM	1:35 PM	0:03	1:05	12:47 PM	12:55 PM
22					1:10 PM	1:43 PM	0:27	PHI	0:22	2:05 PM	2:12 PM	no labs	0:07									2:55 PM	3:03 PM	0:08	2:13	1:04 PM	1:08 PM
23			0:03	0:14			0:08		0:15			0:07	0:00			0:01	0:03				0:02	0:08	0:04	1:23			
24	4:10 PM	4:10 PM	0:00	0:11	4:22 PM	4:26 PM	0:05	results not in chart	0:02	4:28 PM	4:34 PM	no labs	0:06								4:47 PM	4:52 PM	0:05	0:47			
25	3:59 PM	3:59 PM	0:00	0:02	4:00 PM	4:15 PM	0:14		0:05	4:20 PM	4:25 PM	0:05	0:00	4:25 PM	4:26 PM	0:01	0:01	4:27 PM	4:30 PM	0:03	0:06	4:36 PM	4:39 PM	0:03	0:44		
26	4:25 PM	4:26 PM	0:01	0:05	4:33 PM	4:42 PM	0:11		0:08	4:50 PM	5:05 PM	0:15	0:00	5:05 PM	5:06 PM	0:01	0:01	5:07 PM	5:09 PM	0:02	0:11	5:20 PM	5:28 PM	0:08	1:13	4:27 PM	4:36 PM
27	4:23 PM	4:25 PM	0:02	0:28	4:55 PM	4:55 PM	0:02		0:15	5:07 PM	5:19 PM	no blood	0:12								5:50 PM	6:00 PM	0:10	1:25	4:46 PM	4:47 PM	
28	4:23 PM	4:25 PM	0:02	0:28	4:55 PM	4:55 PM	0:02		0:28	5:23 PM	5:30 PM	0:07	0:00	5:30 PM	5:32 PM	0:02	0:00	5:32 PM	5:34 PM	0:02	0:17	5:51 PM	6:00 PM	0:09	1:45	4:33 PM	4:48 PM
29	5:19 PM	5:20 PM	0:01	0:11	5:33 PM	5:30 PM	0:09		0:08	5:38 PM	5:50 PM	0:12	0:00	5:50 PM	5:51 PM	0:01	0:01	5:52 PM	5:54 PM	0:02	0:13	6:07 PM	6:10 PM	0:03	1:00	5:16 PM	5:19 PM
30	5:19 PM	5:20 PM	0:01	0:11	5:33 PM	5:50 PM	0:19		0:09	5:59 PM	6:11 PM	0:12	0:00	6:11 PM	6:12 PM	0:01	0:03	6:15 PM	6:18 PM	0:03	0:12	6:30 PM	6:33 PM	0:03	1:28	5:22 PM	5:29 PM
31	5:23 PM	5:26 PM	0:03	0:30	5:56 PM	6:00 PM	0:04		0:15	6:15 PM	6:25 PM	0:10	0:00	6:25 PM	6:26 PM	0:01	0:02	6:28 PM	6:32 PM	0:04	0:08	6:40 PM	6:43 PM	0:03	1:30	5:27 PM	5:36 PM
32			0:01	0:12			0:08																				
33			0:03	0:13			0:08																				
34			0:05	0:20			0:05																				
35																											

	<b>Baseline (March 2017)</b>	<b>Time Study Results (May 2017)</b>
Wait time to see Interview Nurse	20 mins.	13 mins.



## Step 7: Study the Results

- Consistent lab result placement on patient charts prior to visit was reduced from 2 days to 51 minutes as a value added strategy
- This contributed to the overall efficiency of patient care work flow

## Step 7: Study the Results

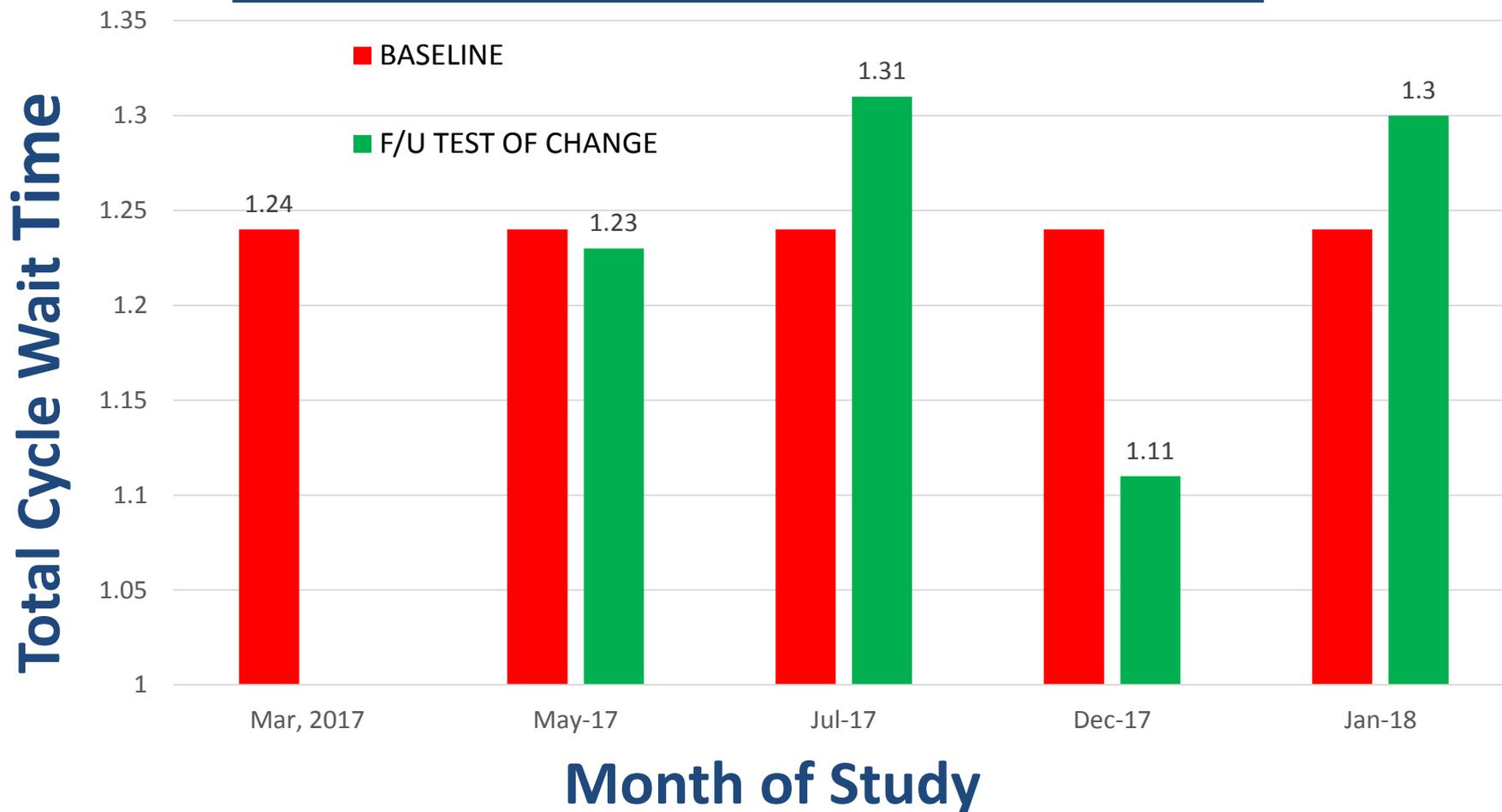
- Total patient cycle time
  - March 17: 1.24 mins
  - May 17: 1.23 mins
  - July 17: 1.31 mins
  - Dec 17: 1.11 mins
  - Jan 18: 1.30 mins
- Wait time to see interview nurse
  - Mar 17: 20 mins
  - May 17: 13 mins
  - July 17: 20 mins
  - Dec 17: 25 mins
  - Jan 18: 21 mins

### **Fluctuation in wait times:**

- Study was not intended to be sustainable at the time due to the upcoming DPH ORCHID implementation (initially Nov '17- now Feb'18)
- Complexity of patients
- Type of treatment
- Computer issues
- Lab/CaseWatch results not readily available
- Language barriers
- Staffing
- Provider coverage



## TOTAL CYCLE WAIT TIME COMPARISON



# Curtis Tucker Health Center's Care Improvement Team



# Step 8: Standardize the Improvement or Develop a New Theory

## ACT

### After PDSA #1:

1. Use com-line

**Adopt and Adapt**

### After PDSA #2:

1. Use com-line
2. Call clinic manager (nurse)

**Adopt**

**PDSA Project Planning Tool**

Table (CIT): Curtis Tucker Date: \_\_\_\_\_

**PROBLEM STATEMENT**

Patients waiting too long

**PLAN**

What is the goal? (SMART Goal)

Our baseline data: 1 hr 25 min. from start to end Our target:

What is our test of change?

① used com-call line when charts were ready

Task to be completed: Bus. off made call Person(s) responsible: \_\_\_\_\_ When: every time chart was ready Where: \_\_\_\_\_

**DO** (note what happens during the test: observations, problems, dates completed)

① time study data on chart

**STUDY** (summarize results & how they compare to the target)

① time 1 hr. 25 min. for pickup → 4 min. for pickup

**ACT** (Summarize what was learned in this cycle. What modifications will be made for the next cycle?)

① use com-line  
② call clinic manager

## Step 9: Celebrate your success!



## **Step 9: Establish Future Plans**

### **CIT Control Plan:**

### **Time Study:**

- Revisit data after ORCHID implementation
- Continue to monitor patient wait times every 2 months
- If patient wait times change, the team will review the process and make additional changes as needed
- CIT will also check in briefly at bi-monthly team meetings to discuss patient cycle time and work flow issues that arise

### **Communication Plan:**

- Updates and final presentation at clinic and all-staff meetings
- Storyboard at the end of the project

## Step 9: Establish Future Plans

- Future plans for CTHC's CIT
  - Compare time study data pre and post ORCHID go live
  - Evaluate broken appointment rates
  - Assess usefulness of the patient orientation leaflet
    - <http://intranet/ph/PDFs/STD/Other/STDClinicLeafletWhatToExpectTB514FINAL080708.pdf> (making a large poster for waiting area)
  - Evaluate STD health education visuals/tools in the waiting area
    - Smart TV, Color posters, Infomercial
- CIT plans for other DPH facilities
  - MLK Center for Public Health

**Who can come to the clinic?**  
The clinic is open to everyone. You don't have to be a US citizen, and we will not report immigration status to any authority. If you are 12 or older, you can be tested and get medicine for free without your parents knowing. It's the law.

**How much does this cost?**  
All services and treatment are free. You don't need insurance.

**Do I need an appointment?**  
You do not need an appointment to visit the clinic. Call the STD hotline at 1-800-758-0880 for hours and locations. After your visit, the clinic will tell you how to call in for your results.

**How long will my visit take?**  
New patients are seen on a "first come, first served" basis. Your wait can vary from 30 minutes to 2 hours, depending on when you register. You will be called by number or letter to protect your privacy.

**Who will be helping me?**  
You will see several different staff at the STD clinic today. All can answer your questions.

- A clerk will help you to register.
- A health specialist (PH) or nurse will ask you questions about your health.
- A nurse or phlebotomist will draw your blood.
- A doctor or nurse practitioner may examine you.

**All clinics offer Emergency Contraception (EC), which can be taken within 5 days of unprotected sex, to prevent pregnancy. For more information on EC, call 1-800-521-5211.**

**How can I get free condoms?**  
Free condoms are available at all STD clinics. If you are not offered condoms, please ask any member of the staff. We can teach you how to use condoms. You can also get them mailed to you for free by calling the STD hotline 1-800-758-0880.

**What other help can I get?**  
The clinic or the STD Hotline can give you information about STDs and referral to other services and agencies.

**For more information, call the STD Hotline at 1-800-758-0880 or visit [www.lapublichealth.org/std](http://www.lapublichealth.org/std)**

**What to Expect From Your Visit**

**Los Angeles County STD Clinics**

The decision to visit an STD clinic can be hard. But you're doing the right thing by coming here today. Congratulations on taking charge of your health.

This brochure answers some questions that you might have about your visit.

**County of Los Angeles Public Health**  
Division of Sexual Health Services  
1000 Wilshire Blvd. 12th Floor  
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## Lessons Learned/Other Successes

- Lessons learned
  - More specific SMART goals
  - Communication
    - Focused on changing the system, not an individual
    - Everyone works together as a team
    - Better understanding of the system and each other's roles and responsibilities
- Other Successes
  - Front-line staff leadership developed
    - Labor co-lead
    - Quiet team members found their voices → future leaders!
  - Labor & Management meeting goals together



# Questions?