

LV Prasad Eye Institute Final On-Site Presentation

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MIT Sloan Global Health Delivery Lab
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Agenda

- Progress update as of March 28
- Key statistics
- Key observations
- Next steps
- Q&A

Progress as of March 28: Time and Motion Studies

- **Objective:** to document patient flow and capture key timestamps (e.g. appointment time, work-up time)
- 4 clinics (cornea and retina), 2 doctors per clinic
- 1 investigations/diagnostics centre (retina)
- **229** patient records collected in total
- Collected between 9:30 and 17:30

Progress as of March 28: Stakeholder Interviews

- **Objective:** to understand management strategies and challenges
- 4 Consultant
 - Head of Faculty (Retina), LVPEI
 - Head of Faculty (Cornea), LVPEI
 - Faculty (Cornea), LVPEI
 - Faculty (Cornea), LVPEI
- 2 Optometrists
 - Senior Optometrist of Retina Diagnostics, LVPEI
 - Head of Cornea Diagnostics, LVPEI
- 3 Administrators
 - Head of OPD, LVPEI
 - Administrative Associate (Retina) & Appointment Scheduling Manager, LVPEI
 - Head of Training
- 2 Professors
 - Professor of Operations, ISB
 - Professor of Operations, ISB

Progress as of March 28: Patient Surveys

- **Walk-in Survey**
 - **Objective:** to capture rationale for choosing walk-in over appointments
 - Collected from 7:30 to 9:00, 11:00 to 12:00
 - 40 patients surveyed
- **Check-out Survey**
 - **Objective:** to capture patient satisfaction
 - Collected from 15:00 to 17:00
 - 7 patients surveyed

Progress as of March 28: Implementation Challenges and Opportunities for Improvement

○ **Time and Motion Studies**

- **Challenges:** Diagnostics required more than two people (one person to track folder arrival and another person for tracking starting time and ending time of diagnostic)
- **Opportunities:** Informing doctors of the data we are recording over the course of the day

○ **Stakeholder Interviews**

- **Challenges:** Unpredictable interview schedule
- **Opportunities:** Clarifying the objective of the stakeholder interview, sufficient preparation time

○ **Patient Surveys**

- **Challenges:** Unclear understanding of survey objective by the translators, false identification for the source of survey targets
- **Opportunities:** Sufficient preparation of translators, clear understanding of patient pathway

Key Statistics: Time and Motion Studies

Day	Type	Pre Diagnostic Waiting Time	Diagnostic Waiting Time	Total Service Time
1	Appointment	1:23	2:33	3:09
	Walk In	1:47	3:21	6:21
2	Appointment	2:35	2:40	4:03
	Walk In	3:25	1:57	2:49
3	Appointment	0:31	1:56	2:17
	Walk In	4:07	1:20	4:37

Key Statistics: Walk-in Survey

- Average expected time in the hospital was 5 to 6 hours
- 41% of walk-in patients tried to make an appointment by phone, if not by person, but failed.
- 80% of walk-in patients who did not try to make an appointment was not aware of the appointment options

Key Observations

- **Clinic-specific factors contributing to wait time**
 - Management of patient folders and staff
 - # of Fellows, Optometrists, and Facilitators
 - Skill levels of staff
 - Size and layout of clinics
 - Anticipated vs. actual patient volume
 - Types and variety of patients that can be seen
 - Need for diagnostics: how many, what type, when
- **Patient-specific factors contributing to wait time**
 - Lack of awareness of appointment-based system
 - Bias for early morning arrival
 - High volume of late arrivals and no shows
- **Scheduling-specific factors contributing to wait time**
 - Doctor-specified appointment and walk-in templates
 - Administrator's adherence to doctor-specified appointment templates
 - Real-time prioritization of patients (late vs. on-time, paying vs. non-paying, walk-in vs. appointment, case complexity, time of day)

Q&A

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