



HAYES

MANAGEMENT CONSULTING

Optimizing the business of healthcare

CASE STUDY

Hallmark Health

Hayes Directs Successful Clinical Optimization Effort at Hallmark Health



Hallmark Health Medical Associates (HHMA) is a group of more than 80 providers in 23 offices across nine north suburban Boston communities experienced in family and internal medicine, obstetrics and gynecology, gastroenterology, surgery, endocrinology, hematology/oncology, and infectious disease. Handling over 100,000 visits per year, HHMA is focused on providing personalized healthcare services for the whole family with an emphasis on wellness and preventive care.

HHMA has a goal of doubling the size of the group and knew they needed to maximize the use of its EMR, reduce time spent documenting, standardize the documentation process, and determine an optimal workflow environment for physicians and staff.

HHMA chooses Hayes to lead the optimization effort

At the start of the engagement, Hayes consultants spent time with HHMA management to discuss the goals of the organization. They then conducted a gap analysis between the current and desired future state. From there, Hayes moved on to perform a rapid assessment on three pilot clinics to uncover improvement opportunities and to develop an action plan and a rollout schedule for the remaining sites.

“We felt Hayes had the most experience and success in the areas we wanted to focus on,” said Rob Wasserman, MPH, Chief Operating Officer at HHMA.

Comprehensive assessment uncovers multiple opportunities

To begin the engagement, the Hayes team assessed HHMA's:

- EMR system and administrative set up
- Physician, RN, NP, and MA documentation process
- Physician documentation standards and consistency

They followed that by analyzing and documenting the workflow at each site and collecting pre and post metrics being used to measure results.

Hayes concluded by developing actionable solutions for improving clinical documentation and operations, documenting the optimization findings, and documenting their suggestions for improvement.

Hayes proposes more than 60 optimization actions

The Hayes report included more than 60 actions HHMA could take to optimize their operation. They ranged from very simple to complex and included time savings, quality enhancement, provider/staff satisfaction, and enhanced reporting/tracking. Each recommendation included the current workflow or process, the benefit of the change, a metric to measure the expected benefit, and the level of effort required to implement the change.

HHMA sees measurable efficiency improvements

Working with the HHMA staff, Hayes optimized the operation to yield the following results:

- Consolidated the number of appointment types from 780 to 135 saving time and improving reporting
- Revised scheduling templates and helped train staff, resulting in several offices reporting savings of one to two hours per day per provider.
- Implemented automated refresh for schedules, reducing time accessing schedules by 80%
- Increased users personal quick text list by 50%

Hallmark Health Medical Associates

- 80 Providers, 23 locations, nine north suburban Boston communities
- Experienced in family and internal medicine, obstetrics and gynecology, gastroenterology, surgery, endocrinology, hematology/oncology, and infectious disease
- Focused on wellness and preventive care

Challenge

- Maximize use of EMR
- Reduce time spent documenting
- Standardize documentation process
- Establish optimal workflows

Solution

- Develop gap analysis between current and future desired states
- Assess workflow, documentation, system, and standards
- Recommend 60 optimization opportunities

Results

- Saved time by reducing appointment types from 780-135
 - Reduced time accessing schedules by 80%
 - Consolidated results and appointment letters into forms saving countless hours per month
 - Reduced problems list from 350 to 10
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- Implemented physician e-signing reducing time from 5 minutes to five seconds
- Set up faxing through Centricity to save over \$500 per month
- Cut time to create excuse letters by two thirds
- Consolidated results and appointment letters into forms saving countless hours per month
- Converted from paper to electronic for PT-I and interpreter request forms for a 50% reduction in completion time
- Increased use of “favorites” in EMR which had a huge impact on work flow efficiencies.
- Standardized refill forms reducing time spent by 80%

In addition, HHMA and Hayes slashed the problems list from more than 350 to 10. They determined the top diagnosis codes by specialty and included those used most frequently in the problems list. This reduced the number of custom problems added to the list and the time required to search and update the diagnosis codes.

About Hallmark Health Medical Associates

Hallmark Health Medical Associates, Inc. (HHMA) is comprised of over 80 physicians and nurse practitioners who are educated, trained and experienced in family medicine and internal medicine along with other specialties, including obstetrics & gynecology, gastroenterology, surgery, endocrinology, hematology/ oncology and infectious disease.

HHMA is committed to offering excellent care that is convenient and accessible. They believe that collaboration among their physicians is essential to achieve their goal of providing a high level of well-managed, individualized care.

HHMA is a member of Hallmark Health System, with referral relationships with Lawrence Memorial Hospital of Medford, Melrose-Wakefield Hospital in Melrose, the Hallmark Health Hematology and Oncology Center in Stoneham, and Tufts Medical Center.

About Hayes Management Consulting

Hayes Management Consulting is a leading, national healthcare consulting firm that partners with healthcare organizations to streamline operations, improve revenue and enhance technology to drive success in an evolving healthcare landscape. To learn how Hayes Management Consulting can help you, call 617-559-0404 or contact us at requestconsultant@hayesmanagement.com.

“Hayes helped to make everyone’s day a little easier so not only can the patients get better care and have a more valuable healthcare experience, but also that the EMR users enjoy providing this important care. These were real solutions to the problems we were experiencing. Implementing the changes resulted in significant savings in time and resource use. We trusted the judgment and professional demeanor of the Hayes team who stayed true to our vision throughout. We were extremely pleased with the entire engagement.”

*Stacy M. Sheffield, R.N.,
EMR Optimizer,
Hallmark Health Medical Associates*
