

Patient Registration, Booking and Bed Registry Project

Brief Overview

Extracts from the Report prepared by: Judith Weinstein, The Brondesbury Group



We would like to acknowledge the contribution of our partner organization, **Workgroup Solutions**.

Overview

A large multi-site hospital asked The Brondesbury Group to review their Registration, Booking and Bed Registry.

This organization has a patient registration environment described as a combination of a centralized and decentralized model and accommodates approximately 500,000 to 600,000 registrations yearly. With the numerous points of registration and volume of registrations, there are challenges in efficiency and effectiveness.

The booking environment is a combination of centralized and decentralized processes and accommodates approximately 200,000 appointments each year. Several sites are utilizing both manual and electronic systems for maintaining accurate appointments. The lack of an integrated model means an enterprise-wide view of all booking resources is not possible.



The bed registry environment is a completely decentralized model, with each site responsible for bed management. Bed requests, assignments and bed confirmation are done independently in each site, with communication among the flow coordinators concerning patient transfers and occupancy issues. No bed registry or bed map exists, though patient flow coordinators can view a report listing occupancy on all sites.

Objective

One objective of this review project was to ensure that the functions within the Registration, Booking and Bed Registry environments be explicitly understood. This includes thoroughly investigating the work flow and process flow to ensure they are clearly understood, along with any associated challenges. The results of this project will then be used by the organization to use improvements in these functions to support improvement in patient flow, data quality and error reduction.

Approach

The Brondesbury Group identified two streams by which the preceding objectives would be met. Stream 1 focused on the people, with close review attention to process, workflow, and real-time activity. The major steps within this stream included

- A current state assessment which reviewed existing internal reports for issues and identifies further areas which required investigation.
- Examination of processes with staff observation and interviews.
- Clarification of processes utilized the initial analysis from the above step and feedback or further observation as was necessary.

- Synthesis of information collected in earlier steps and continuous consultation with client to ensure effective steering.
 - Final analysis and presentation of review results.
- Stream 2, addressed by Workgroup Solutions, examined the data, applications and supported Stream 1 in its findings. The major steps with this stream were as follows.
- A current state assessment to ensure that the integration points within each review area were clearly defined.
 - Event profiling: looked at the application functionality to determine how much extra effort is needed to accommodate patient events not supported directly by the software.
 - Analysis of supported events provided in-depth analysis of all supported events from the preceding step.
 - Interaction gaps: looked at the missing events and provided information necessary to enhance and or automate the missing functionality.
 - Final analysis and presentation of results and review.

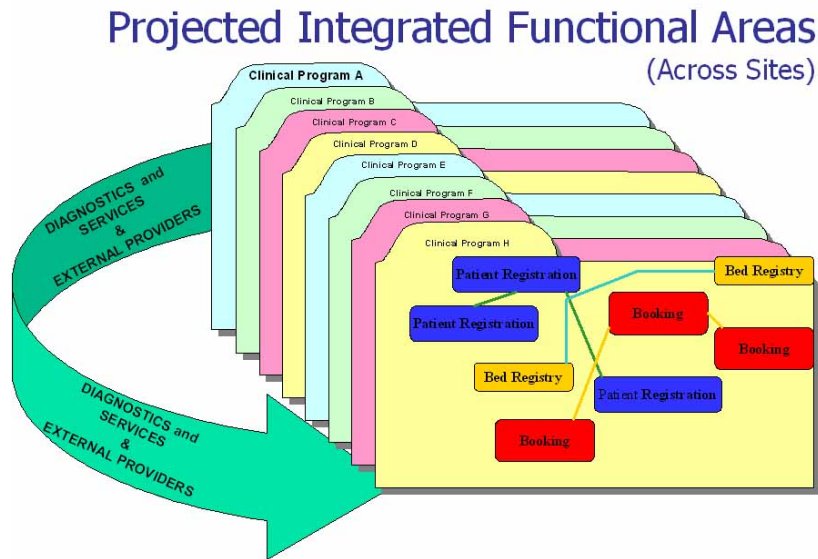
Please note that selection of sites and individuals for observation and interview during these processes involved information from both streams of activity. Data analysis identified high and low volume activity areas. Interview information guided selection of sites and individuals. Those selected to be observed or interviewed included both those contacted directly, and those who happened to be on duty when the site was scheduled for observation.

Scope

The two stream process proposed supported a broad current state assessment to obtain a comprehensive understanding of the people, places, processes, structures and tasks involved in the three areas of concern. The assessment included information from documents, previous reviews, key informants, the selection of an information from a steering

committee, and preliminary analysis of data files for volumes and places of related transactions. Next was the selection of locations and staff to observe and interview, the preparation of those tools, carrying out the observations and interviews, and concurrent, additional transaction data analysis.

The following diagram illustrates the desired coordination of activity across sites and programs, which is one of the guiding principles used in the development of models for each of the three areas reviewed.



Report

Finally, the report involved the preparation of documents representing key and illustrative processes, and the summary and synthesis of this large amount of data. As well, themes and principles providing structure to the presentation of issues and recommendations were identified.

Models guiding the structure and processes for each of the areas were prepared, and adapted with feedback from key stakeholders. These models also reflected the organization's strategic and operational objectives, current practice and principles as described in the literature and by benchmark organization, as well as the findings of the review. Available supporting business case material was summarized in supporting documents.

Appendices contained large amounts of organizational information which was gathered from across the organizations many sites, including listings of sites doing functions, maps of those locations, as well as information specific to the processes.

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