

Rotation 2: Ambulatory HR

Supporting and Shadowing an HRBP

- Employee Relations as Site HR
- Career Development Workshop Series
- Talent Review & Succession Planning
- Practice Optimization – General Pediatrics

Practice Optimization Project

Overview

Phase I: Prep for Site Visit

Manager: Complete Schedule
Employees: Staff Site Roles & Responsibilities Sheet



Service Line: Complete Metrics
HR: Org Chart and "Mash-up"



Pre-site visit document review meeting

Phase II: Site Visit

Staffing roles & responsibility interview with manager



Introduction to MD Champion (as needed)



Practice walk-through and workflow observation

Phase III: Debrief & Report Out

Debrief session: Create Improvement Plan and "Future State" Org Chart



Finalize documents in preparation for report out



Report out with Practice Manager/Supervisor and MD Champion

Practice Optimization

Key Findings

Staffing

- PSA scheduled for <42.5 hours, POA regularly scheduled for 52 hours.

Process

- “Ability to Get Desired Appointment” survey response room for improvement
- Charge lag not consistently meeting SL standard

Structure

- LPN responsibilities overlapping with PMAs
- Less than 1:1 ratio of PMAs to Physician

Observations

- Not promoting Press Ganey survey enough
- Difficulty motivating front desk staff to take initiative

Recommendations

Practice Manager to speak with staff re: current and possible future state schedule that is more balanced. Implement with 30 days notice

Practice Mgr. and Dr. to meet with OB practice and request referrals for Dr. to improve ease of appointment
Practice Mgr. to connect with SL analyst to understand charge lag metrics and SL to reinforce benchmarks with MDs and offer EMR training

Meet with physicians to align LPN responsibilities with job title and capabilities
Hire new PMA to improve PMA to Provider ratio

Appoint a Press Ganey survey Champion and include Engagement Survey literature at front desk
Encourage and recognize initiative-taking at front desk

Summary of Best Practices and Room for Improvement

Best Practices Include:

- Team Huddles – Every Practice Manager meets daily at least once, if not multiple times, with every team member
- Monthly “All-Hands” Meetings – Team Members and Physicians share information
- Employee Empowerment – Team members feel comfortable contributing ideas and feedback
- Wait times posted in the waiting room and managed in real-time with phone calls, snacks & water for those waiting longer than 5-10 minutes

Common Areas for Improvement:

- Improve ratio of Medical Assistants to Providers to 1:1
- Align schedules to patient hours and maintain consistency with staffing
- Increase promotion of Press Ganey Patient Survey to increase response rate
- Reinforce benchmarks and provide EMR training to improve charge lag