



WAIANAE COAST  
COMPREHENSIVE  
HEALTH CENTER

# Patient Access & Clinical Efficiency Report Card

A tool to empower informed clinical management decisions





# Waianae Coast Comprehensive Health Center

- Serving the community since 1972
- Largest of 14 Federally Qualified Health Centers in Hawaii
- 8 Primary Clinics, 3 SBHCs covering West Oahu
- 170 Providers; 68 PCPs
- 2019 Demographics:
  - 38,000 Patients
  - 207,000 Encounters
  - 67% of patients are 100% of the poverty level and below
  - 57% Medicaid, 8% Medicare, 8% Uninsured







"After careful consideration of all 437 charts, graphs, and metrics, I've decided to throw up my hands, hit the liquor store, and get snookered. Who's with me?!"

# Why Create a Clinical Report Card?

- ❖ Clinical Management receiving reports from multiple departments:
  - Clinical Operations
  - Quality
  - Budget & Finance
  - Health Information Technology
  - Administration
- ❖ Clinical Management unable to use these reports to the fullest potential because it was overwhelming, fragmented, and on different time reporting cycles.
- ❖ No mechanism to combine the reports to show a more holistic review and to support informed decision making.
- ❖ Developed a communication tool with clinical staff.

## Waianae District Comprehensive Health & Hospital Board

### Statement of revenue & expense

For the period ending 05/31/2019

Period Actual 05/01/2019 - 05/31/2019	Year to Date Actual 07/01/2018 - 05/31/2019	Year to Date Budget 07/01/2018 - 05/31/2019	Budget Variance	% Variance	Annual Budget 07/01/2018 - 06/30/2019	Last year to date Actual 07/01/2017 - 05/31/2018	Actual Variance
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\$80,061.30	\$932,952.52	\$1,181,107.62	\$248,155.10	(26.60)%	\$1,288,481.00	\$965,659.27	\$322,821.73
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\$10,722.04	\$101,711.00	\$100,208.12	\$1,502.88	1.50%	\$100,000.00	\$100,700.00	(\$700.00)
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Expenses:

and wages

Site

Family Medicine

For Period: Jan 1, 2019 - to

	2018 QP Goal (0.00)	2018 QP Actual (0.00)	2018 QP Budget (0.00)	2018 QP Variance (0.00)	2018 QP % Variance	2018 QP Goal (0.00)	2018 QP Actual (0.00)	2018 QP Budget (0.00)	2018 QP Variance (0.00)	2018 QP % Variance	2018 QP Goal (0.00)	2018 QP Actual (0.00)	2018 QP Budget (0.00)	2018 QP Variance (0.00)	2018 QP % Variance	2018 QP Goal (0.00)	2018 QP Actual (0.00)	2018 QP Budget (0.00)	2018 QP Variance (0.00)	2018 QP % Variance
Overall Average	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Family Medicine	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Primary Care	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Acute Care	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Behavioral Health	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Maternity	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Neonatal	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Pediatrics	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Perinatal	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Obstetrics	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Postpartum	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Maternity Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Neonatal Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Pediatric Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Perinatal Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Obstetrics Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Postpartum Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Maternity Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Neonatal Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Pediatric Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Perinatal Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Obstetrics Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Postpartum Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Maternity Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Neonatal Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Pediatric Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Perinatal Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Obstetrics Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Postpartum Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Maternity Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Neonatal Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Pediatric Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Perinatal Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Obstetrics Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%
Postpartum Services	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%	82.5%	82.5%	82.5%	0.0%	0.0%

# How to Create a Clinical Report Card?

## Identify

- Identify and commit the resources to effectively manage the reporting process.

## Investigate

- Investigate and gather all your existing reports.

## Determine

- Determine what metric the clinic staff can measurably influence.
  - What reports are readily available?
  - What reports you want to fine tune?
  - What reports need to be created?

## Generate

- Generate Clinical Report Card.

## Discuss

- Discuss the report and strategy for improvements at clinical management meetings. (*What is the most effective reporting time frame?*)
- Post report card in clinics and discuss at clinic staff meetings.





**1) Identify and Commit the Resources to Effectively Manage the Reporting Process.**



# 3) Question to Ask When Determining Your Elements in Your Report Card?



**Is measure readily influenced by staff?**

Can we make operational changes to improve the outcome?



**How hard is to track the measure?**

Timing to ensure apples to apples; Is it in multiple systems?



**Can you effectively measure it?**

Can we segregate the data or effectively bundle it? With the existing data source, can you truly get an accurate picture?



**Does the data have integrity?**

Quality of the Data Source

Ensure your report card is not rigged

Don't spend time to create a report card to make everyone look good.



**How many measures are the right amount to include in a report card?**



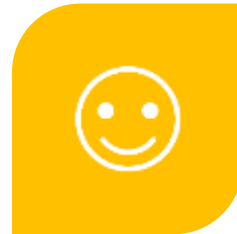
# WCCHC Clinical Report Card Elements



**PRODUCTIVITY /ACCESS**



**ATTENDANCE**



**PATIENT SATISFACTION /  
CUSTOMER SERVICE**



**CHART COMPLETION**



**BUDGET & FINANCE**

# Metrics



## Productivity

Actual Monthly Billable  
Visits/Monthly Target Billable  
Visits



## Attendance

# of call out less than 24 hours/#  
of clinic staff & providers \* # of  
clinic workdays



## Provider Charting Completion

# of Outstanding Encounters/# of  
Encounters for the Month



## Medical Assistants Accuracy Performance

Direct Report from EMR



## Phone Call Accuracy %

Direct Report from HIT



## Patient Satisfaction Overall

Direct Report from Quality



# 4) Generate WCCHC Clinical Report Card

Patient Access & Clinical Efficiency Report Card										
WOMEN'S HEALTH	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Average
Productivity /Access	104.1%	87.0%	81.1%	101.3%	87.2%	86.9%	101.6%	97.1%	92.8%	93.2%
Clinical Staff Attendance	99.4%	99.5%	99.5%	93.2%	98.9%	97.7%	98.8%	98.2%	99.8%	98.3%
Provider Charting Completion	100%	100%	100%	100.0%	100.0%	99.8%	100.0%	100.0%	100.0%	100.0%
Medical Assistants Accuracy Performance	96.0%	96.0%	96.0%	96.0%	96.0%	91.0%	94.0%	93.0%	93.0%	94.6%
Phone Call Accuracy %	81.6%	87.9%	86.4%	81.0%	84.3%	85.3%	83.4%	86.1%	91.1%	85.2%
Patient Satisfaction (Overall)	95.2%			94.3%			97.3%			95.6%
Patient Satisfaction (Overall)	92.3%			84.3%			81.3%			82.6%
Patient Satisfaction (Overall)	81.6%			81.0%			82.4%			81.7%
Phone Call Accuracy %	81.6%			81.0%			82.4%			81.7%
Medical Assistants Accuracy Performance	96.0%			96.0%			94.0%			94.6%



## **5) Discuss Clinical Report Card at Clinical Management Meetings**

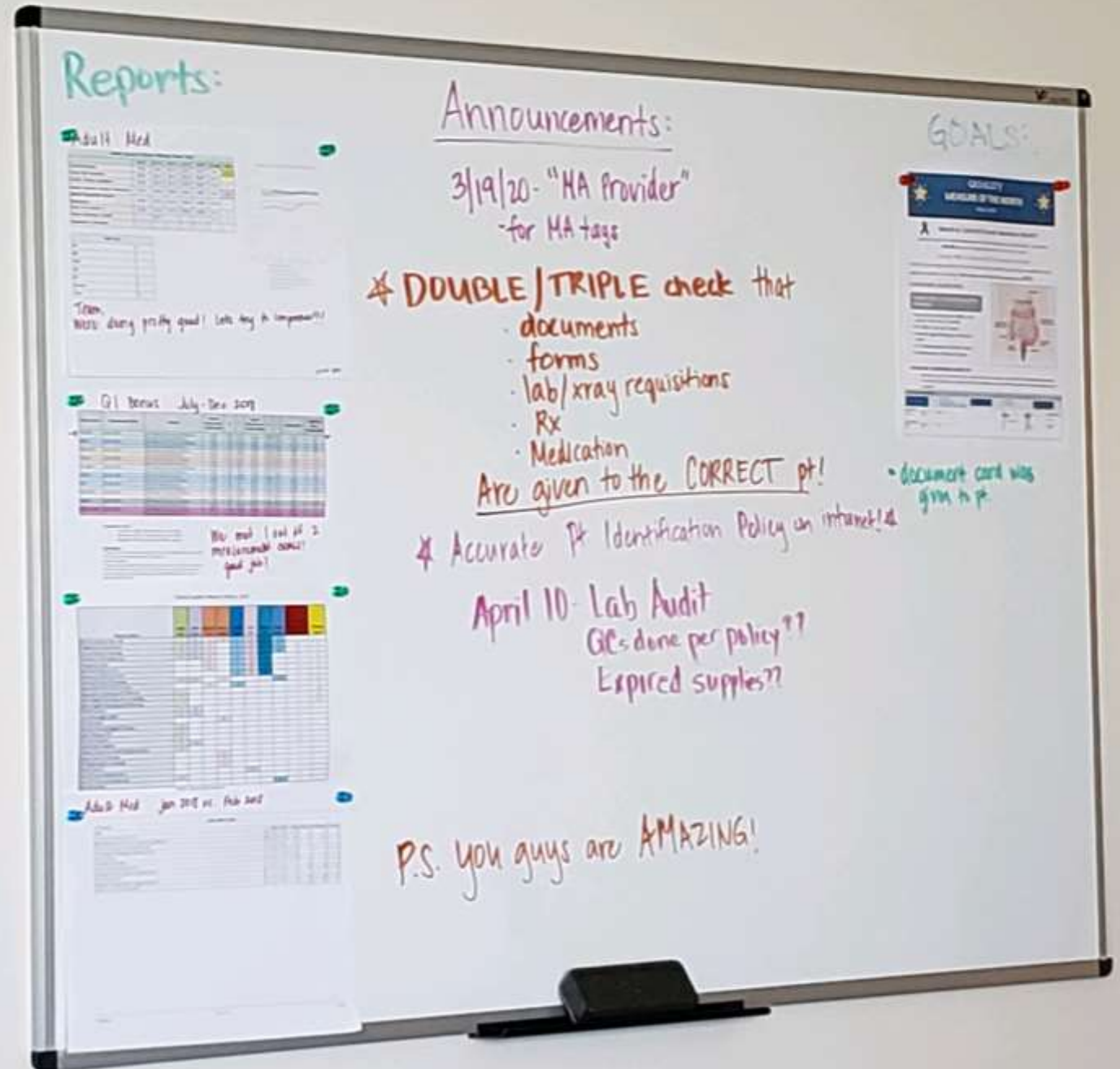
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# 6) Display & Communicate Report Card with Staff

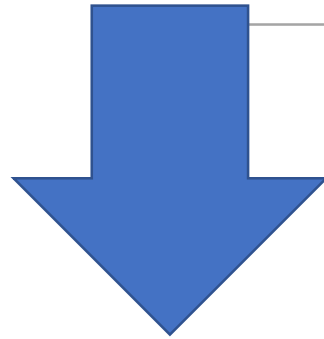
## Key Questions to Discuss with Clinic Staff

- 1) What are the top 3 areas we can improve as a clinic?
- 2) What action items can we do to increase our performance in those areas?

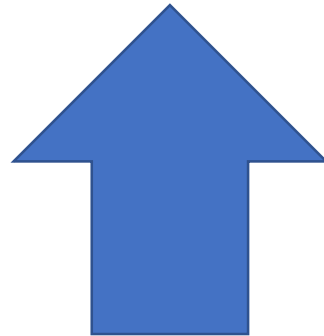


# RESULTS

## Chart Completion Improved



Decrease in AR days from **55.5 days** (March 2019) to **43 days** (Present)



Maintain **80% or higher of completed charts within 7 days** with a 4% increase in encounter volume



# RESULTS

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**Patient  
Satisfaction  
increased in our  
clinics.**



**Overall patient top box  
improved by 2% over 9  
months.**

# RESULTS

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## Administrative Management & Oversight

**Clinical Report Card allows  
for more effective oversight  
from leadership.**

**"It's not only what  
you **expect**, but it is  
also what you **inspect**."**