



SALUD INTEGRAL DE LA MONTAÑA



Shape your  
business.

# Process Optimization and Productivity Project

San Juan, PR. June 14th , 2022



# AGENDA

- 1. About London Consulting Group*
- 2. Our Experience*
- 3. Case Study*
- 4. Q & A's*

Shape your  
**company**  
and **community.**



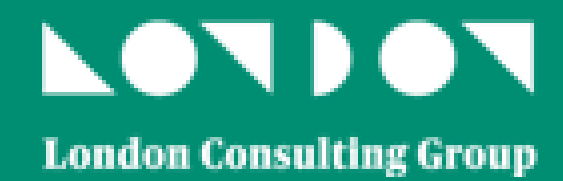
Shape your  
**business.**

[londoncg.com](http://londoncg.com)

North America  
Central America  
South America  
The Caribbean  
Europe



# About London CG



**Shape your  
business.**



London  
Consulting  
Group

# The Right Opportunity to Grow Your Business

We are a Management Consulting Firm.

Our goal is to make your business more profitable.

We assess, design and implement the business solutions your company requires to achieve Operational Excellence.

We work in strategy, operations, technology and human resources to achieve your goals. In exchange you will achieve higher financial performance.

*[www.londoncg.com](http://www.londoncg.com)*



# Why Us?

(According to our Customers)



## SOLUTIONS

Over 30 years of expertise and international presence.



## WARANTY

A full payback of your investment



## EXECUTION

Turnkey solutions with Change Management procedures



## CONTINUITY

Performance management for continuous improvement



# *Our Journey So Far...*



**+ 30  
years**  
*(experience)*

**15 +  
industries**  
*(methodology)*

**25  
countries**  
*(operations)*

**+ 200  
customers**  
*(solutions)*

**300+  
consultants**  
*(team)*

**2X  
ROI**  
*(results)*



# Value Proposition

Corporate Business Solutions and Capabilities Deployed by LCG

Capital Growth and  
Business Transformation

**LONDON**  
**Strategy**

- Strategic Planning
- Business Management Solutions

**LONDON**  
**Operations**

- Process Optimization
- Performance Management

**LONDON**  
**Digital**

- Digital Solutions
- Digital Transformation
- Data Automation

**LONDON**  
**People**

- Change Management
- Skills Development



# Methodology

PDx



Pre-Assessment  
(1 week - Optional)

DX



Assessment  
(3-6 weeks)

PX



Implementation  
(5-8 months)

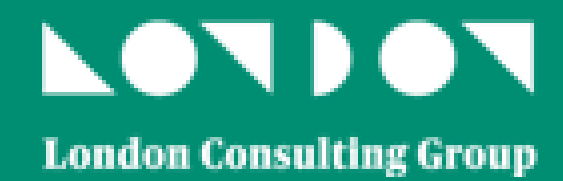
AX



Continuity  
(3,6,12 months)



# Our Experience



**Shape your  
business.**



## Industries We Serve



Agrobusiness



Automotive



Consumer Goods



Construction and  
Real Estate



Education



Energy



Pharmaceutical and  
Medical



Manufacturing



Media and  
Entertainment



Metals and Mining



Industrial Services



Oil and Natural Gas



Chemicals



Retail



Health



Financial Services



Telecommunications



Transportation,  
Travel and Tourism











## Multinational Customers






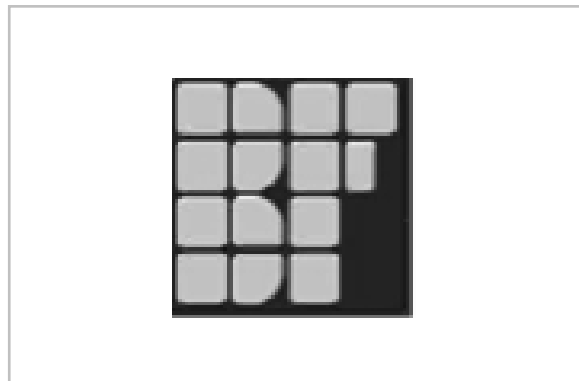





























# Customers in Puerto Rico

 Kimberly-Clark	 Unilever	 PEPSICO	 Nestlé Good Food, Good Life	 Kellogg's	 Claro	 DIRECTV
 UNIVERSAL	 MAPFRE ASEGURAMOS SU CALIDAD DE VIDA	 First MEDICAL HEALTH PLAN, INC.	 MCS	 MMM	 ASC	 CHUBB
 1First Bank	 FLEXITANK INC	 CORTES INDUSTRIAL ORGANIZATION	 PUMA ENERGY	 NIDO GROUP	 AIR MASTER® windows and doors	 RK Power Generator RK POWER GENERATOR CORP.
 DOCTORS' CENTER HOSPITAL <a href="http://www.TuHospitalFamiliar.com">www.TuHospitalFamiliar.com</a>	 SISTEMA DE SALUD EPISCOPAL SAN LUCAS	 Auxilio Mutuo Aquí se respira salud.	 SISTEMA DE SALUD MENONITA Sirviendo con Amor Cristiano	 SIM Salud Integral en la Montaña, Inc.	 Damas bienestar a tu vida	 el presby
 METRO PAVIA HEALTH SYSTEM	 DEPARTAMENTO DE SALUD GOBIERNO DE PUERTO RICO	 profamilias Asociación Puertorriqueña Pro-Desarrollo de las Familias	 laboratorio clínico TOLEDO desde 1968	 gsk GlaxoSmithKline Consumer Healthcare	 Johnson & Johnson	 Janssen PHARMACEUTICAL COMPANIES OF JOHNSON & JOHNSON



# Customers in Puerto Rico

						
		 <i>Mister Price Inc.</i>				
	 <i>Más fresco... ninguno.</i>			 <i>Donde Mejor Se Compra</i>		
						
						



# Customers in Healthcare

 <p>Puerto Rico</p>	 <p>Puerto Rico</p>	 <p>Puerto Rico</p>	 <p>Puerto Rico</p>	 <p>Puerto Rico</p>	 <p>Puerto Rico</p>
 <p>Puerto Rico</p>	 <p>Puerto Rico</p>	 <p>Puerto Rico</p>	 <p>Puerto Rico</p>	 <p>Dominican Republic</p>	 <p>Nicaragua</p>
 <p>Panama</p>	 <p>Chile</p>	 <p>Chile</p>	 <p>Chile</p>	 <p>Ecuador</p>	 <p>Ecuador</p>
 <p>Paraguay</p>	 <p>Peru</p>	 <p>Peru</p>			

# Case Study

# Emergency Room



**Shape your  
business.**

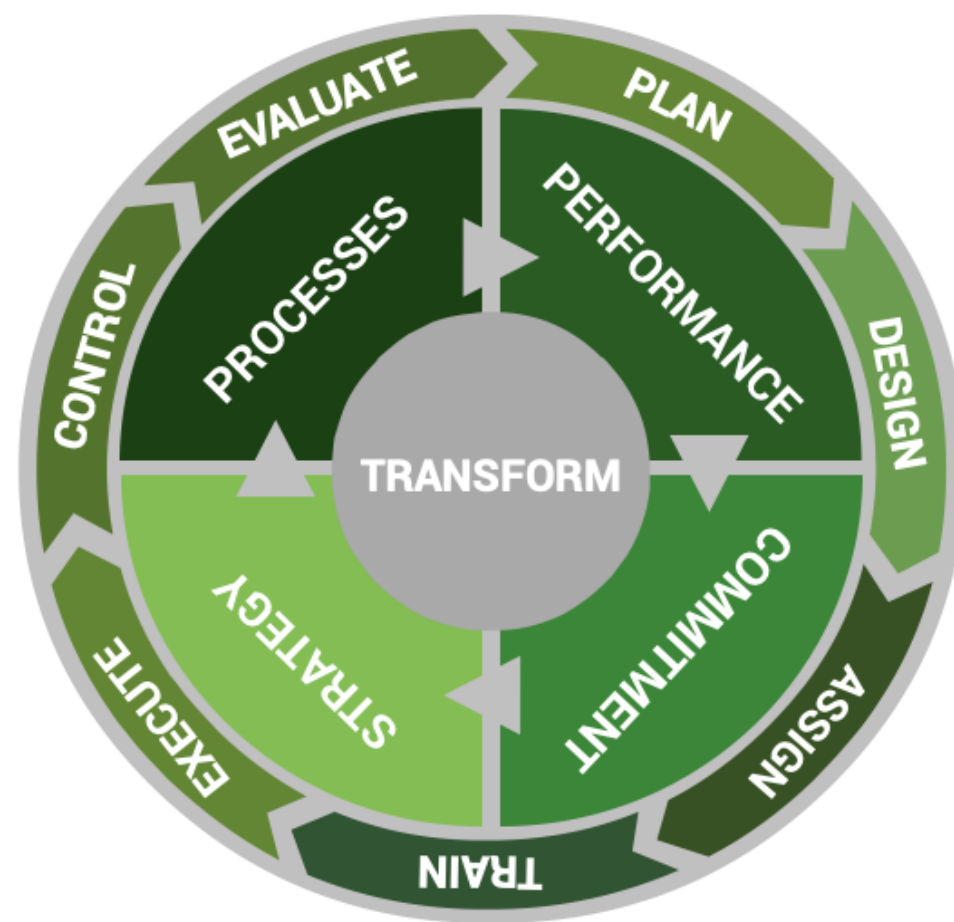


# Comprehensive Approach

Based upon the findings of the diagnosis and the current state of the processes, we will design a custom-made solution to address the problems.

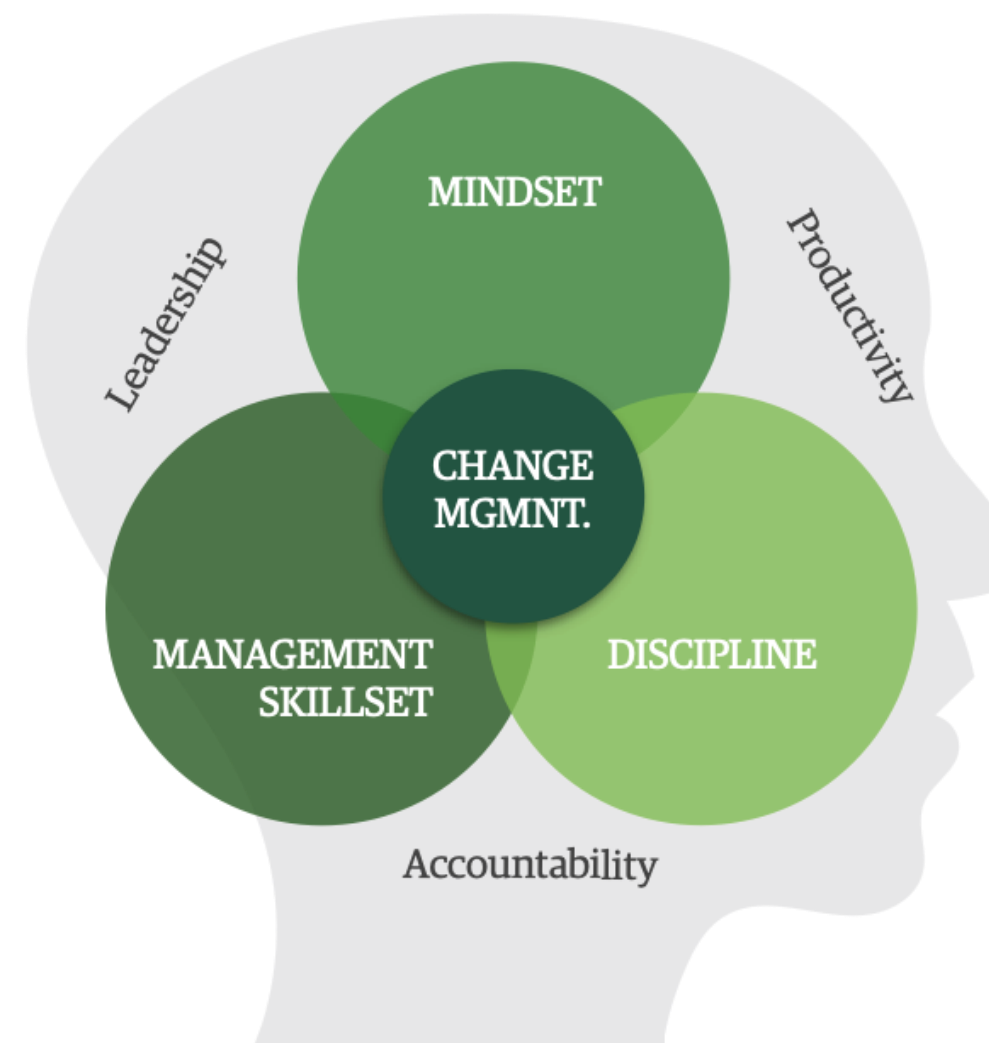
Our methodology consists of 3 Pillars that will sustain the effectiveness and the long term continuity of the best practices implemented, in addition to a more competitive organizational mindset.

## Process Efficiency



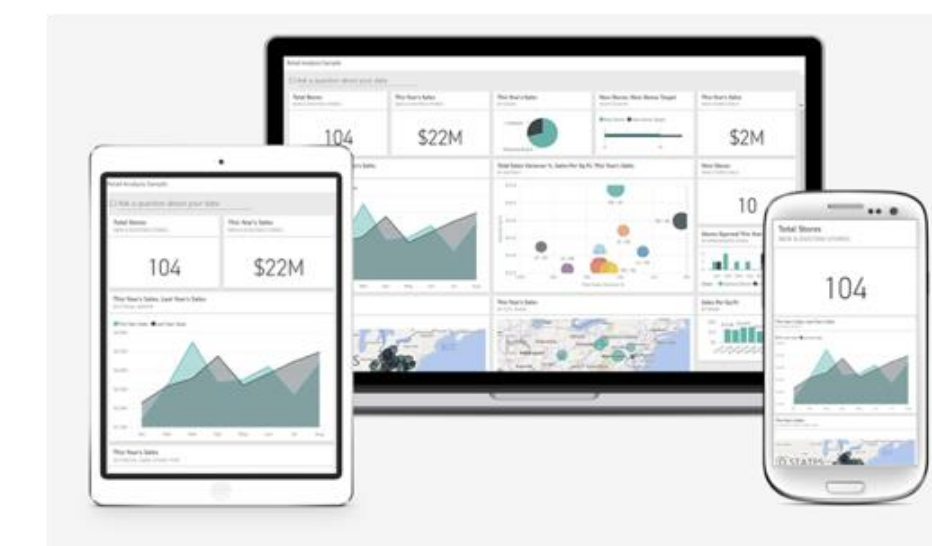
Adoption of Best Practices  
Streamline Business Process

## HR Development



Training & Coaching  
Change Awareness  
Development of Management Skills

## Business Performance



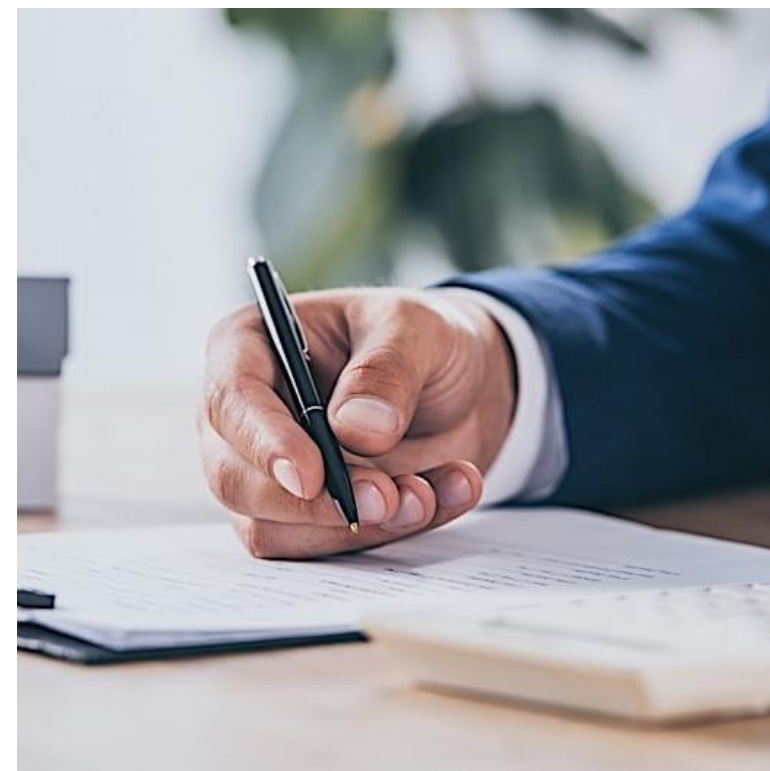
Identify KPI'S and ratios by area  
Accountability and Reporting by Level  
Governance Model

<< Business Transformation >>

# Process Optimization and Productivity Project

## Emergency Room

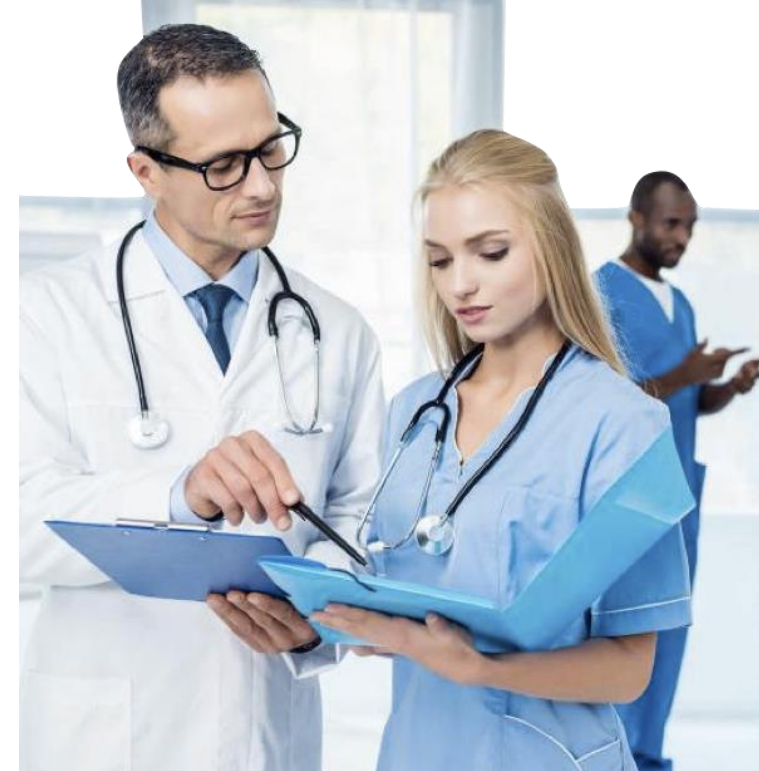
**Goals:** To Reduce TAT, Improve and implement the Triage and Fast Track Process, Increase staff productivity and Reduce LAMA's



Demand  
Planning



Patient  
Categorization and  
Capacity Plan



Patient Check in &  
Triage



Staff Productivity



Active Supervision

Initiatives

Support  
Programs

Change Management

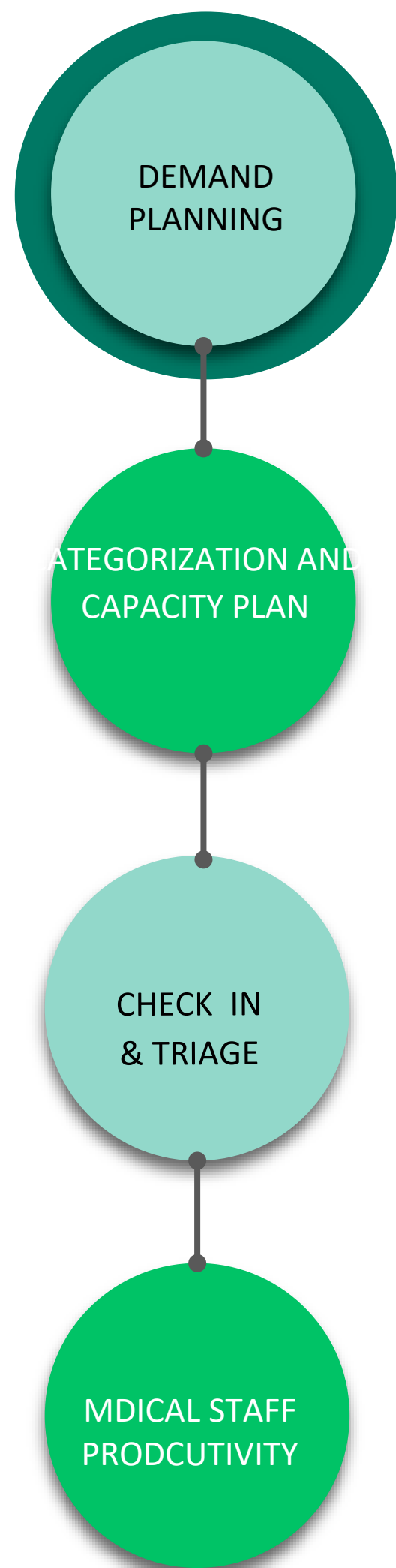
Business Performance Management

Governance Model



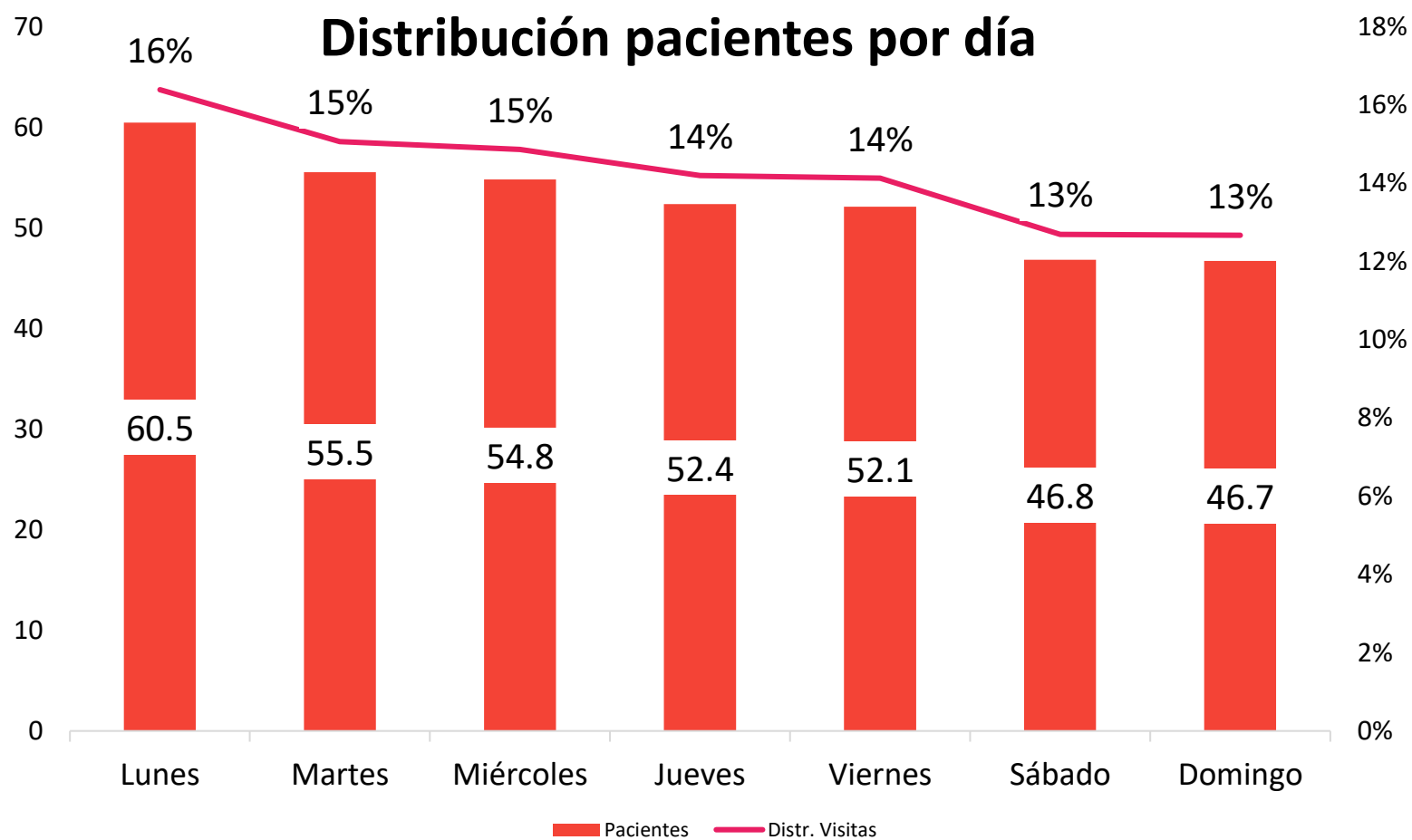
# Process Optimization and Productivity Project

## Emergency Room



### Demand Planning

- Analysis of historical demand by day, shift and type of patient, as well as productivity.
- Criteria for development of the Capacity Plan tool.
- Definition and training on the standard typology (LWS, LWBS and LAMA).
- Capacity and productivity analysis by CSI with scheduled hours, patient categorization and resource allocation. (Physicians and Nursing)
- TAT Impact on Service Level (Arrival – Patient discharge)

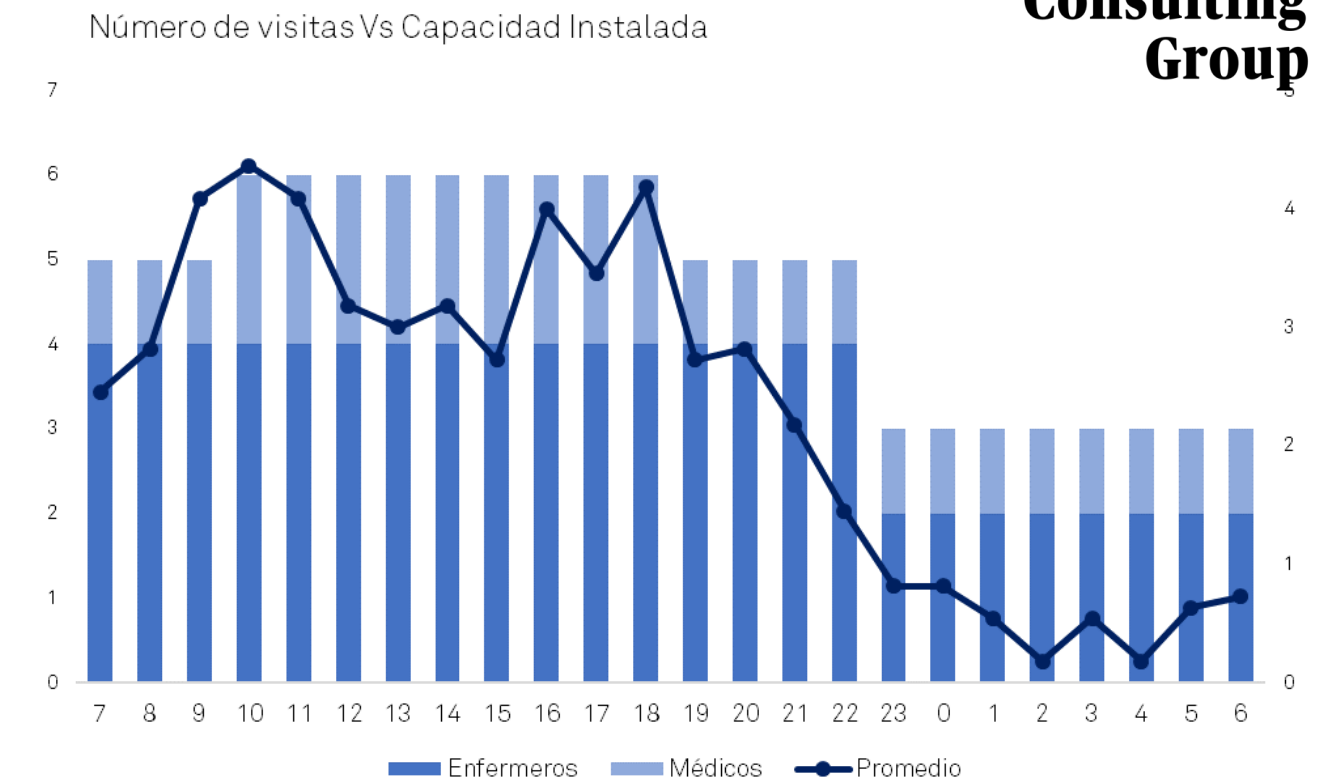


Horario	Barranquitas Orocovis		Toa Alta		Naranjito	
	Pacientes en espera	Pacientes en espera	Pacientes en espera	Pacientes en espera	Pacientes en espera	Pacientes en espera
7	0.4	0.0	0.3	0.9	0.27	0.00
8	2.2	1.1	1.9	2.6	1.77	0.86
9	4.0	3.1	5.3	4.4	1.33	2.64
10	3.7	3.7	8.1	3.5	0.57	2.73
11	4.6	3.6	7.4	2.3	1.13	2.29
12	5.0	3.2	7.1	2.1	1.11	1.51
13	5.1	3.2	5.9	1.8	0.82	1.12
14	5.0	2.9	4.6	1.3	0.38	0.42
15	5.2	2.4	3.4	0.7	0.22	0.00
16	4.5	3.1	3.0	0.2	0.00	0.37
17	5.3	3.2	2.4	0.1	0.55	0.13
18	5.5	2.7	2.0	1.9	0.42	0.00
19	4.7	3.1	2.8	1.4	1.16	0.04
20	3.6	1.8	3.8	2.7	1.62	0.18
21	2.6	0.8	3.6	3.5	1.77	0.75
22	1.9	0.9	3.2	3.6	0.98	0.72
23	1.4	0.3	2.6	3.6	0.36	0.00
0	1.1	0.0	2.5	3.5	0.00	0.44
1	0.0	0.6	1.7	3.1	1.59	0.00
2	0.6	0.4	0.7	2.6	0.89	0.31
3	0.2	0.0	0.0	2.0	0.44	0.00
4	0.0	0.4	0.9	1.0	0.00	0.48
5	0.5	0.0	0.0	1.0	0.65	0.00
6	0.3	0.7	0.4	0.6	0.32	0.83
Max	5.5	3.7	8.1	4.4	1.8	2.7

Barranquitas Orocovis		Toa Alta		Naranjito	
Pacientes en espera	Pacientes en espera	Pacientes en espera	Pacientes en espera	Pacientes en espera	Pacientes en espera
0.00	0.00	0.00	0.00	0.00	0.00
1.33	0.86	1.33	1.47	1.33	1.47
4.55	2.64	4.55	3.03	4.55	3.03
5.07	2.73	5.07	1.67	5.07	1.67
4.00	2.29	4.00	0.00	4.00	0.00
3.34	1.51	3.34	0.62	3.34	0.62
1.76	1.12	1.76	0.00	1.76	0.00
0.00	0.42	0.00	0.92	0.00	0.42
1.51	0.00	1.51	0.00	1.51	0.00
0.67	0.37	0.67	0.87	0.67	0.37
0.00	0.13	0.00	0.41	0.00	0.13
1.22	0.00	1.22	1.94	1.22	0.00
2.73	0.18	2.73	2.34	2.73	0.18
2.31	0.75	2.31	3.01	2.31	0.75
1.76	0.72	1.76	2.93	1.76	0.72
0.94	0.00	0.94	2.83	0.94	0.00
0.68	0.44	0.68	2.58	0.68	0.44
0.00	0.00	0.00	1.97	0.00	0.00
1.17	0.31	1.17	1.37	1.17	0.31
0.10	0.00	0.10	0.72	0.10	0.00
0.00	0.48	0.00	0.00	0.00	0.48
1.08	0.00	1.08	0.12	1.08	0.00
0.55	0.83	0.55	0.00	0.55	0.83
5.1	2.7	5.1	3.0	5.1	2.7

# Process Optimization and Productivity Project

## Emergency Room



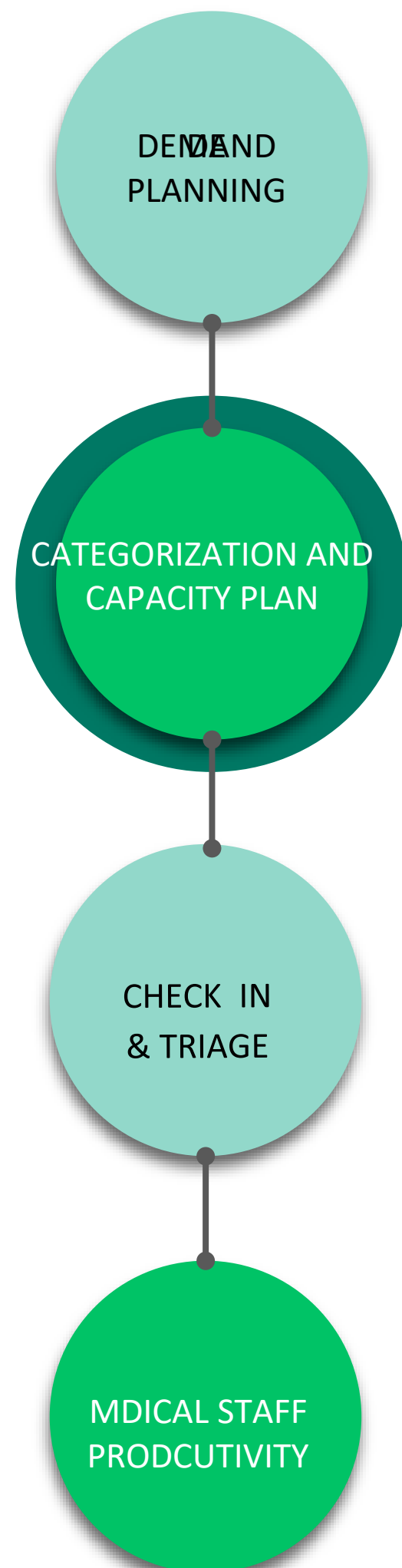
## Patient Categorization and Capacity Plan

- Design of the Categorization Model and its elements in order to define the correct diagnosis by the Triage staff.
- Design and implementation of the Capacity Plan and Resource Allocation (Hours needed by position ).
- Projection of annual budget of Physician hours and Nursing hours for 2020 for each of the 4 ERs.
- Identification of workloads, analysis of Activity Lists and use of the R.E.T.A methodology

### Matriz de Categorización

[illegible]

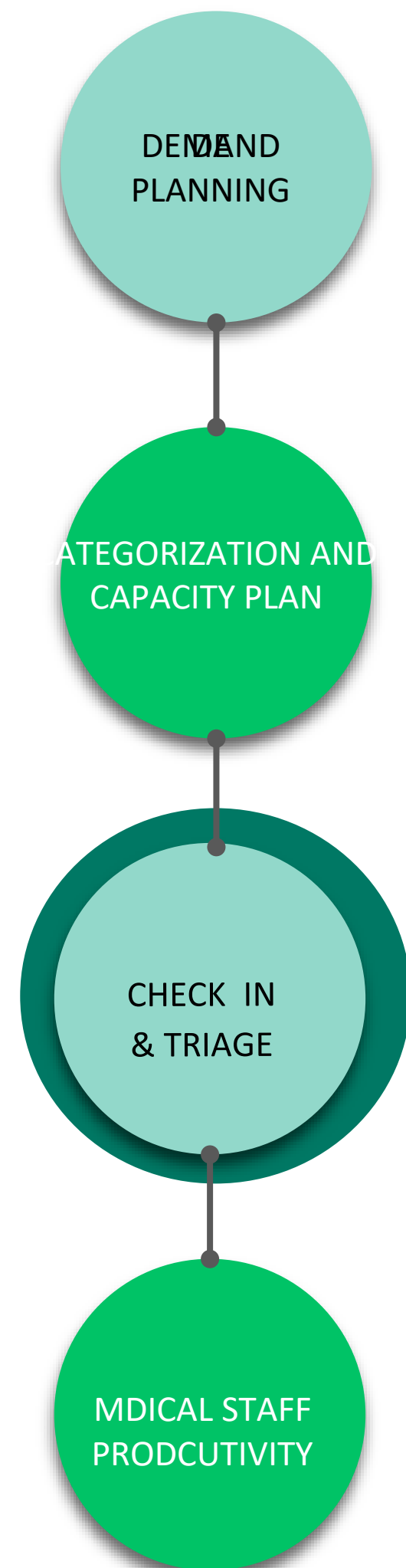
## Capacity Plan





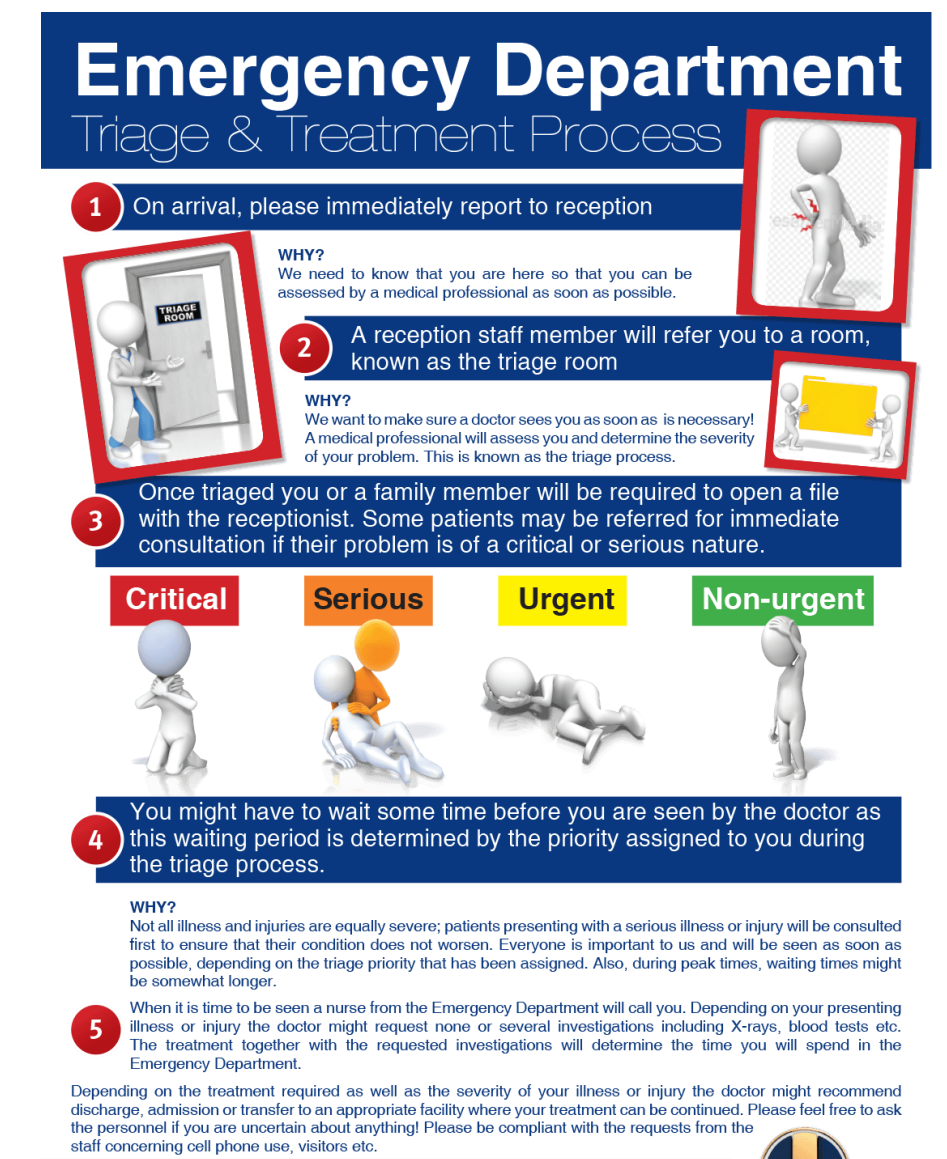
# Process Optimization and Productivity Project

## Emergency Room



### Patient Check in & Triage

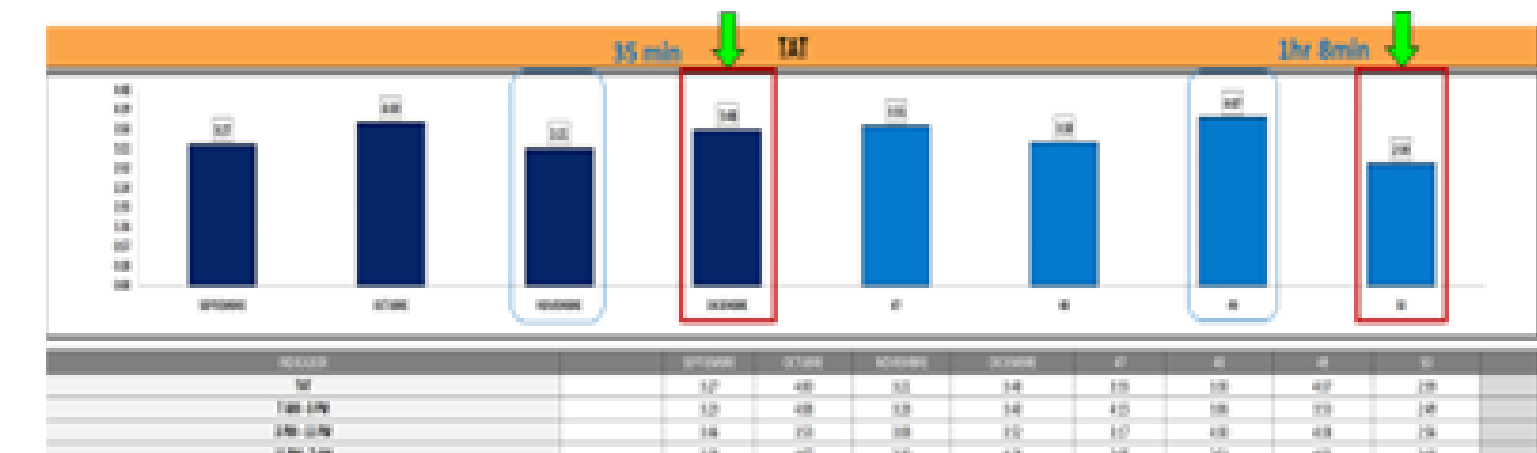
- Implementation of the automating and digitizing the pre-registration stage, capturing the actual arrival time of patients and identifying LWS dropouts. (kiosk)
- Design and implementation of the patient reception and registration process, in order to reduce TAT and follow-up of patients, as well as the correct use of the kiosk.
- Design and training of the Check-in Patient Care Model in order to standardized the execution of the process in ERs
- Design and training of the Triage Patient Care Model in order to standardized the execution of the process in ERs



29  
min

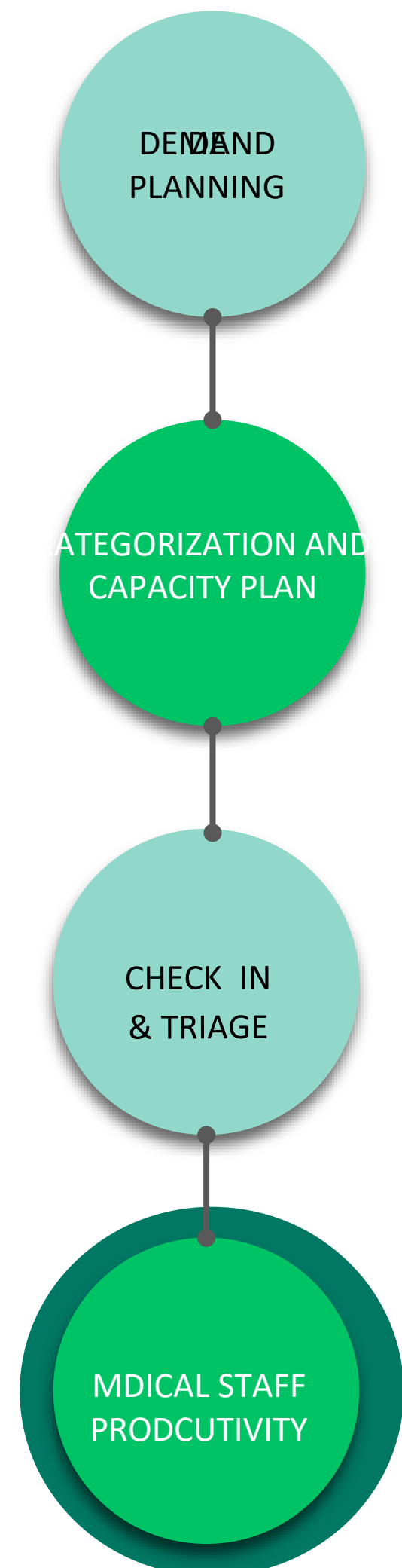
Mejora en Tiempo de Atención

Tiempo Total de Atención



# Process Optimization and Productivity Project

## Emergency Room



### Staff Productivity, Fast Track Model

- Design and training of the Staff to provide timely follow-up to the patient based on their categorization and waiting time per process. (Head Nurse - Active Supervision - Fast Track)
- Review and implementation of hours of service by physician and nursing
- Design and implementation of the Fast Track Model.
- Implementation and monitoring of the Fast Track Model to quickly attend to non-urgent cases and streamline the flow of patients in periods of high demand.

34%

Incremento en Productividad Médica

#### Cumplimiento a Metas de Productividad

 SISTEMA DE INFORMACIÓN GERENCIAL  
CSI TOA ALTA 1 SE

Cód.	INDICADOR (KPI)	FRECUENCIA	UNID.	FEBRERO				MARZO				OBJETIVO	COMPARAR
				Real	Meta	Var.	%	Real	Meta	Var.	%		
TOTAL DE VISITAS	General	Diaria		202	202	202	1	100%	420	432	12	100%	
TOTAL DE ABANDONOS	General	Diaria		3.75	2.45	2.05	-0.45	121%	2.45	3.85	-1.45	64%	
PRODUCTIVIDAD MÉDICA	General	Diaria		1.84	1.88	1.95	-0.07	104%	1.88	2.14	-0.25	111%	
TURNO 1	General	Diaria		1.34	2.21	2.68	-0.45	128%	2.21	2.98	-0.75	113%	
TURNO 2	General	Diaria		1.80	2.08	2.29	-0.22	111%	2.08	2.57	-0.50	124%	
TURNO 3	General	Diaria		6.91	1.07	0.72	-0.39	80%	1.07	0.79	-0.27	76%	
TRIAGE	General	Diaria		8.91	10.25	9.31	-0.94	108%	10.25	17.19	-6.94	184%	
TRABAJO TRIAGE	General	Diaria		8	8	8	0	100%	25	8	-17	212%	
PRODUCTIVIDAD ENFERMERÍA	General	Diaria		5.32	6.12	5.80	-0.32	90%	6.12	5.80	-0.32	95%	
TURNO 1	General	Diaria		5.92	6.80	7.85	-1.04	118%	6.80	7.80	-1.00	112%	
TURNO 2	General	Diaria		5.50	6.31	5.57	-0.76	80%	6.31	5.80	-0.51	85%	
TURNO 3	General	Diaria		3.76	4.32	2.88	-1.45	80%	4.32	3.17	-1.16	73%	

17%

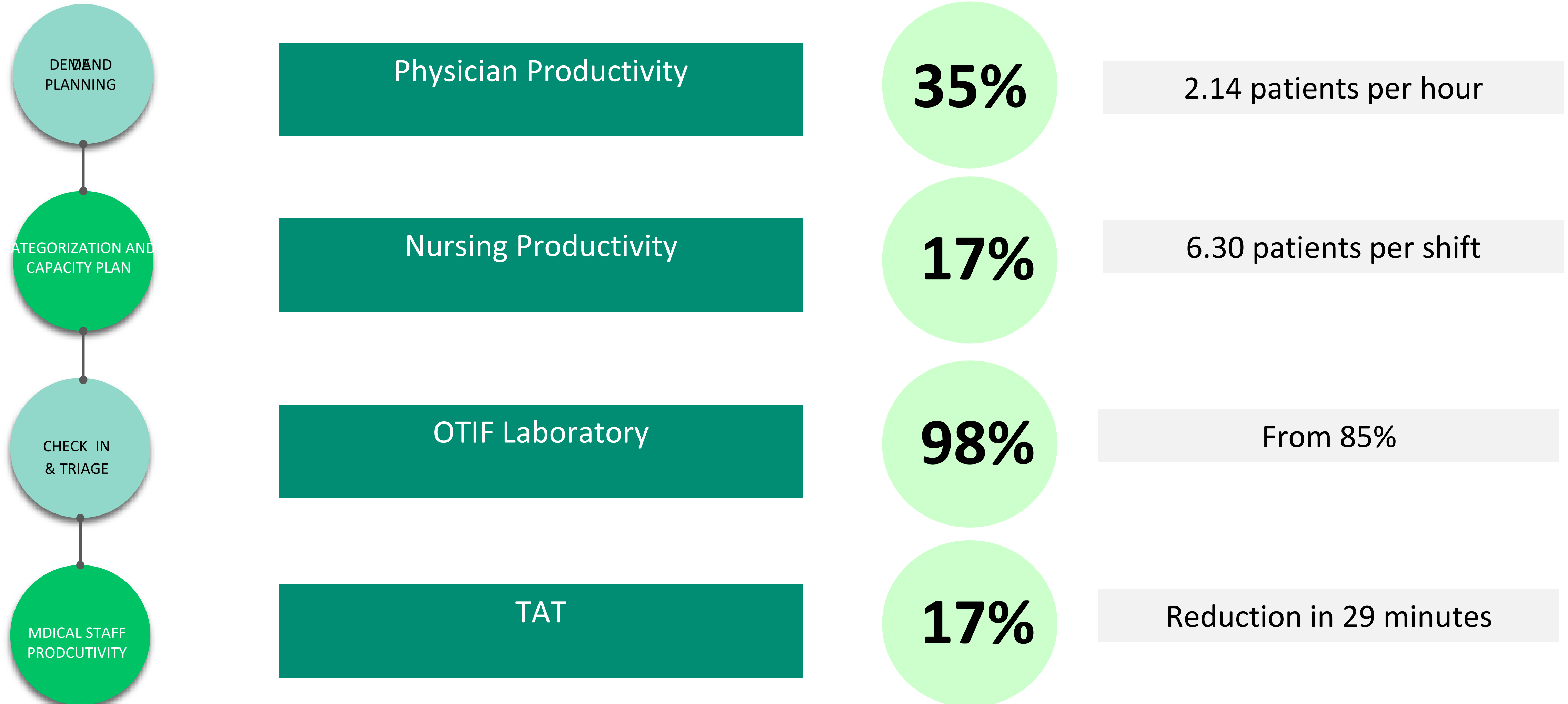
Incremento en Productividad Enfermería



# Process Optimization and Productivity Project

## Emergency Room

### Results:



# Process Optimization and Productivity Project

## Emergency Room



### DASHBOARD LAMA POR CADA MIL VISITAS (PCMV)

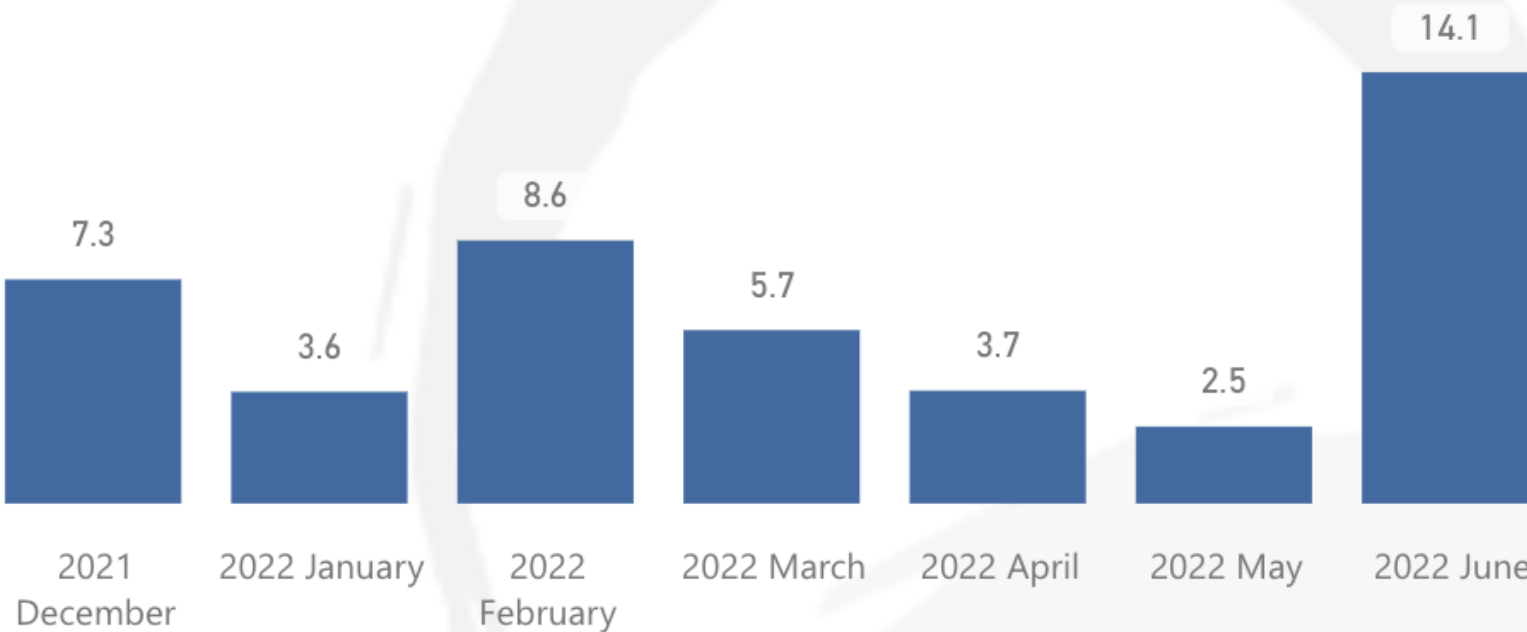
OPERATIVO

SALA DE EMERGENCIAS

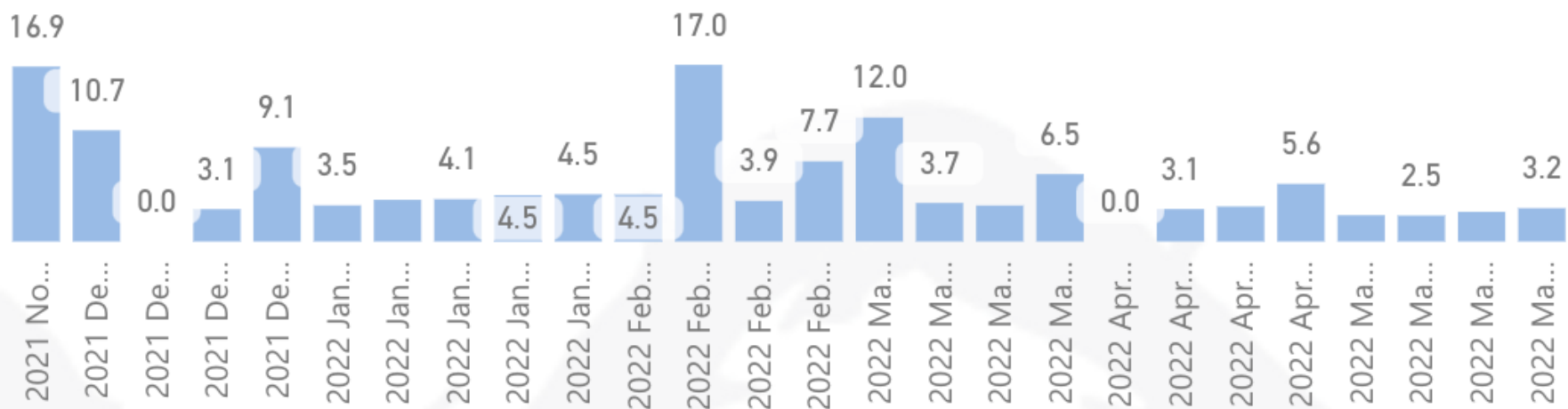
OROCOVIS

LAMA

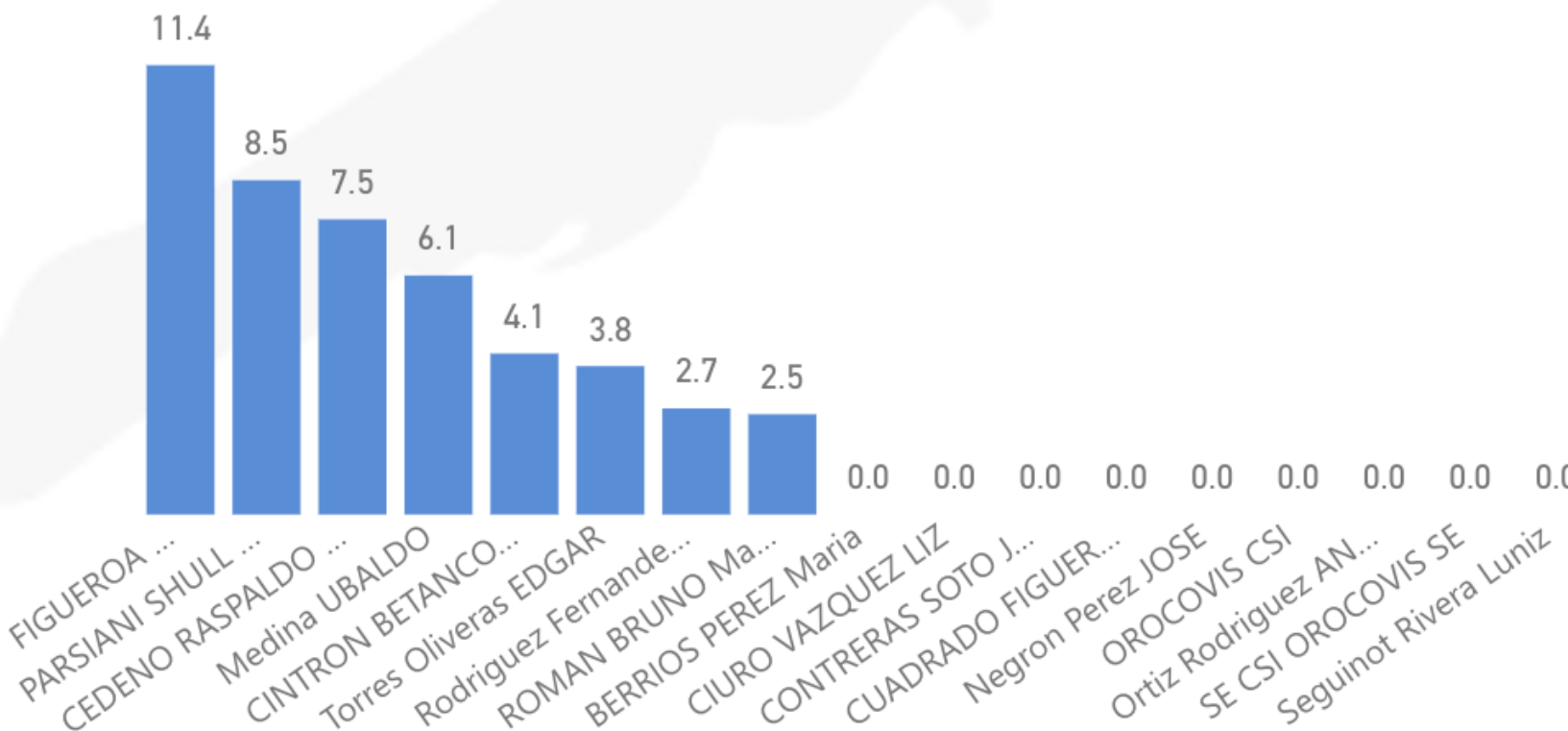
#### LAMA PCMV- Mensual



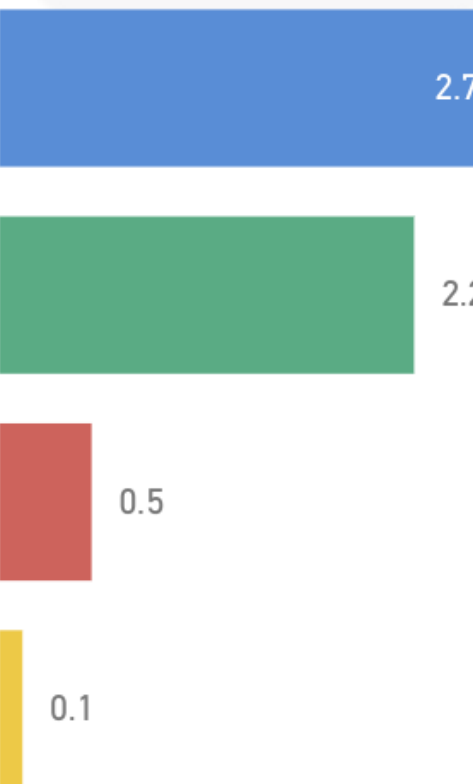
#### LAMA PCMV - Semanal



#### LAMA PCMV - Médico



#### LAMA PCMV- Categoría



FACILITY	Date	LAMA	Visitas	LAMA PMV	doctorID
OROCOVIS	5/16/2022	1	4	250.0	152278
OROCOVIS	1/29/2022	1	5	200.0	112272
OROCOVIS	2/6/2022	1	6	166.7	152278
OROCOVIS	2/13/2022	2	14	142.9	200236
OROCOVIS	1/21/2022	1	9	111.1	152278
OROCOVIS	4/30/2022	1	9	111.1	152278
OROCOVIS	5/2/2022	1	9	111.1	152278
OROCOVIS	6/5/2022	1	9	111.1	152278
OROCOVIS	6/12/2022	2	20	100.0	214020
OROCOVIS	4/2/2022	1	12	83.3	152278
OROCOVIS	2/27/2022	1	13	76.9	152278
OROCOVIS	3/9/2022	2	26	76.9	109001
Total		39	7,531	5.2	



# Case Study

## Patient Journey (Clinics)



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# Process Optimization and Productivity Project

## Patient Journey (Clinics)

**Goals:** Improve end to end Patient Journey Process (scheduling to discharge), Increase Staff productivity.



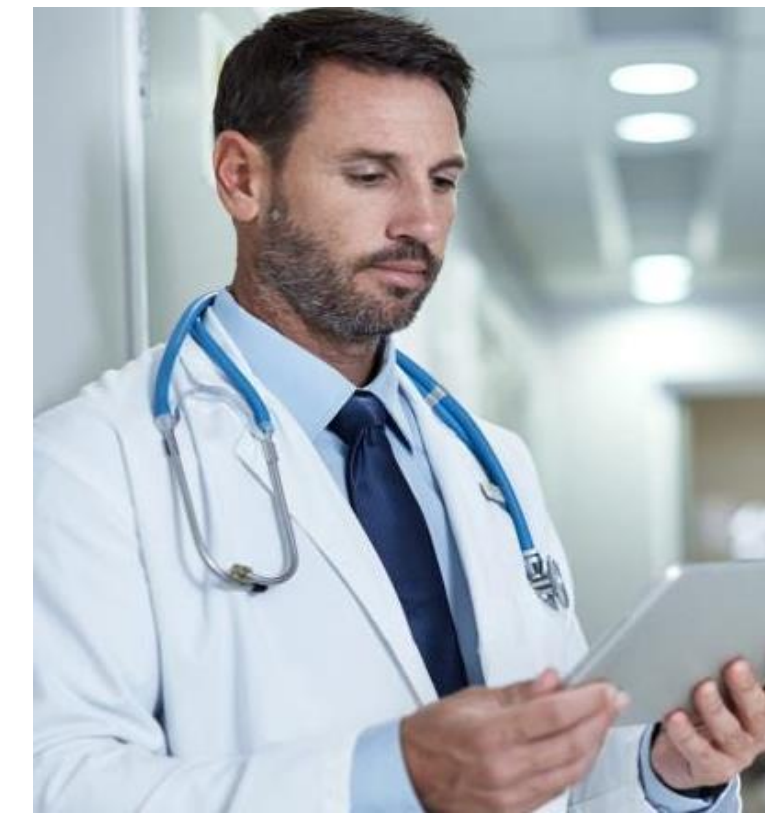
Scheduling



Nursing & Physician  
Productivity



Ancillary Services  
and Billing



Organizational  
Chart and Capacity  
Plan



Active Supervision

Initiatives

Support  
Programs

Change Management

Business Performance Management

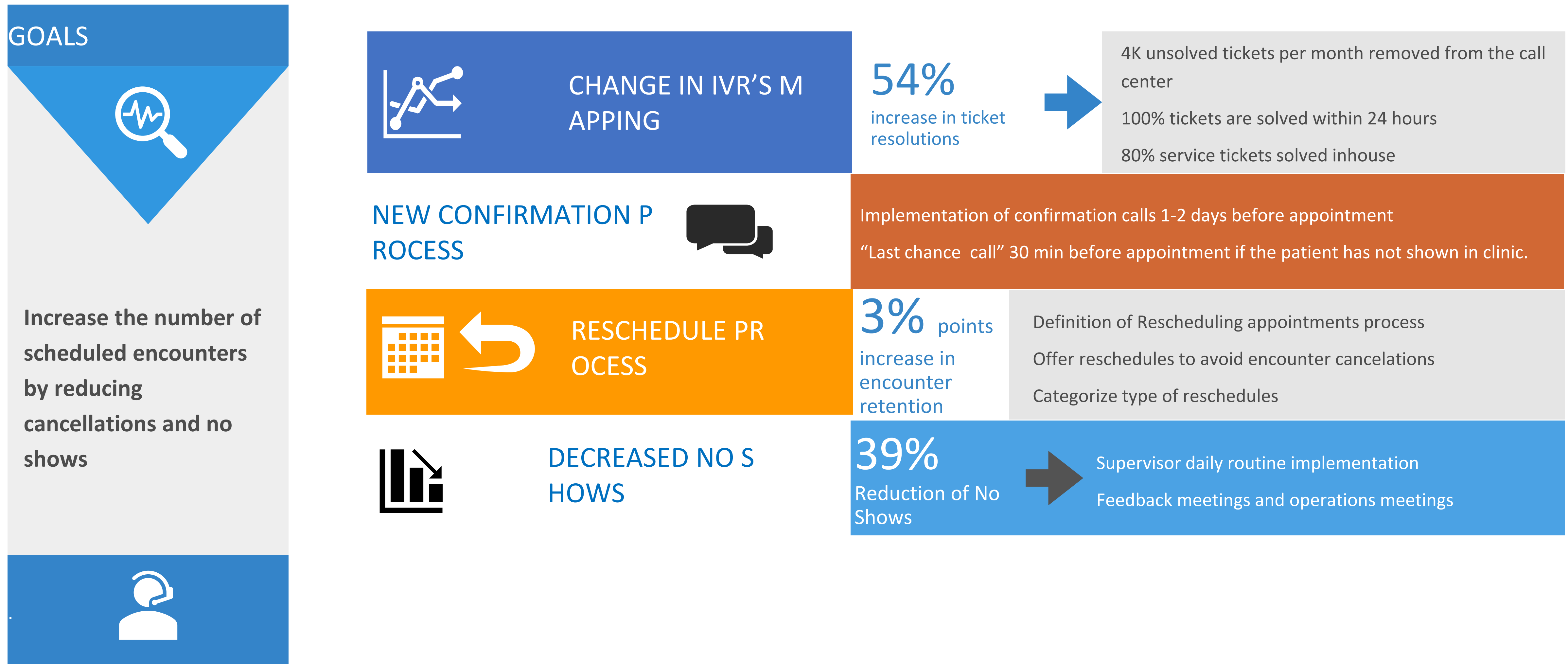
Governance Model



# Process Optimization and Productivity Project

## Patient Journey (Clinics)

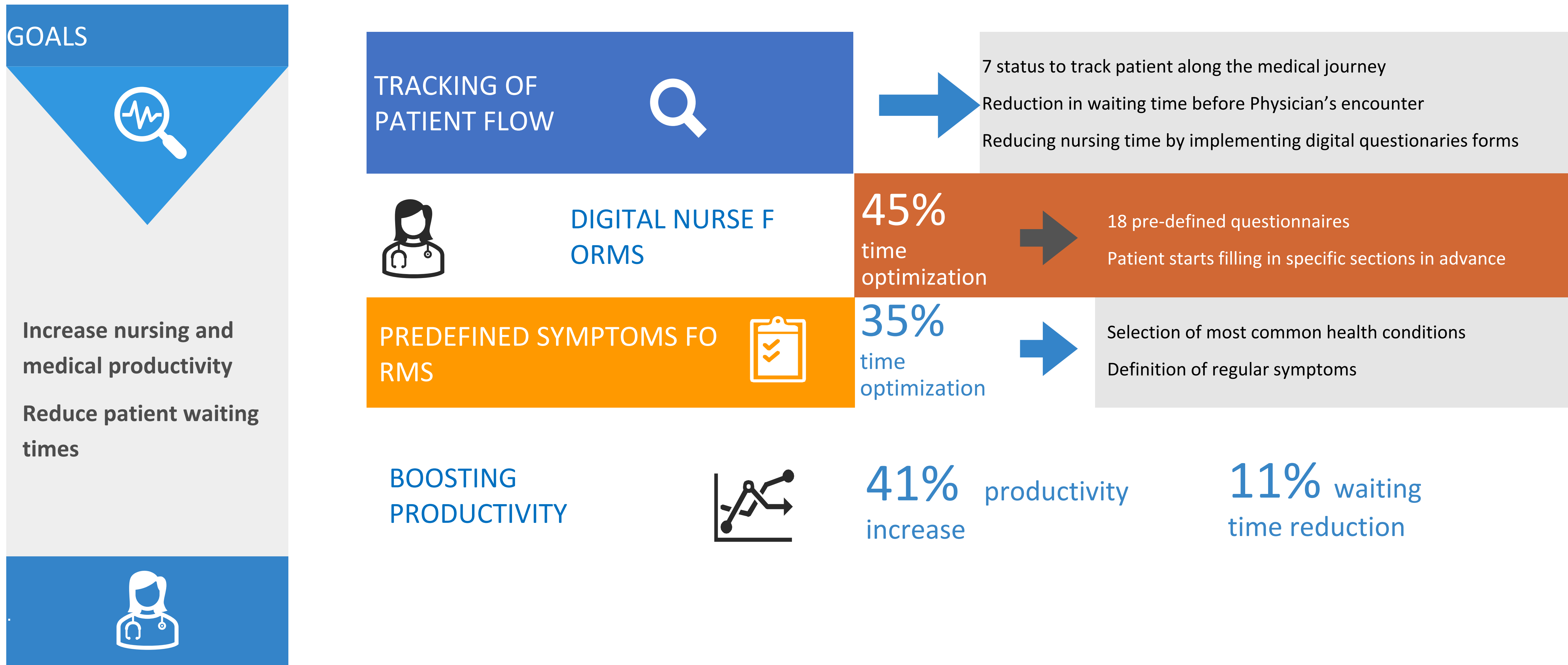
### Scheduling



# Process Optimization and Productivity Project

## Patient Journey (Clinics)

### Nursing and Physician Productivity

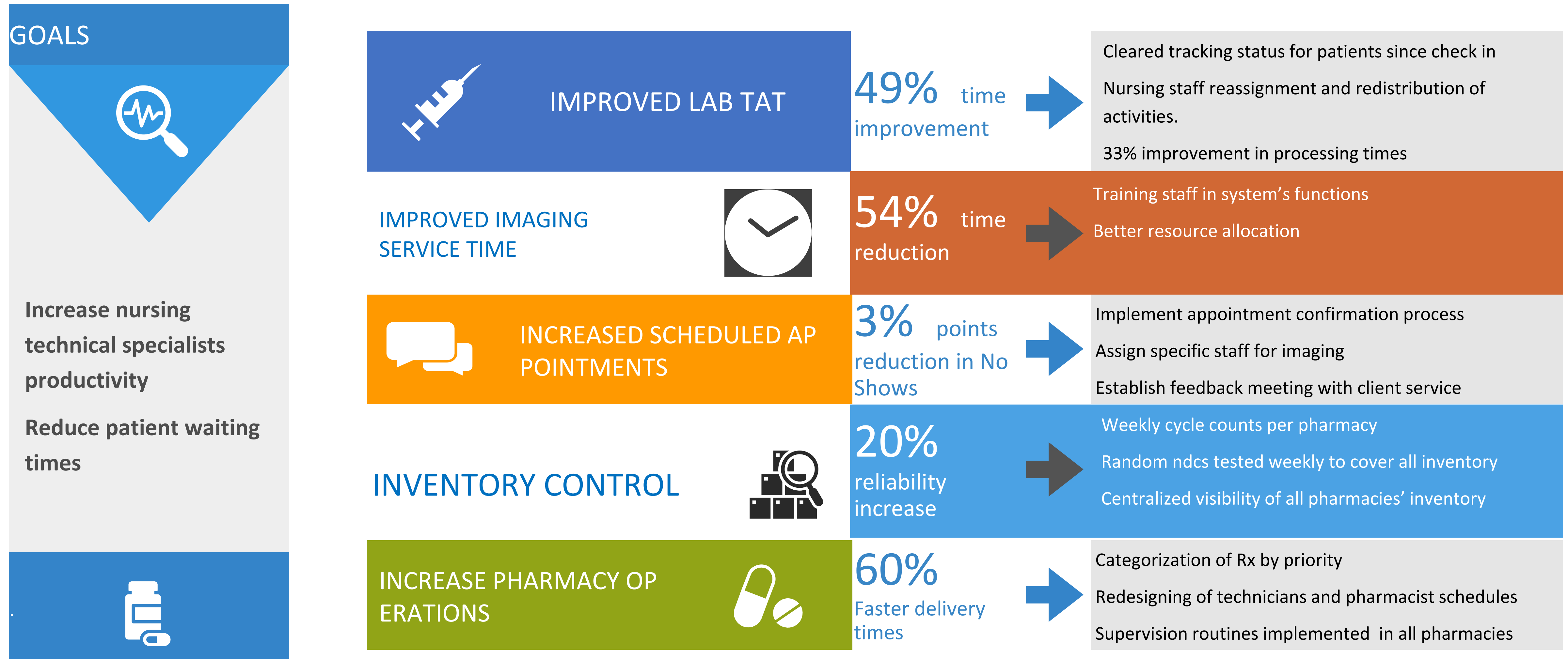




# Process Optimization and Productivity Project

## Patient Journey (Clinics)

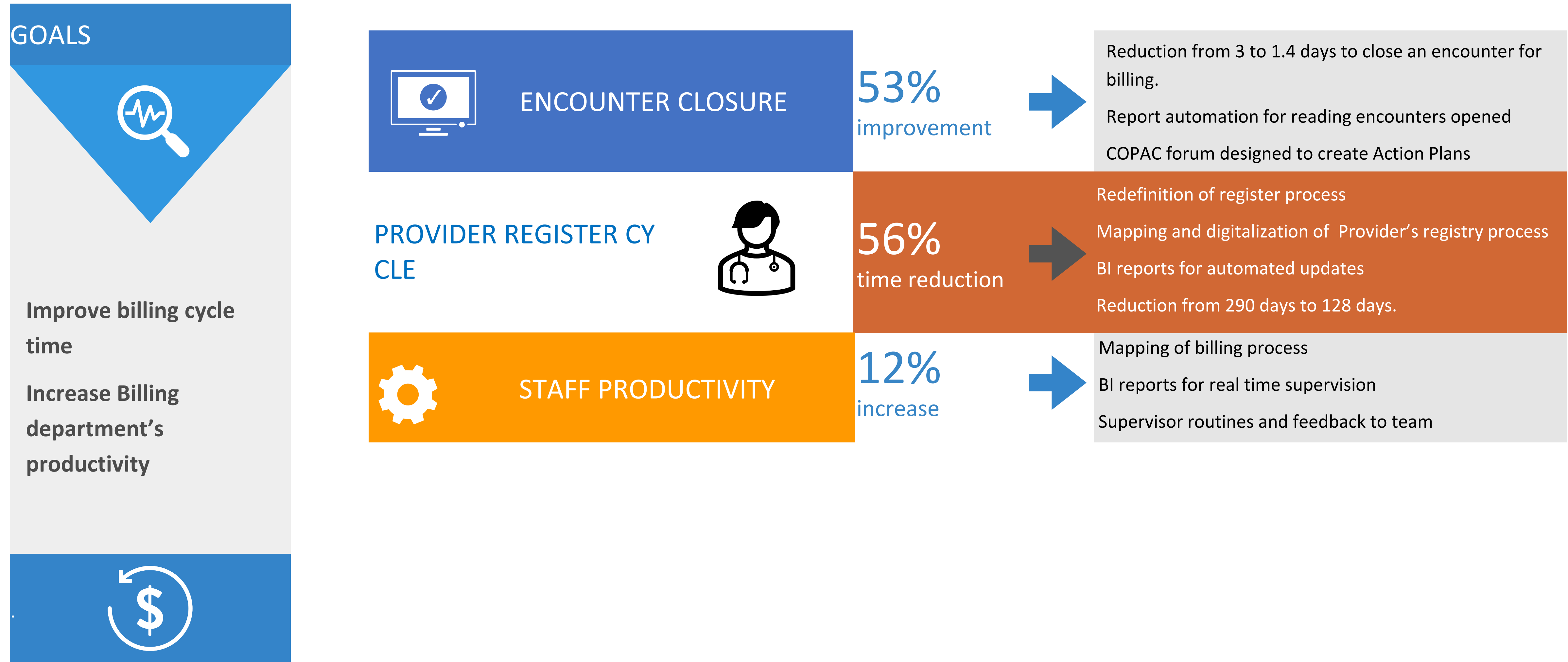
### Ancillary Services



# Process Optimization and Productivity Project

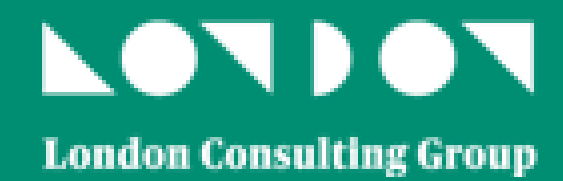
## Patient Journey (Clinics)

### Billing





# Change Management



**Shape your  
business.**

# Process Optimization and Productivity Project

## Patient Journey (Clinics)

### Change Management



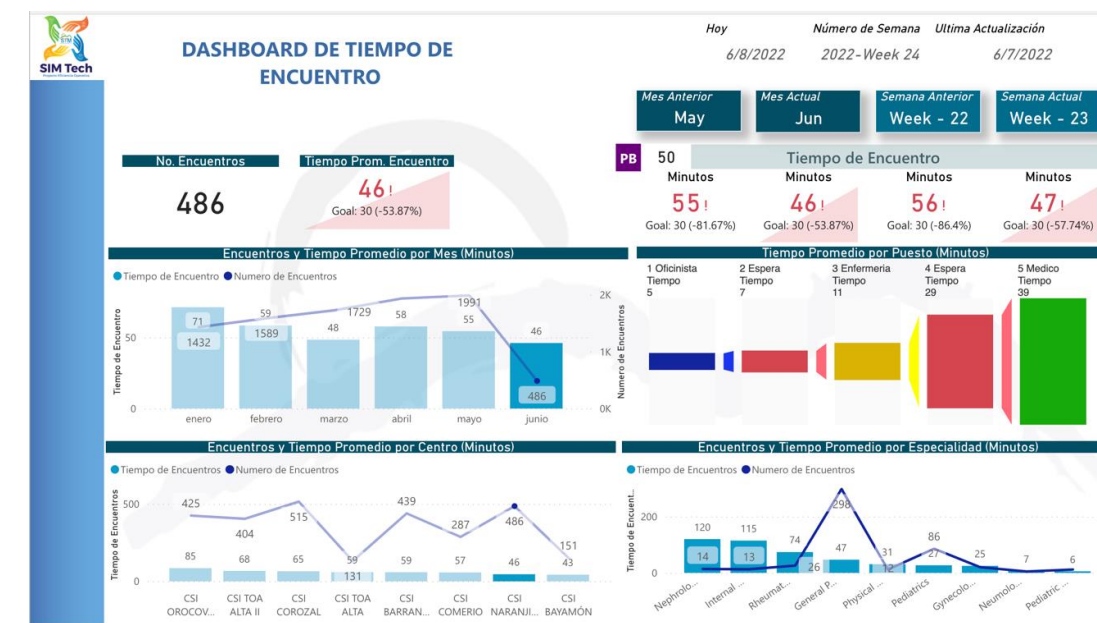
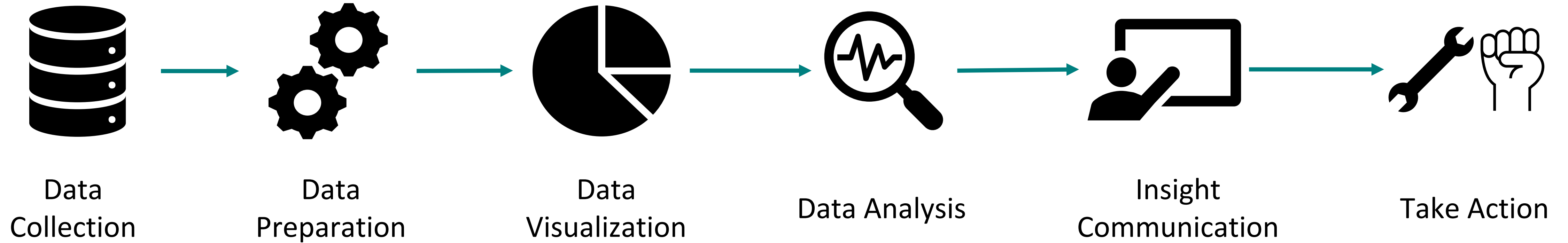


# Business Performance Management



**Shape your  
business.**

# Business Intelligence





## Centro de Salud Integral

CSI BAYAMON	CSI COMERIO	CSI NARANJITO	CSI TOA ALTA 1
CSI BQTAS	CSI COROZAL	CSI OROCOVIS	CSI TOA ALTA 2

Rango de graficos (Todos excepto vencidos)

1/1/2022

6/8/2022

Rango de graficos (Vencidos)

1/1/2022

6/8/2022

### Encuentro

- ☐ AA
- ☐ AA ADV
- ☐ AA Den
- ☐ AA Lab
- ☐ AA Ref
- ☐ AA Sala de F

 Mes previo  
May 22

 Mes actual  
Jun 22

 Semana previa  
29 May 2022

 Semana actual  
5 Jun 2022

Candados abiertos

851

1510

483

1099

% abiertos

2.5 %

20.2 %

7.5 %

37.0 %

Dias para cierre

1.88✓

0.96✓

1.18✓

0.64✓

PB

3

Goal: 2 (+5.85%)

Goal: 2 (+51.92%)

Goal: 2 (+41.04%)

Goal: 2 (+67.94%)

% tarde

13.0 %!

8.9 %✓

13.7 %!

0.0 %✓

PB

16.3 %

 Goal: 13.0 %  
(-0.37%)

 Goal: 13.0 %  
(+31.61%)

 Goal: 13.0 %  
(-5.66%)

 Goal: 13.0 %  
(+100%)

Enc. vencidos

25!

4✓

PB

18.0

 Goal: 7  
(-257.14%)

 Goal: 7  
(+42.86%)

Enc. por vencer

55

Vence prox. 30 días

% cerrado pasado corte

 Mes previo  
Abr 22

 Mes actual  
May 22

3.0 %!

3.3 %!

PB

2.3 %

 Goal: 1.8 %  
(-62.27%)

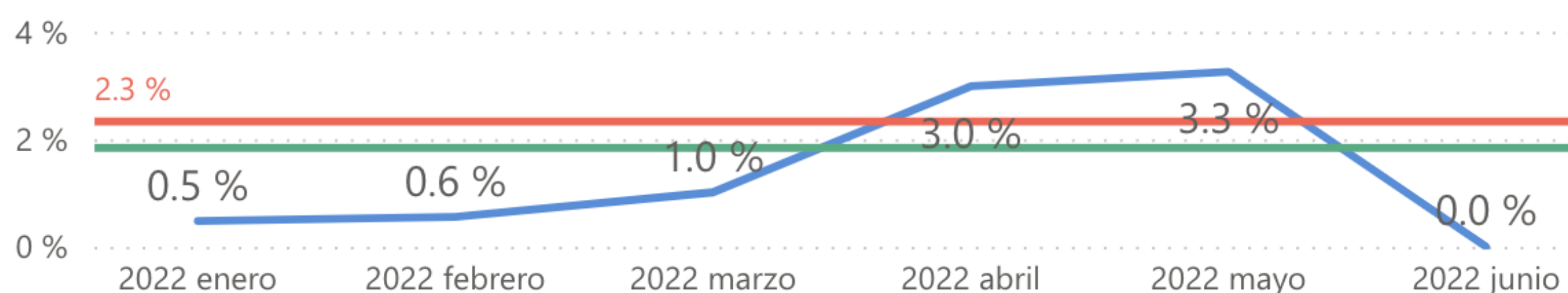
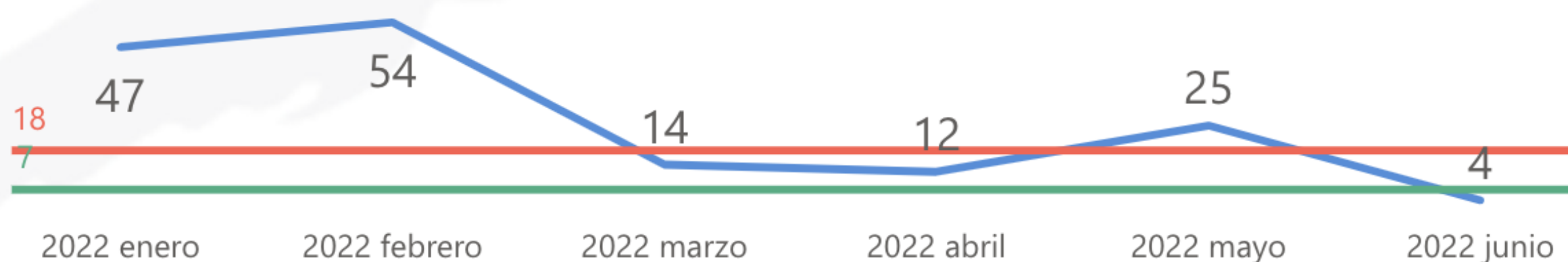
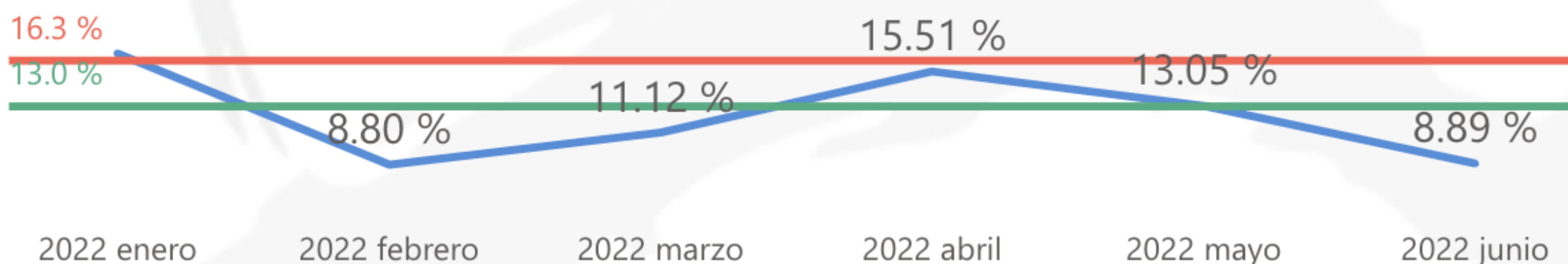
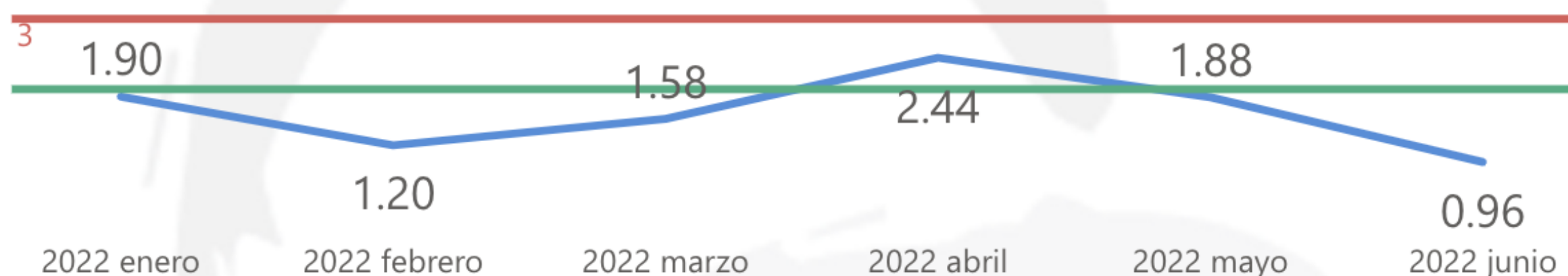
 Goal: 1.8 %  
(-77%)

DIAS PARA CERRAR CANDADOS

ENCuentros TARDE

ENCuentros VENCIDOS

CANDADOS PASADO CORTE



# Governance Model

## Governance Model

- ✓ Design and implement a governance model to review KPIs at different levels, from operational, tactical and strategic.
- ✓ Implement necessary and committed Committees to discuss the results, analyze and take action.

## Powered by Data

STEER CO  
MEETING

WEEKLY RESULTS  
MEETING

WEEKLY OPERATIONS MEETING

DAILY RESULTS MEETING

INDIVIDUAL PERFORMANCE

Strategic

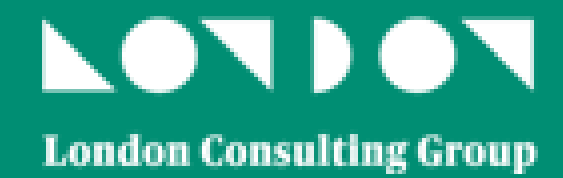
Tactical

Operational





# Return on Investment



**Shape your  
business.**

# Return On Investment

## Emergency Room (4)

- Nursing Productivity
- Physician Productivity
- Providers Control

2.4 to 1

## Patient Journey . Clinics (8)

- Nursing Productivity
- Physician Productivity
- No Show Reduction
- Cancellations Reduction
- Laboratory Technicians Productivity
- Billing Productivity
- Increase RX Dispatch

4.5 to 1



# Questions ??



**Shape your  
business.**

We are in the business  
shaping business