

Defining the Target
Model of the Patient
Flow for a Leading
Player in the
Healthcare Industry

PRACTICE

Operations

SECTOR

Lifescience & Health

DURATION OF THE MISSION

2 Months



Our client, a leading clinic, wants to optimize its patient flow model to improve its level of operating margin.

KEPLER offers a diagnosis to build a flow model, enabling to refocus the teams on high added value tasks.

Context

- A first productivity action plan has been launched in the following sectors: ambulatory, surgery, operating room and sterilization for 2 years
- Management wants to address the patient flow issue to optimize FTEs and improve turnover
- The patient flow starts with pre-admission and ends with patient discharge and invoicing
- The processing of the patient flow involves 1100 FTE including 300 for invoicing. The digitization of pre-admission has already been launched

Objective(s)

Securing the Business Plan

Defining a target model for the patient flow between pre-admission and discharge enabling to:

- increase turnover through additional sales by streamlining administrative tasks to improve their efficiency
- identify key metrics to drive this model and improve productivity

Our Approach

Lifescience & Health
Mission: 2 months

Methodology

1 **NVAT analysis front desks,**
invoicing of the 3 pilot clinics

2 **Debriefing with field teams:**
losses, non-value-added time,
value-added time

3 **Building good practices for patients department** with
quantification of a range
time per activity

4 **Data review** from all the clinics
to create data clusters

5 **Gains estimation** resulting
from the implementation of the
future target organization:

- FTE earnings
- Turnover earnings
- Reduced waiting time

6 **Creating the deployment kit:**
Target Organization, Timing,
Methodology

Levers and tools

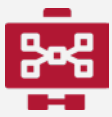
- **DILO**
- **Capacity Analysis**
- **AV/NAV/MUDA Analysis**

DILO

FILL IN ONLY YELLOW CELLS									
Function of the set (person)					Description main activities				
Date					SET				
n	Start time	Duration	Code	Cost	Code	Description of activities			
	00:00:00	00:00:00	VA	500	VA	General Activity			
	00:00:00	00:00:00	VA	200	VA	Work			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			
	00:00:00	00:00:00	VA	20	VA	Meal			



**Validation of
standard times**
by activity



**Potential gains
Estimation** action
plans for pilots



**Deployment kit of
the target flow**
and clinics
prioritization

The complexity of such a mission lies in the building of a target organization enabling to manage patients flows that, by nature, cannot be monitored (patients, caretakers, paramedics, etc.).

The implementation of field observations, the data structuring for gains extrapolation and the malfunctions validation with the teams were among the key factors leading to success.

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