



SCHEDULING TO MAXIMIZE PRODUCTIVITY AND REVENUE FOR PEDIATRICS

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Greatest Asset Of A Physician?

The ability to generate income...

...limited by the efficiency of their time.

What is the Standard?

	Visits	250	200	175	150
Mean	4,168	16.67	20.84	23.82	27.79
Std Dev	1,488				
20th %ile	2,985	11.94	14.93	17.06	19.90
Median	4,001	16.00	20.01	22.86	26.67
80th %ile	5,266	21.06	26.33	30.09	35.11
90th %ile	6,050	24.20	30.25	34.57	40.33

*AMGA 2013 Medical Group Compensation and Financial Survey
2013 Report based on 2012 Data

Financial Impact?

2 Sick Visits * \$100 per visit * 200 Provider Days = \$40,000

With no reduction in Overhead

Vaccine Drug Cost Not Included in Rev/Visit above

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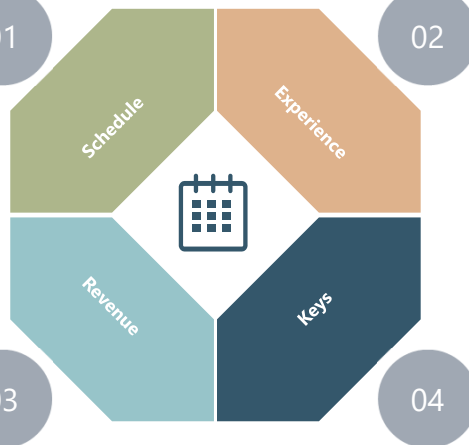
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Why is Scheduling so Important?

Schedule dictates the flow of patients through the office

01



Provides consistent patient experience

02

Dictates maximum capacity and revenue generation

03

Keys to:

- Patient Satisfaction
- Provider Satisfaction
- Employee Satisfaction
- Budgeting & Financial Management

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Very Important for Budgeting....

	A	B	C	D	E	F	G
	Days Per Week	Estimated Work Weeks per Year	A X B	Patients Per Day	C X D	Revenue Per Encounter	E X F
Provider 1	2	48	96	18.24	1,751	\$ 123.36	\$ 216,000
Provider 2	4	50	200	18.00	3,600	\$ 117.25	\$ 422,100
Provider 3	2	50	100	18.75	1,875	\$ 121.92	\$ 228,600
Provider 4 (Owner)	4.5	50	225	20.00	4,500	\$ 117.90	\$ 530,550
					11,726		\$1,397,250

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Value of A New Patient

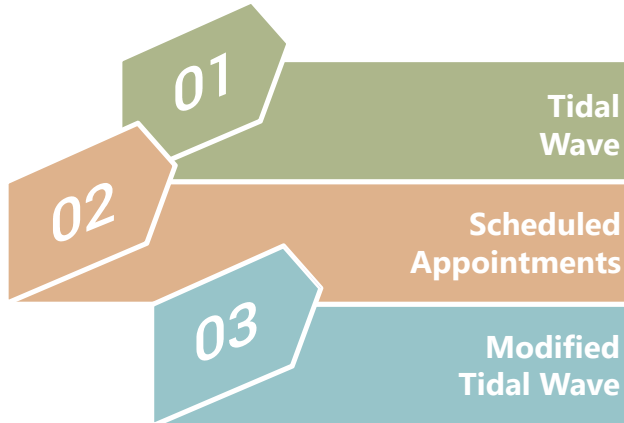
Visits	CPT Code	Revenue Generation (100% 2018 MCR)	Visits	CPT Code	Revenue Generation (100% 2018 MCR)
Newborn	99381	\$112.68	7 Years	99393	\$107.64
Infant	99391	\$101.16	8 Years	99393	\$107.64
1-4 wks	99391	\$101.16	9 Years	99393	\$107.64
2 Months	99391	\$101.16	10 Years	99393	\$107.64
4 Months	99391	\$101.16	11 Years	99393	\$107.64
6 Months	99391	\$101.16	12 Years	99394	\$118.08
9 Months	99391	\$101.16	13 Years	99394	\$118.08
12 Months	99391	\$101.16	14 Years	99394	\$118.08
15 Months	99392	\$108.00	15 Years	99394	\$118.08
18 Months	99392	\$108.00			\$2,586.60
2 Years	99392	\$108.00	Vaccine Admin Revenue (35 x 12.58)		\$ 440.30
3 Years	99392	\$108.00	Sick Visits (20 X \$74.16)		\$1,483.20
4 Years	99392	\$108.00			\$4,510
5 Years	99393	\$107.64			
6 Years	99393	\$107.64			

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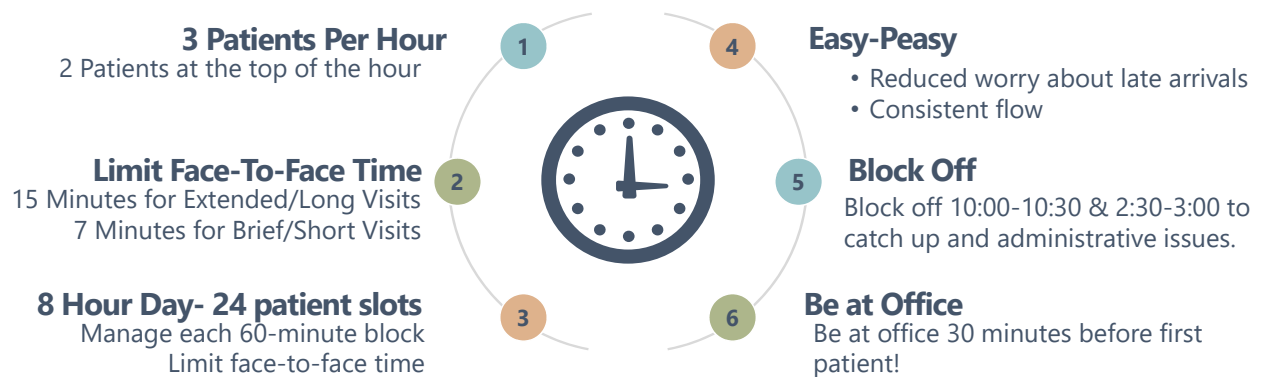
Scheduling Formats



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PMI's K.I.S.S. Scheduling



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Scheduling Templates

	Option 1		Option 2		Option 3	
	Long	Short	Long	Short	Long	Short
8:00 AM	1	1	1	1	1	1
8:30 AM	1			2	1	
9:00 AM	1	1	1	1	1	1
9:30 AM	1			2	1	
10:00 AM	1	1	1	1	1	1
10:30 AM	1			2		0
11:00 AM	1	1	1	1	1	1
11:30 AM	1			2	1	
Lunch						
1:00 PM	1	1	1	1	1	1
1:30 PM	1			2	1	
2:00 PM	1	1	1	1	1	1
2:30 PM	1			2		0
3:00 PM	1	1	1	1	1	1
3:30 PM	1			2	1	
4:00 PM	1	1	1	1	1	1
4:30 PM	1			2	1	
	14	7	7	21	12	7
	66.67%	33.33%	25.00%	75.00%	63.16%	36.84%

Think in terms of **TIME!**
Requires discipline

- Limit face-to-face time
- 15 Minutes for long
- 7 Minutes for short

Long

- Check Ups
- Extended ADHD

Short

- Sick Visits
- ADHD Refills



Find Your Style

1. Even blend of Sick/Well
2. Physician focus on check ups and extender on sick visits
 - Back up sick visit needs
3. Get creative!
4. Focus on the most effective way to assess/treat a child
 - Rinse & Repeat



Scribes

1. Improve quality of life considerably
2. Physician verbalizes the exam and the scribe documents
3. Physician reviews notes and approves/signs off
 - Usually see increased patient & provider satisfaction
 - Be careful to ensure financial benefit

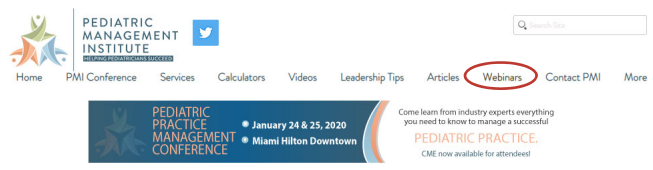
Scribes

- Break even is around 2-4 more patients per day
 - *Depending on overhead rate and hourly wage/benefits*
- Providers will need to see more than the break-even rate to justify the expense/investment
- Need to determine if there is enough demand to cover the added expense.

Upcoming Webinars

Upcoming Webinars:

- Process Improvement
- SWOT Analysis
- Business of Vaccines
- Theft-proofing your office
- Determining the value of a practice
- When to hire a provider



Upcoming PMI Webinars

PMI offers several online webinars to help you manage your pediatric practice. All webinars will be conducted online- allowing you and your team to learn the latest information on a variety of topics from finance to human resource management. Sign up below to register today!

Please note that all webinars begin at 12:30 central time.



Effectively Monitoring Your Practice Financials

Learn the practical steps you can take to monitor the financial health of your practice. Attendees of this webinar will learn the most important Key Performance Indicators(KPI's) every practice should be tracking each month as well as tools you can use to quickly calculate and track such information.

[CLICK HERE TO ACCESS RECORDED WEBINAR](#)

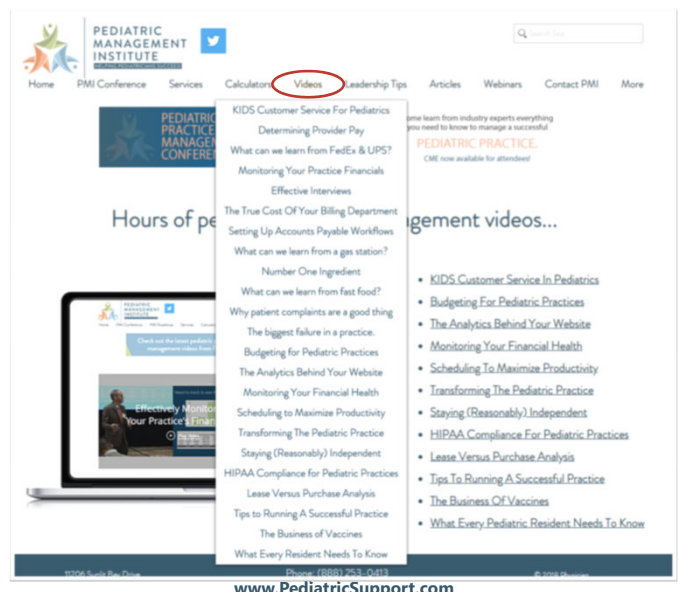


True Cost of Billing Department

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Past Webinars & Videos



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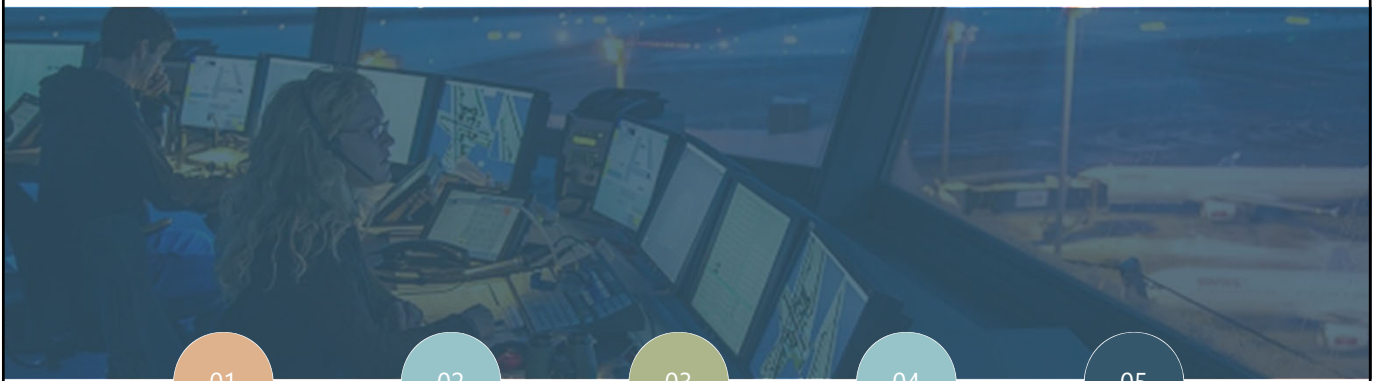
Template Considerations

 <p>Create a template that suits your practice and/or providers</p>	 <p>Once decided, stick to it. If there is a need to continually change the daily schedule, change the template</p>	 <p>Hold everyone accountable, including the providers</p>	 <p>Physician Leaders should counsel providers on effective use of their time</p>
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Scheduling Mindset



- 01 Use the Scheduling Guide to address scheduling issues
- 02 Designate one person to review schedule hourly and provide feedback as needed (Air Traffic Controller)
- 03 Not simply a clerical function
- 04 Need ability to "see the big picture"
- 05 Allocate appropriate resources

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Pediatrics is the Wal-Mart of Healthcare

High volume, low margins

It is imperative that expectations of the staff and physicians be set



Make mutually agreed changes as needed



Provide feedback



Hold accountable

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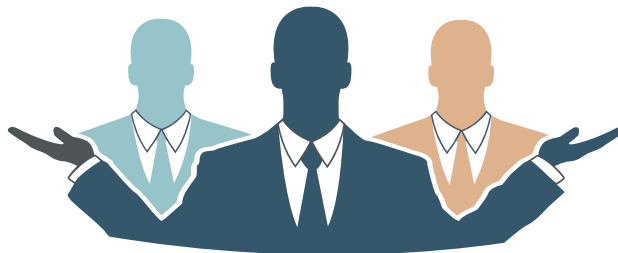


Set Expectations

Set the expectations by developing a game plan.

Everyone needs to know how to accommodate patients the most effective way.

How do I schedule....



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Scheduling Guide (Part 1 of 4)

- Are you accepting new patients?
- If not accepting new patients, will you see new siblings of existing patients?
- Will you take a returning patient? (i.e. they moved away and then back to town)
- Will you allow immunizations for a new patient that has not been seen.
- What is the maximum age of new patients you are willing to accept?
- At what age must a patient of the same sex move to another provider?
- At what age must a patient of the opposite sex move to another provider?
- What is the maximum age of a sibling of an existing patient you are willing to accept?
- What time do you prefer new patients?
- What time do you want to see newborns?
- What time do you want prenatal appointments scheduled?
- What time do you want non-ADHD conferences scheduled?
- If a patient transfers physicians within the practice, do you require a Well Child check?
- Will this child be booked as a new patient or considered another regular Well Child visit?
- What is the maximum number of new patients per day?
- If you are scheduled for a New Patient Check Up and a new patient calls in sick before their first visit, will you see them?
- Will you allow a double New Patient Well Check?
- How much time should be allowed for a double New Patient Well Check?
- Do you require a recent Well Child visit before allowing the patient to come in for nurse shots?
- How recent must that Well Child visit be?
- If there is a sick patient who is not with the practice, but is scheduled for a future initial visit with you, will you see them?
- If there is a newborn visit slot open 24 hours in advance, will you allow us to fill it with someone on the waiting list?

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Scheduling Guide (Part 2 of 4)

- If there is a newborn visit slot open 48 hours in advance, will you allow us to fill it with a check up?
- If a check up is put in the newborn slot, do we have to stay below the check up limit?
- Will you allow a sick visit at the same time as a newborn visit at 9:00?
- Will you allow a sick visit at the same time as a newborn visit at 1:30?
- How many check ups do you want in the mornings?
- What are the times you want the morning check ups?
- How many check ups do you want in the afternoons?
- What are the times you want the afternoon check ups?
- What time do you want twin and triplet Well Check scheduled?
- How much time do you want allocated for the twins?
- How much time do you want allocated for the triplets?
- When do you prefer to have your conferences?
- For ADHD Conference, do you want to complete the initial assessment or have another provider complete it?
- If another provider, who do you prefer?
- If you will complete the assessment, how much time do you need?
- What is the maximum number of ADHD conferences you will see in a day?
- For a medication check on an existing ADHD patient, do you want that in a Sick or Well Child slot?
- For ADHD Conference, do you want the appointment before or after the consultation?
- Is the Conner Scale acceptable to schedule an appointment?
- What time do you want the medication check appointments?
- Will you do ear piercing?
- Will you do ear piercing for other physicians within the group?

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Scheduling Guide (Part 3 of 4)

- Will you treat/excise ingrown toenails?
- Will you do wart removals in the office?
- Will you allow appointments for Saturday to be scheduled in advance?
- Will you allow Check Ups for Saturday to be scheduled in advance?
- If patient calls and is running late, how late can they be, in minutes, before we tell them they need to reschedule a check up?
- If patient calls and is running late, how late can they be, in minutes, before we tell them they need to reschedule a sick visit?
- If a patient shows up late for their appointment, how many minutes need to pass before we tell them to reschedule their check up?
- If a patient shows up late for their appointment, how many minutes need to pass before we tell them to reschedule their sick visit?
- If your newborn slots are full for the week, what time do you want the additional newborns seen?
- How much time do you want allocated for double checkups?
- For existing patients, what age do you require they transfer to a physician of the opposite sex?
- If a patient has been seen by another provider at a different location in the past week, will you see them? This question applies to practices with multiple locations.
- What is the youngest age a sick visit can occur without a parent?
- What is the youngest age a check up can occur without a parent?
- What is the youngest age a vaccination can occur without a parent?
- If the parent did not come with the child for their vaccinations, will you agree to a verbal consent with their parent(s)?
- What is the youngest age a person can pick up a regular prescription?
- What is the youngest age a person can pick up a controlled substance prescription?
- If there are patients "hopping" between other practice locations and you, do you want to schedule them?
- Do you want to be notified if the patient is "hopping"?
- During a sick visit, how many siblings will you allow to be added on?
- During a check up, how many siblings will you allow to be added on?

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Scheduling Guide (Part 4 of 4)

Use questions above to create a guide to use in your practice:

		Physician 1	Physician 2	Physician 3	Physician 4
1	Are you accepting new patients?	Yes	No Newborns only	Yes	Yes
2	If not accepting new patients, will you see new siblings of existing patients	Yes	Yes	Yes	Yes
3	Will you take a returning patient? (i.e they moved away and then back to town)	Yes	Yes	Yes	Yes
4	Will you allow immunization for a new patient that has been seen.	Yes, if they are healthy	Yes, if they are healthy	Will make exceptions on an individual basis	No
5	What is the maximum age of new patients you are willing to accept?	14 Years old	Newborns only	N/A	18 Years old
6	At what age must a patient of the same sex move to another provider?	18 Years old	18 Years old	22 Years old	
7	At what age must a patient of the opposite sex move to another provider?	18 Years old	18 Years old	22 Years old	
8	What is the maximum age of a sibling of an existing patient you are willing to accept?	Up to 18 Years old	17 Years old	18 Years old	18 Years old
9	What time do you prefer new patients?	First or last time slot in am or pm	11:30 assuming appointments	End of Morning appointments	Not after 4:00 pm

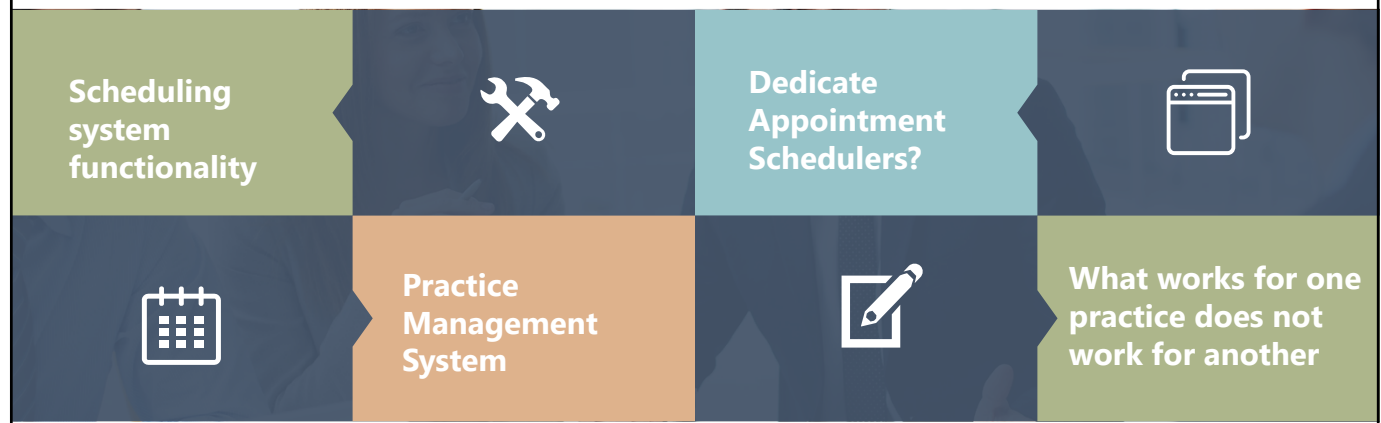
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Downloads Available

The image shows two versions of a 'Provider Scheduling Guide' form. On the left is a web browser view of the form, and on the right is an Excel spreadsheet version of the same form. Both forms include a header for 'Physician Name' and 'As of' date, and a list of 15 questions related to patient scheduling and practice management. The questions cover topics such as accepting new patients, handling returning patients, immunizations, age limits for new patients and siblings, and prenatal appointments.

Scheduling Considerations



Scheduling Consideration

- Give schedulers the tools to succeed.
- Trust the schedulers- provider feedback as needed
- Start at 8:00 – 5 more sick visits per day = \$64,836 (\$72.04 X 5 X 180) 99213 @ 100% Medicare Allowable. If not getting 100% of Medicare, should be more of an incentive to start early.
- ADHD & New Mom Conferences- During Lunch or beginning of the day.
- New Mom / Conference Appointments- End of Morning or Afternoon
- Identify chronically ill patients- book their times accordingly.
- Practice Offer Online scheduling? Limit to check-ups at least 3 days out and review balances.
- Everyone in practice needs same template (by provider type) unless good reason not to.
- Do not schedule sick visits after school until after 11:00am that day
- Each provider has their own schedule
- Keep nurse visit / "Shots Only" visits on separate schedule
- Each morning and afternoon have blank slot(s) for flex time



Scheduling Consideration

On Call	Block Holidays	Schedule	Leverage EMR	On time	No Check Ups	Balancing Act
On call doctor- reduce or eliminate check ups	Block holidays in advance	Tell patient to schedule follow up before leaving appointment	<p>Computer Scheduling</p> <ul style="list-style-type: none"> • Computers can select the best appointment time based on the information entered about the patient. • The length of time needed for various procedures can be entered in advance, and when that procedure is scheduled, the correct time will be automatically allotted. 	Start on Time	No check ups first day back	<ul style="list-style-type: none"> • Overbooking <ul style="list-style-type: none"> - Scheduling too many patients - Provider falls behind - Stressful for staff • Underbooking • Gaps in schedule • Try to schedule another appointment in cancelled time slot



Operational Considerations (1 of 3)



Operational Considerations (2 of 3)

<p>Verify</p> <p>Verify in advance of provider seeing child</p> <ul style="list-style-type: none"> • Weight • Medication List • Pharmacy Name/Location • Measurements 	<p>Paperwork</p> <p>Post paperwork online</p>	<p>Resolve</p> <p>Resolve past due balance prior to scheduling</p> <ul style="list-style-type: none"> • 3 days before- review balances and resolve. • 2 Days before- call mom and ask if planning resolve balance that day in order to keep the appointment. If not resolved, cancel apt and review standby list. DO NOT call patients with private balance or leave message about opening of apt-keep going down the list until actually talk with someone. You don't want to double book a check up. 	<p>Standby</p> <p>Keep standby list for those who do not resolve balance before check up</p>
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Operational Considerations (3 of 3)

- Late arrivals are “Teachable Moments”
 - Sick- Next open slot
 - Well Child- to next available date/time
- Each provider normally sees their own patients- if running behind, offer apt to alternative provider.
 - Should be professional enough to ask for help when needed.
 - Motivates providers to stay on time- if no consequence, they will maintain poor habits.
 - Track when patients are seeing alternative provider
- “Ear Rechecks”- Easy breezy- RoS, Document and send them home! Not time to visit because it was completed so quickly. Maximize your time!
- Weigh need for assurance/practice promotion with the appointment becoming a social event. In the long run, patients will appreciate a doctor who is on time!

- Asthma and Obesity Action Plans
 - Takes more time to do it right.
- Triple checks- beginning or end of session. Start 15 minutes early. Or have come on a Saturday morning to be seen first.
- Saturday- be seen first. Some have events but others CAN come to start the day.
- Vaccine counseling
- Procedure room- don't tie up room with inhalation therapy...
- Schedule Nurse visits during flu vaccine season
 - Keeps it orderly
 - Review balances
 - Ensures inventory on hand to meet demand
 - Dedicate a person to this task if needed.