



Team Streamlines Clinic Paperwork at Signature Healthcare

A GBMP Client Case Study

Signature Healthcare, based in Brockton, is a regional healthcare provider for Southeastern Massachusetts. SHC is the parent organization of Brockton Hospital (245 beds), Signature Medical Group (one of the largest multi-specialty, multi-site group practices on the South Shore with 14 sites and more than 150 physicians), Brockton Hospital School of Nursing, and the Signature Healthcare Foundation. SHC has approximately 2500 total employees, 550+ affiliated physicians and providers, a residency program, and 300 nursing students.

Leveraging a workforce training fund grant from the state of Massachusetts, Signature began working with GBMP in 2011 to support targeted training sessions for an extended group of managers and associates. Led by GBMP CI Manager Bruce McGill and supported by GBMP CI Manager Dave Wesche, training topics so far have ranged from Introduction to Continuous Improvement to Value Stream Mapping to 5S/Workplace Organization to Pull Systems to Team Problem Solving and Mistake-Proofing.

In January 2013, Bruce McGill facilitated an improvement effort at a SHC outpatient clinic in Bridgewater, a site which has four primary healthcare providers (PCPs). Over a two day span, a multi-disciplinary team worked on simplifying and streamlining the paperwork process. One provider participated in the event and agreed to test the new method devised by the team with the ultimate goal of standardizing the process across the entire clinic. At the end of the event, the team reported-out to management and shared the results listed below:

- **Reduced # of touches per document by 50%** by creating a document processing “cell”
- **Reduced travel distance** on about 20% of the documents from over 80 feet to less than 10 feet.
- **Reduced the number of documents going to the doctors by about 15%**
- **Created several “form letters” in their Electronic Medical Record (EMR) system that will significantly reduce the amount of time spent by clerical staff re-creating the same letters in Word.** This will also eliminate the need to print and scan documents into the system.

- **Created a form to improve the medical records release process.** One Doctor received over 600 pages of medical records when only 2 were required! The revised process will allow Doctors to request only what they need versus the entire medical record.
- **Created a visual system to make Doctors' paperwork processing load more visible and the overall status clearer.**
- **Overall lead time of the process was reduced from 2.6 days to < 1 day.**

"After the provider who participated in the event tested out the process for a couple of months, all three providers agreed the new process made sense and it was rolled out clinic wide," according to GBMP CI Manager Bruce McGill. "When the stakeholders in a process like this put their heads together on how to improve it, so much opportunity is brought to the surface. My job is really to get them to 'go see and ask why?' so that they are dealing in facts and thinking deeply about how to provide greater value to patients and other customers of the process by making the work simpler and the flow more logical. With just a little training and some guidance along the way, this group was really able to accomplish a lot in just 2 days."

"Once again, GBMP has shown that they are an invaluable partner in the lean deployment at Signature Healthcare. The dedicated time afforded by the lean event combined with the world-class training and support from GBMP created an environment that allowed the team to work collaboratively on solving a complex problem through the use of lean tools, thinking and methods. The implemented countermeasures had immediate positive impacts, which have been sustained through problem solving and integration with our lean management system" according to SHC Lean Development Manager David Marshall.

For more information about Signature Healthcare please visit www.signature-healthcare.org

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