PEDIATRIC CEO INTENSIVE

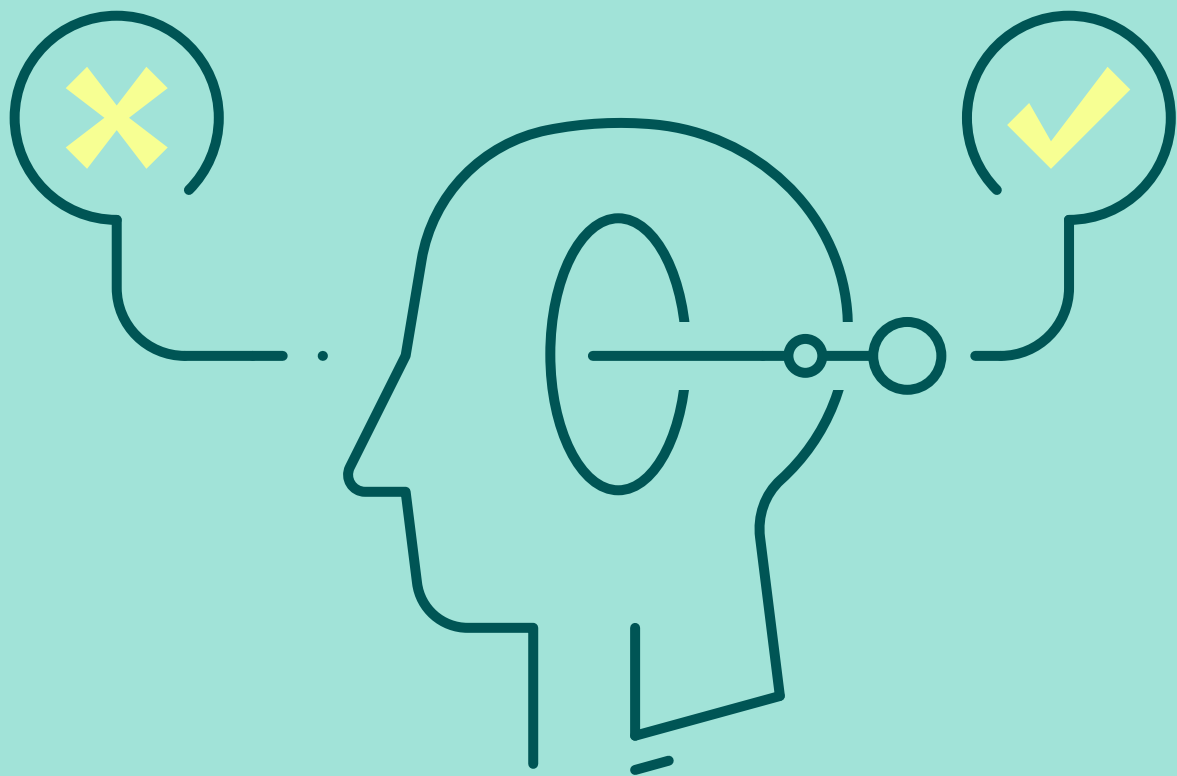# Critical Thinking in Your Practice

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Let's set the stage

Who's in the room?

Learn From Your Patients
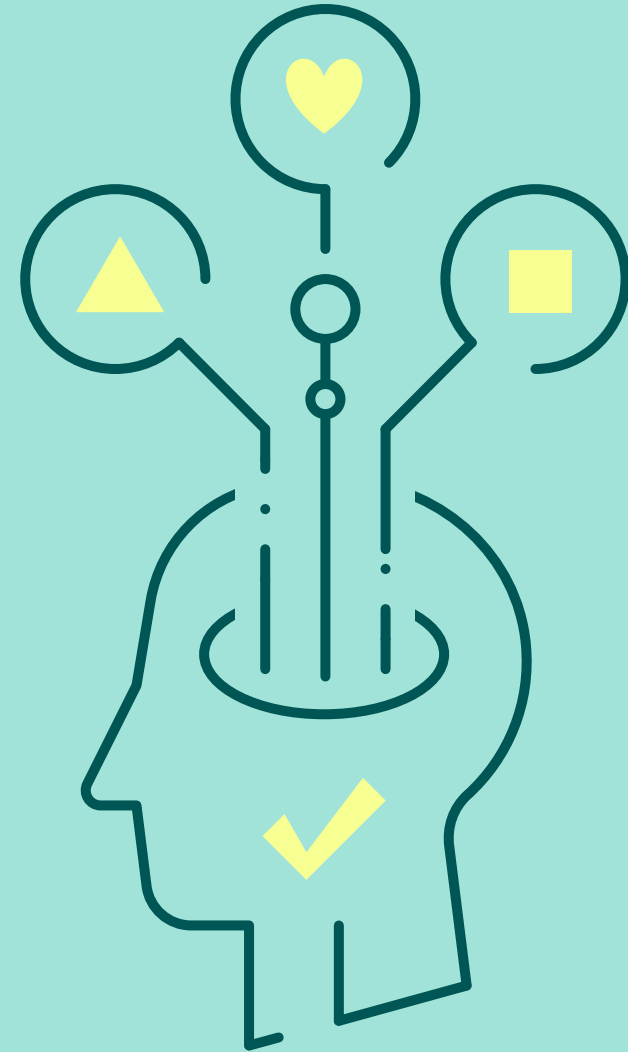
Critical thinking is the ability to analyze facts objectively and form a judgment. It is a form of emotional intelligence.

- Develop curiosity, challenge status quo
- Complex problem solving
- Tolerate risk and balance it with reward
- Innovation
- Adaptability, learn from failure
- Effective communication and collaboration

Critical thinking enables employees to consider multiple perspectives and potential outcomes of different decisions, leading to better choices that are more likely to succeed.

How to foster critical thinking among your staff:

✓ Invest in education for your team

✓ Promote data-driven decision making

✓ Create an environment of curiosity and discussion

✓ Reward innovation and creative problem solving

✓ Lead by example

1 **P – Problem**
Identify the problem

2 **L – Legwork**
Research/data

3 **E – Examine**
Determine data relevance

Seven steps
Of critical thinking
(PLEASER)

4 **A – Ask**
Ask questions

7 **R – Repeat**
Analyze your decision

6 **E – Execute**
Present your solution

5 **S – Solve**
Identify the best solution

Steps 2 – 4
is data analysis

Data analysis is the process of collecting, cleaning, and interpreting data to extract meaningful insights. It is an important part of any business, as it can help to improve decision-making, increase efficiency, and boost profitability.

2 **L – Legwork**
Research/data

3 **E – Examine**
Determine data relevance

4 **A – Ask**
Ask questions

Important Data Sources

Your Billing System

CPT volume, RVUs, charges, payments, provider productivity, *the Dashboard*...

Your Staff

They have their eyes on your workflow in places you didn't realize exist.

Your EHR

Overdue patient lists, missing clinical opportunities, quality KPIs.

Your Patients

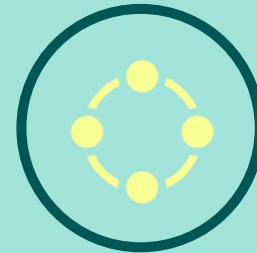The only way to really understand your patients is to *ask them*.

Data analysis can be used for a variety of purposes, such as:

Identifying trends and patterns

Improving operational efficiency

Understanding customer behavior

Making better decisions

Evidence Based Practice Management

1 **Compensation Modeling**
What happens when you depend on "industry standards" to set the salaries for your clinicians? Do you know your overhead, your revenue, RVUs?

2 **Scheduling Management**
Do you really know how many patients each clinician sees daily? What your demand is for different visits? How many visits do you need in a day to break even?

3 **Patients Smatients**
What do your patients really think about you? Has the demand for your practice changed over time?

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Identify The Problem

You are interviewing a new residency graduate to hire for your practice. **She's asked for a starting salary of $275,000 with three weeks of vacation.** She's eager to work as much as possible, up to five days a week and one or two Saturdays a month. She'd like three weeks of vacation per year.

Determine Data Relevance

Expected per visit average revenue	$212	
Anticipated number of patients seen per day	27	
How many days will she be able to work	255	
Your office overhead + margin	80%	
Available for salary + benefits	$292,000	

Determine Data Relevance

Expected per visit average revenue	$212	$158
Anticipated number of patients seen per day	27	25
How many days will she be able to work	255	255
Your office overhead + margin	80%	80%
Available for salary + benefits	$292,000	$201,000

5 **S – Solve**

Identify the Best Solution

Expected per visit average revenue	$212	$158
Anticipated number of patients seen per day	27	25
How many days will she be able to work	255	255
Your office overhead + margin	80%	80%
Available for salary + benefits	$292,000	$201,000

Analyze Your Decision

Assess your new doc's performance quarterly and reevaluate at the end of her first year.

Identify The Problem

You'd like to open your schedule a full year in advance so you can pre-book all of your older patients for their WCC when they are checking out at the time of their current WCC visit. Your partners are pushing back claiming that they can't plan their schedules this far in advance and rescheduling patients will be too disruptive to staff and patients.

Research/Data

You will need to dig deeper

- ✓ How many 4+ year olds are behind/failing to schedule WCC?

- ✓ What will it cost to reschedule a week's worth of WCC?

- ✓ How much do you stand to gain if you pre-book these kids?

- ✓ How many appointments are actually scheduled more than 3-6 months in advance?

- ✓ What are our prejudices about pre-scheduling appointments?

Determine Data Relevance

Let's assume someone decides to take a vacation 4 months from now. If you're booking a year in advance, they would have WCC for kids 2+ on the schedule.

- What do you estimate would be the volume of pre-booked visits?
  - 10? 15?

- What is the payroll cost of your front desk staff?

  - If we assume $18/hr + 15% benefits, that's $1.73 per 5 minutes. It probably doesn't take 5 minutes to reschedule every patient, but let's assume it does.

So rescheduling 15 patients would cost you $25.88.

Ask Questions

Let's get feedback from other shareholders.

What? What do our scheduling and front desk staff think?

How? How much work does it take to do mass recalls rather than booking kids on the spot?

How? How hard is it to track these kids down?

Present Your Solution

You are the Chief Repeating Officer.

Identify The Problem

Your providers and nurses keep telling you that **you need longer appointment slots because they are always running behind.** You currently book 10-20 minute appointments, depending on the appointment type.

2	Curbside
7	Waiting Room
13	Triage
10	Waiting for Provider
13	Provider in Progress
4	Needs Nurse
9	Nurse in Progress
5	Checking Out
63	**TOTAL TIME IN OFFICE**

Provider	EP Sick	NP Sick	Med f/u	Asthma f/u	Tele-health	ADHD eval	New-born	EP WCC	NP WCC Infant	NP WCC Child	EP Teen WCC	NP Teen WCC	Grand Total
NP1	8	10	10	10	8	16	13	14	16	16	14	18	11
MD1	8	9	9	9	8	16	10	12	14	16	13	14	10
MD2	14	14	12	16	13	20	20	16	17	23	18	16	15
NP2	10	11	12	12	9	20	18	15	17	20	16	20	13
TOTAL	11	11	11	13	9	19	15	15	16	20	16	17	13

Determine Data Relevance

- Is all of the data accurate?

- Is someone forgetting to change a patient's status habitually?

- Does your staff chronically forget to check your patients out?

- Slice and dice - look at times by appointment type, age, new/established, staff member, provider, etc.

Get feedback from your team.
Survey your parents/patients.

Ask
Questions

Do?   Do they feel like they spend a long time in your office?

Which?   Which parts of the visit take the most time?

What?   What do they think could be more efficient?

Present
Your Solution

Changes You May Wish To Make In Practice

- Before your next business decision, commit to approaching the challenge with an Evidence Based Practice Management Perspective

- Gather real data from your practice to predict what the outcome of your decisions will be

- Review your business decisions after-the-fact to determine how accurate your predictions were

- **CANI - constant and neverending improvement**