

**Lane Scheduling:
An Innovative Approach to
Improve Resource Utilization
Efficiency in Academic
Practices**

University of Utah School of Medicine

Department of Family and Preventive Medicine

Disclosures

- None

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Conference on Practice Improvement



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Learning objectives

On completion of this session, participants will be able to

- Map a draft lane schedule for your current workforce
- Assess your draft lane schedule for areas of possible expansion
- Identify ways to address concerns from your provider team concerning a new scheduling model

Our journey

System objectives

- Patient experience
 - Patient access
 - Extended hours
 - Patient satisfaction
- Practice efficiency
 - Room utilization
 - Staff cost per visit
- Productivity
 - Visits per hour

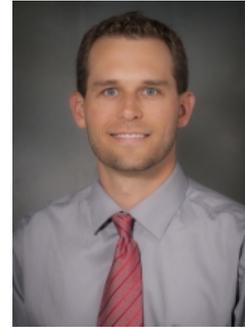
Department objectives

- Same plus
 - High value educational experience for residents and students
 - Provider satisfaction and burnout reduction



Faculty and provider concerns

- Control over schedules
- Adequate clinical staff
- Work life balance
- Balancing part time clinic and part time academic responsibilities
- Burnout



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Literature review

514 July-August 2003

Family Medicine

Practice Management _____

Improving Efficiency in a Residency Training Clinic:
Results From Addressing a Root Cause of Inefficiency

George C. Xakellis, Jr, MD, MBA

Fam Med. 2003 Jul-Aug;35(7):514-8

“Reducing the variation in the number of providers scheduled to see patients toward an optimum number based on the number of available exam rooms resulted in sustainable increases in the number of patients seen...”

Lane Scheduling

- Definitions:
 - **Team**: a group of one or more providers whose clinical FTE is ≥ 1.0
 - **Lane**: a specified schedule during which a team will conduct its clinical work.
 - A lane extends over 4 days per week.
 - One day per week the team is not in clinic.
- More lanes = more clinical productivity in the same space

Establishing a lane schedule

- Three steps
 - Analyze your space and workforce to determine the maximum number of lanes you can accommodate
 - Plan the lanes
 - Organize the teams
 - As always, collect data and analyze results
- Arrows = Keys to success

Step 1: Analyze your space and workforce

- The maximum number of lanes is a function of 4 factors
 - Number of exam rooms
 - How many used by each provider
 - Hours of operation
 - Clinic hours per provider FTE

Exam rooms

- 12 exam rooms
- 2 procedure rooms
- 3 consultation rooms
 - BH, pharmacy, dietician



New building 2019



Rooms per provider

- How we started
 - 3 rooms per provider
 - 4 providers working at a time
- With Lane Scheduling
 - 2 rooms per provider
 - 6 providers working at a time
- Address clinic workflow issues separately to achieve goal of smooth flow with smaller number of rooms.

Hours of operation

- How we started
 - 2010: 8:30 am - 5:30 pm
 - Block schedule 45 hours per week
 - 2015: 7:30 am - 8:30 pm, 4 hours Saturday
 - Block schedule 60 hours per week
 - 2017: 8:00 am - 7:30 pm, 4 hours Saturday
 - Block schedule 58 hours per week

Hours of operation

- July 2018 Lane Scheduling
 - 7:00 am - 7:00 pm Monday-Thursday
 - 7:00 am - 5:30 pm Friday
 - 8:00 am - 5:00 pm Saturday

- Continuous schedule
 - 67.5 hours per week

Clinical hours per FTE

- How we started
 - One session per week per 0.1 FTE
 - One session = 4 hours
- One session = 4 hours?
 - Leaving early
 - Coming late
 - Cancelling clinics
 - Special deals

Clinical hours per FTE

- With Lane Scheduling
 - 1 FTE = 36 patient contact hours per week
 - Smaller FTE's pro-rated
 - 3.6 hours/ 0.1 clinical FTE
 - Monthly provider dashboards track actual clinic hours on a trailing 12-month basis

Worksheet 1

- Work in teams or individually
- 5 minutes

Step 2: Plan the Lanes

Lane	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	Off	Clinic	Clinic	Clinic	Clinic	
2	Clinic	Off	Clinic	Clinic	Clinic	
3	Clinic	Clinic	Off	Clinic	Clinic	
4	Clinic	Clinic	Clinic	Off	Clinic	
5	Clinic	Clinic	Clinic	Clinic	Off	
6	Clinic	Clinic	Off	Clinic	Clinic	
7	Clinic	Clinic	Clinic	Off	Clinic	
8	Off	Off	Clinic	Clinic	Off	Clinic

Worksheet 2

- Work in teams or individually
- 5 minutes

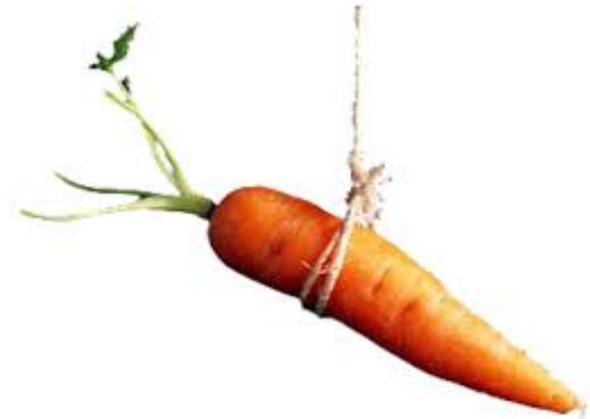
Step 3: Organize the teams

- Providers group themselves into teams of 1.0 FTE
- A team can consist of 1 full-time individual
- Teams pick their desired lane
- The teams plan their individual desired schedules to fit within the hours of operation (7 am to 7 pm) on those days
- Individual choice is considered

Residents

- Two residents each clinic session
 - Didactics on Wednesday
 - Clinic 36 hours per week, 9 hours M-T-Th-F
 - 3rd or 4th resident scheduled whenever another lane is open
 - Vacation
 - CME
 - Other cancellations
- Measure actual resident time in clinic

Incentives



- Choice of preferred lane
 - Teams and individuals with larger FTE
- Incentive pay
 - 7 am start or 7 pm finish
 - Teams larger than 1 FTE
 - Regular scheduled Saturday
 - 36 hours into 3 days
 - Teams only, not individuals

Outcomes since July 2018

- Our 12 exam rooms accommodate 8 lanes
- Our method is being studied for possible implementation in other clinics and specialties at our institution.

Outcomes since July 2018

- Increased satisfaction
 - Management
 - Faculty
 - Staff
 - Patients
- Increased visit numbers overall
- Improved burnout scores
- Decreased resident satisfaction
- Q1 decrease in resident visit numbers

Questions and discussion

