Year of the **CAT**

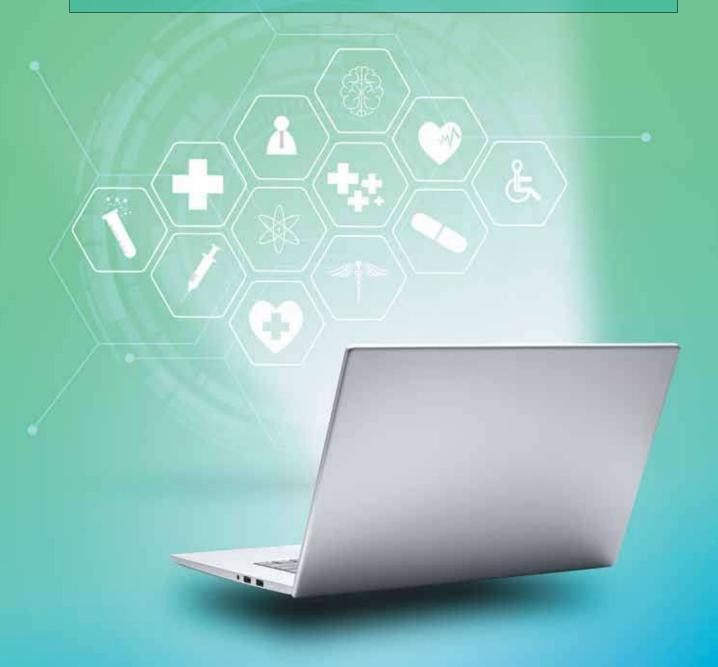## Transforming into a more customer-centric medical group

A ccess issues shape customer per-
ceptions about a "broken" healthcare
system. When patients say things like,
"It took five weeks to see the oncol-
ogist," it reflects a negative effect on both the
patient and the brand.

With no single evidence-based, reliable source
on access issues that showed trends, historical
data, and the relationship among variables,
Baylor Scott & White Medical Group built its
own tool to deliver an exceptional individualized
experience that is consistent and predictable.

Introducing the CAT
The built in-house Clinic Analysis Tool (CAT) is a dynamic
dashboard that displays performance at various levels
of detail down to root causes. It provides actionable data
for operational improvement and growth, identifies best
practices, and aggregates performance metrics at the orga-
nization, region, clinic, specialty, and provider levels. CAT is
the organization's primary tool to advance practice stan-
dardization, ensuring that all patients receive the experience
they deserve.

Using a 12-month Agile process, Baylor Scott & White
united resources from across its organization—analytics,
operations, finance, and clinic leaders—to build a dashboard
to advance its understanding of how clinics perform overall
rather than simply reviewing financial performance.

Chief among obstacles was the creation and maintenance
of myriad interfaces from the multiple applications that
populate CAT. The organization sources data elements from
its electronic health record (EHR) and proprietary systems,
grouped by weighted category. The five categories—Health,
Affordability, Alignment, Experience, and Growth—repre-
sent key areas of clinic performance and adjust dynamically
depending on the filters applied.

Baylor Scott & White takes care of its patients holistically
and views its clinics through a similar lens. Within each
category, individual metrics can be compared to benchmark,
prior year, or prior fiscal year. Individual metrics can be drilled
down to display underlying data while top-level data show
gap to goal—the strategic areas for improvement. Categories,
in turn, are combined to display a composite score.

CAT in Action
Clinic and executive leadership meet monthly by region to
evaluate each clinic's performance. They look at individual
category elements and their potential relationship with
elements from other categories. Clicking the arrow next to
an element drills down into the data to the provider level.
For example, CAT may reveal that quality is improving while
access is declining, suggesting a throughput issue.

Baylor Scott & White was recognized as an honoree for the 2023 Acclaim Award. As part of the Acclaim Award application process, healthcare organizations are asked to submit narratives describing major systemwide initiatives that exemplify the goals of the award. One of the narratives from Baylor Scott & White's submission is summarized here.

At the clinic, huddle boards display subsets
of CAT data, a central topic of the 20-minute
weekly meetings with the entire care team.
Subsequent CAT data evaluate effectiveness
and encourages iteration. Ultimately, solutions
that positively affect the patient experience are
spread across the organization's clinic network.

Expanding Access
A key focus for the organization in 2022 was
access. CAT access-related metrics that help
identify best practices and areas of opportunity
include using Press Ganey for ease of scheduling, schedule
utilization, new patient lead days, provider panel size, and same-
day access. For scheduling new patients in a timely manner,
Baylor Scott & White set a 14-day scheduling window (the 75th
percentile from Epic benchmark data) as its target. In addition, it
set a target of 95% for those patients seeking same-day access.

A key attribute of the CAT is its ability to identify
best-performing and low-performing clinics. An analysis of
identified high-performing clinics suggested a range of inter-
ventions, from leveraging the Baylor Scott & White's digital
app for self-scheduling and 24/7 virtual urgent care services
to enhancing care team roles and ratios.

For one low-performing clinic, the intervention included:
▶ Providing more virtual visit options for all patients, new
  and existing
▶ Adapting schedule workflows to meet patient needs
▶ Targeting increased facility utilization by extending hours
  and staffing to reduce the ratio of exam rooms per provider
▶ Revising the support staff-to-provider ratio
▶ Optimizing cost control opportunities.

Ultimately, this clinic changed its model to include
expanded care teams, more virtual care options, new provid-
ers, and extended hours with minimal added expenses.

Results
The clinic's professional net revenue increased 115%, while
operating expense rose only 59%. Schedule utilization increased
from 87.7% to 89.8%, while same-day access remained high
and slightly increased from 97.5% to 97.8%. The intervention
led to reduced referral delays (while keeping 85% of patients in
network). New patient lag time for primary care outperformed
the Patient Access Collaborative 75th percentile benchmark.

This success is resulting in the phased deployment of CAT
across more than 700 primary and specialty care clinics
within Baylor Scott & White's network. By leveraging "big
data," organizations like this one have information readily
accessible to supercharge clinics by advancing quality and
improving the patient experience. Solutions like CAT can lead
to redesigning processes and empowering customers. GPJ