

# Holland Centre Patient Orientation Program Flow Solution

## Holland Orthopaedic & Arthritic Centre (Sunnybrook Health Sciences Centre)

### ABOUT HOLLAND CENTRE

Holland Orthopaedic & Arthritic Centre (Holland Centre) is a part of Sunnybrook Health Sciences Centre and is one of North America's finest programs for musculoskeletal care, education, and research. The Centre provides a range of services for patients undergoing upper and lower extremity orthopaedic surgery with a focus on joint (hip, knee, and shoulder) reconstruction and replacement. As a Centre of Excellence, Holland Centre is providing leadership in a comprehensive approach to the prevention and management of arthritis across the continuum of care including early access and health optimization, arthritis management, surgery, and rehabilitation. It has a regional referral base, treating patients from the entire province of Ontario.



*"Too much travelling back and forth"*  
*"Too much wasted time waiting around"*

- Patient Feedback before Connexall

### BEFORE CONNEXALL

Prior to 2015, the Holland Centre's patients attending their pre-operative appointment were experiencing long wait times and were required to walk back and forth for each part of their assessments. The primary reason for this was found to be poor visibility and communication between the various departments. As an initial attempt to try to solve this issue, the site opted to place the Administrative Staff from all units in the same physical space. This reorganization led to the creation of a reception area. The Holland Centre also tried using the daily generated PICIS booking list report to keep track of the patients' visits. Unfortunately, this method didn't allow for proper tracking of the patients' status – and so

a manual whiteboard with coloured magnets method was installed. Although the implementation of this rather inexpensive system successfully showed where the patients were and which disciplines they had seen, this information was only available at the Patient Orientation Program's (POP) reception desk. Meaning that, in order to be informed where to go next, patients would have to return to the POP desk several times, which resulted in:

- Long walks back and forth between each clinical assessment and the POP desk which was especially challenging for patients with mobility issues;
- Inability of the team to be aware of patient's current status/location at any point in time;
- An overall lengthy patient visit due to constant delays and bottlenecks;
- Low levels of patient satisfaction and inefficient resource management.

It was therefore urgent to find a technology that would enable the elimination of the whiteboard and bridge the communication between patient status, location, and the POP team.

### THE CONNEXALL SOLUTION

After a comprehensive analysis of the current environment, Connexall's redesigned workflow proposal would make it possible for the patient scheduling information to be inserted manually by the POP staff prior to the patient's arrival. Upon admission, real-time status updates would be sent electronically on a PC-based Patient Status Whiteboard. Also during admission, Connexall would provide information to enable the POP Clerk to dispatch the patient to the next available team member with the shortest wait time, as well as notify the unit that the patient was on their way. Lastly, patients would no longer have to visit the POP reception staff each time a task was completed since all requests would be automated via Connexall and alert each care unit directly. After approximately 6 months of implementation and planning, the day of the go live finally arrived. Although some administrative and clinical staff was initially sceptical about the new technology and

solution, the program was found to be so simple to learn that the benefits soon became clear. Even the Research Department's staff was provided with Connexall to keep track of patients to discuss studies that might be appropriate for them. In preparation for the implementation, proper training was provided by the Connexall team. In addition, documentation with clear instructions on how to get to the different departments was distributed to patients, which addressed the learning curve for both the staff and patients. Connexall's flexibility, prompt response times, and eagerness to listen to any concerns contributed to a successful and smooth implementation process within the intended timeframe.

### CONNEXALL RESULTS SUMMARY

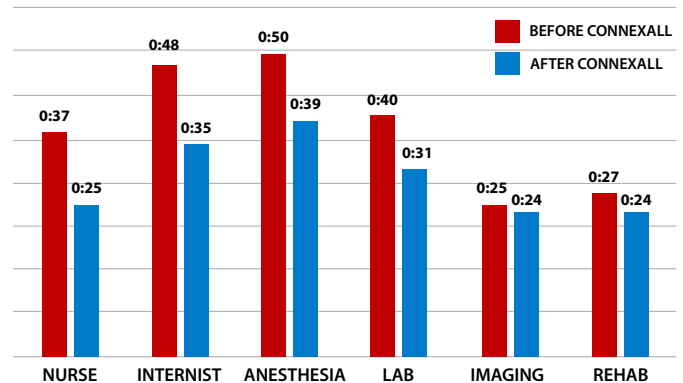
Installing Connexall at the Holland Centre has proven to be extremely successful. Thanks to improved communication amongst POP team members, a more streamlined POP process is now in place. This has resulted in increased efficiency amongst Administrative Staff as they are no longer required to spend most of their time directing patients to upcoming appointments, and can complete other tasks in a more timely fashion. Additionally, an unexpected area where significant improvements were reported to be found was the Lab. Before Connexall, the Lab staff never knew when patients were on their way, thus resulting in frequent bottlenecks whereas now, notifications are received so they can prepare to accommodate patients before they arrive. Results after installing Connexall:

- The "real time" updates resulted in better coordination of services, reduced downtime, and improved resource management;
- The reduced bottlenecking resulted in shorter wait times for patients to see POP team members and supported a more timely POP process: the average patient visit time decreased as much as 49 minutes;
- Due to the automatic updates, patients no longer had to travel back and forth to reception resulting in improved patient satisfaction;
- The ability to generate reports supported increased accountability and improved performance of individual POP team members.

*"Very satisfied, informative and reassuring"  
"Less wait time between areas"  
"Appears more streamlined and organized"*

- Patient Feedback after Connexall

### DEPARTMENT AVERAGE WAIT TIMES



*"Very satisfied. The benefits are clear and the situation has improved considerably. Before the Connexall team worked on a solution they were very familiar with the issues and the working of the department and as a result the product that they produced was exactly what we needed to improve the patient flow in the POP Department"*

- Marilyn Bogle, Project Manager at the Holland Centre

### INTO THE FUTURE

Moving forward, Holland Centre wishes to keep up with the production of increased efficiencies for its patients through Connexall and is planning to implement the following enhancements:

- Optimize the information input system to be able to add more information upon a patient's registration, and efficiently communicate it to the entire team;
- Have Connexall integrate with the Vocera Badges after the necessary call bell upgrade is in place at the Bayview Campus;
- Integrate the PICIS POP appointment scheduling system within Connexall to eliminate the need for the Administrative Staff to manually input all patients into the Connexall system each day.

