



SNMHI Summit 2011

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Medical Assistants: Embracing New Roles

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Session 1C

March 7, 11:00AM-12:30PM



MacColl Institute at
Group Health Cooperative



"I've got it, too, Omar . . . a strange feeling like we've just been going in circles."

Objectives

- Learn the Golden rules of Care Team development and how they apply to the Medical Assistant role.
- Hear how others have optimized the roles of Medical Assistants.
- Leave inspired with ideas to test in your practices.

The Golden Rules of Staff Optimization



Optimal Care Teams

- **Golden Rule Number 1:**

“Understand your demand and supply for Care Team staff.

Do a department profile.”

A Department Profile

- What is our **demand** for support for providers?
- What is our **supply** of support?
- Why do we care?

Department Profile examples...

Adult Primary Care A

Clinician Demand (FTE's)

MD's	4.7
NP's	1.8
<hr/>	
Total	6.5

**Staffing
Ratio**

1.3 : 1

Support Supply (FTE's)

RN Supe	0.2
Teleservice/Recept	2.0
MA	4.0
RN	2.0
<hr/>	
	8.2*

*Call Center for appt. calls

*Central Registration

*Injection station

Department Profile examples...

Adult Primary Care B

<u>Clinician Demand (FTE's)</u>	
MD's	4.7
NP's	1.8
<hr/>	
Total	6.5

**Staffing
Ratio**

1.9 : 1

<u>Support Supply (FTE's)</u>	
RN Supe	0.2
Teleservice	1.0
MA	8.0
Receptionist	1.0
RN	2.0
<hr/>	
	12.2*
* Call Center for appts & advice calls	

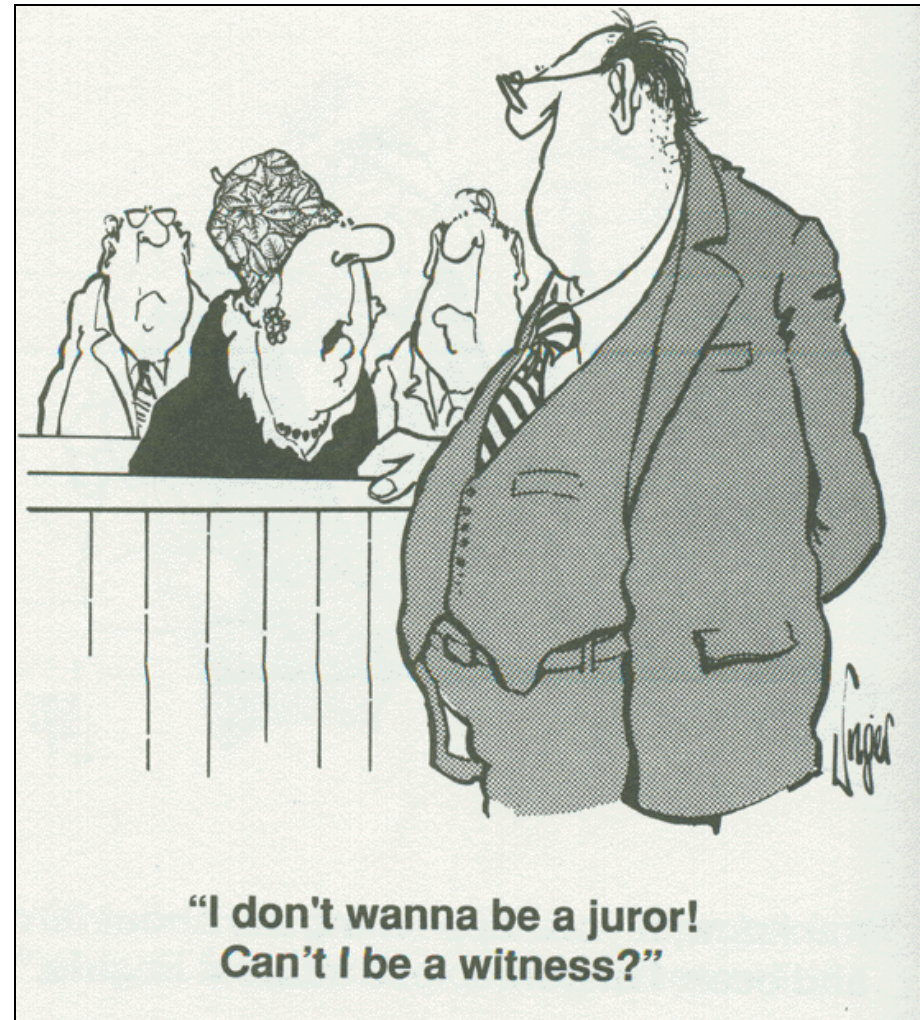
Optimal Care Teams

- **Golden Rule Number 2**

“Elevate all members of the team to the highest level their education, training, and experience will allow.”

Elevate all...

- Training?
- Licensure
- Tradition vs possibility
- E.g. Care Coaches
- Health Aides
- The super-star is the job description
- KP MA story



Work Analysis Worksheet
Team _____

Job Classification _____

Tasks	Hours/ Day	In a perfect world who would do this?	What's not getting done that I should be doing?

Optimal Care Teams

- **Golden Rule Number 3:**

“Move work away from the constraint in the system.”

Examples...

- Identify the constraint
- Why???
 - Talent?
 - Bulky process?
 - Redundancy?
 - Unclear expectations?
 - More Demand than Supply?

How?

- Observations
- Sharing
- Neighborcare Health example;
 - RN Optimization...
 - MA elevation and process standardization...
 - Front desk transformation
 - Clerical role creation...
 - No one goes untouched !

Optimal Care Teams

- **Golden Rule #4**

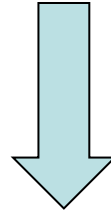
“Streamline and Standardize Key Processes”

Pick a “crazy making process”

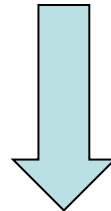
- Flow map a key Med Assistant process....
 - Appt booking
 - Messages
 - Call backs
 - Lab results
 - Rooming process
 - Refills.....

The Trap

The bulkier the process

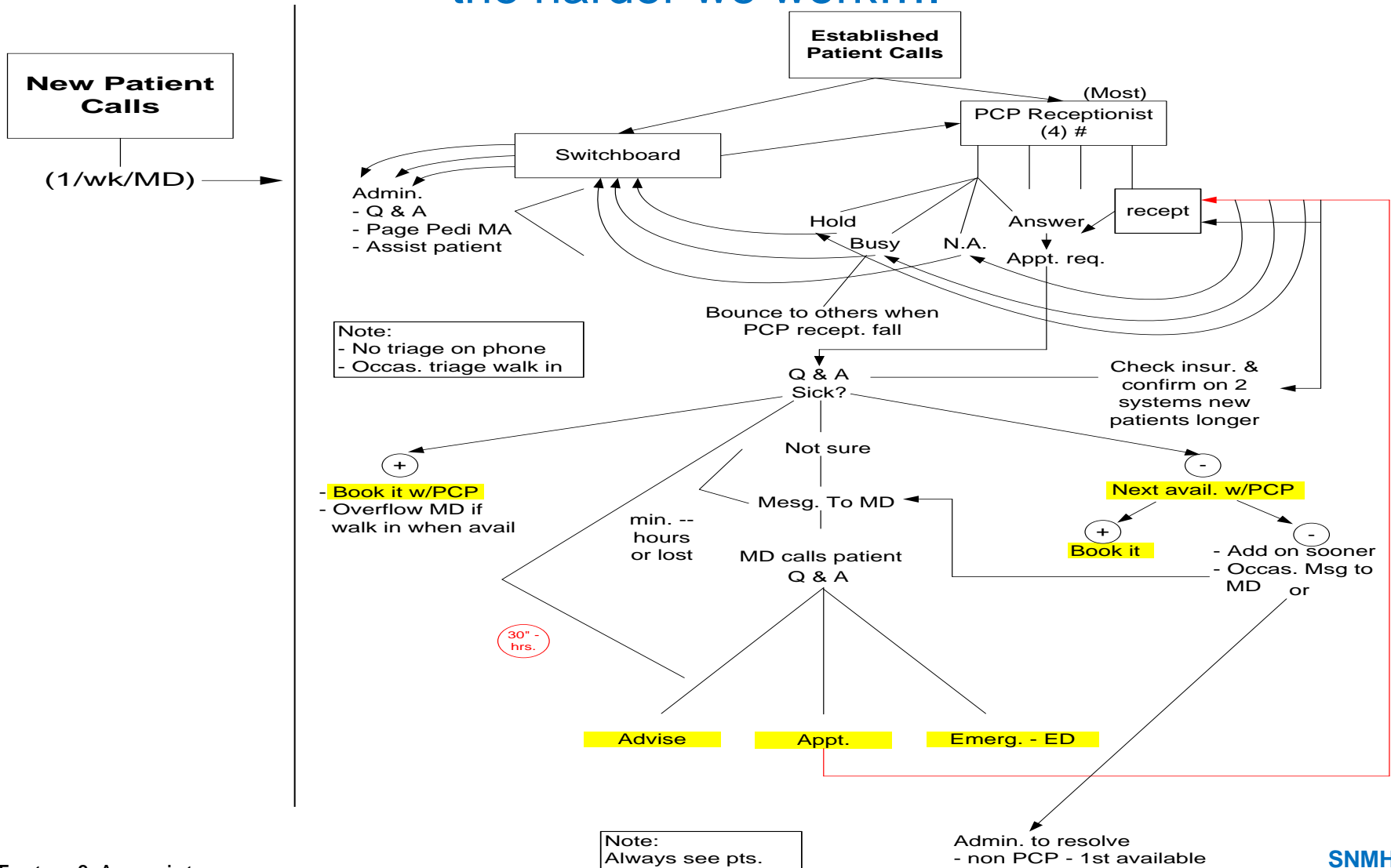


The longer pts wait



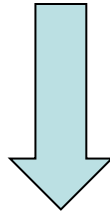
The harder we work !

The bulkier our processes,
the longer patients wait,
the harder we work....



Alternative...

Patient calls for appointment



Patient is appointed

Recipe for standardizing to Best Process

- Involve end users
- Flow map current process
- Identify Best Practices inside and out.
- Test ideas on a small scale
- Test more
- Define and Describe Standard Work Steps in Best Practice
- Implement and sustain.

Attributes of Highly Functional Care Teams

- Clear expectations and available tools
- Easy to understand and discuss processes of care
- Information is available when needed
- Everyone on the staff is valued; respect and sharing
- Feedback on performance and opportunities to grow
- Positive attitudes of co-workers

(24 Practices) from John H. Wasson MD - Dartmouth

1. Clear expectations

Can you answer these questions???

- What am I supposed to do?
- With whom do I work?
- Who do I turn to for help?

What will it take for your Team to be a 10?

	1-10 scale	Brief Description
Cohesiveness		The social glue that binds the team members together as a unit
Communication		Communication involves the full range of topics, including decision-making and problem solving.
Role Clarity		Clear role definitions and expectations. Team members know who is doing what and what the other team members expect of them
Goals and Means Clarity		There are clearly defined team goals and an understanding about the means to reach these goals

Summary of Golden Rules

- **Understand demand and supply for Care Team staff.**
- **Elevate all members of the team.**
- **Move work away from the constraint.**
- **Streamline and Standardize processes.**

Time to hear from the experts.....

Front Line Perspective

Metro Community Provider Network

Nikki Brezny, CAPP, Regional Clinic Operations Manager

Leaders Perspective

Bowdoin St. Clinic

Fran Azzara, Operations Manager

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