

# Just In Time (JIT) Prescriber Scheduling....

*Giving Consumers the Access they deserve and we have always desired!*

Intro by:

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President



For the last 20 years, we have had the unique opportunity to work with teams around the world and help them in their quest for the highest levels of quality care, consumer & staff satisfaction, successful treatment outcomes and financial stability. It has been our pleasure to help teams attain results in all of these areas via the use of consulting techniques that look to positively impact all areas equally versus ones that have a singular focus. JIT Prescriber Scheduling is one of those techniques that is attaining VERY positive results when implemented correctly for teams across the country, and we are happy to share the results of one of those teams below.

## ***First, to explain how JIT came to fruition:***

Since 2008, MTM has moved more than 500 teams through this process that allows teams to offer assessments on the same day they are requested, without a scheduling delay or waitlist. This process greatly improves consumer satisfaction and engagement, while also eradicating no shows in the assessment process. The challenge however was that as we helped teams eradicate the wait times for their assessments, the often long wait time to their psychiatric evaluations was further highlighted.

So in 2011 during a Psychiatric Leadership grant that we were facilitating for the National Council for Behavioral Healthcare, we engineered the first JIT programs with two teams. After the success of these first pilots, JIT quickly became a constant offshoot of Same Day Access and has been implemented with teams in 11 different states so far. This process allows teams to move a consumer from their diagnostic assessment to a psychiatric evaluation on the same day in some version, or within 3 to 5 days in others. This speed has greatly increased engagement and the reduced no shows and cancellations that once plagued the standard medical team.

The case study below is written by Jennifer Hibbard, LPC, Chief Executive Officer of View Point Health in Lawrenceville, GA. We hope that her experiences will speak to you about the improvements that can be attained in your service delivery processes via the JIT system.

JIT Case Study Provided by:





View Point Health is a community behavioral healthcare agency established to provide mental health, addictive disease, and developmental disability services. Based in Metro-Atlanta, we primarily serve as the public safety net for a three county area with a total population above 1 million. Thirteen percent of this population falls below the poverty level, and our service population is largely comprised of those individuals in severe need of treatment and support (the uninsured/ underinsured, low-income, aging/ elderly, and war veterans). Our role in addressing the behavioral health needs of our community is significant, and we hold our programs to the highest standards of quality, efficiency, and performance. View Point Health offers services to clients through a diverse service array, operating four outpatient clinics, two behavioral health day programs, two Assertive Community Treatment (ACT) teams, a developmental disability day program, and an adolescent “Clubhouse.” In addition, View Point Health manages 83 beds for use in crisis stabilization, respite and substance abuse residential facilities. We serve approximately 10,000 clients per year, with 80% of these clients receiving outpatient services. Our agency employs over 475 individuals, and we foster an organizational culture centered on our vision, mission, and values.

During the past three years, under the guidance of MTM Services, we utilized the rapid-cycle change model to transform our clinical practice. View Point Health implemented Open Access within our outpatient centers which resulted in improvement in the areas of efficiency, access to services, and client engagement. Additionally, centralized scheduling was implemented to manage appointments, no-shows and follow-up appointments. This change was supported by reassigning staff and re-routing phone lines to our centralized scheduling system. The shift to Open Access rendered an estimated \$32,682 in monthly savings, and \$392,184 in yearly savings. Between January 17, 2012 and March 30, 2012, our number of outpatient intakes increased by 14%. The active interaction with clients encourages on-going participation in treatment, increases engagement with interventions, and enhances treatment outcomes. We also incorporated collaborative documentation into our clinical practice, and conducted a survey to capture feedback. The results indicated positive trends in our client engagement, customer service, and provider accountability.

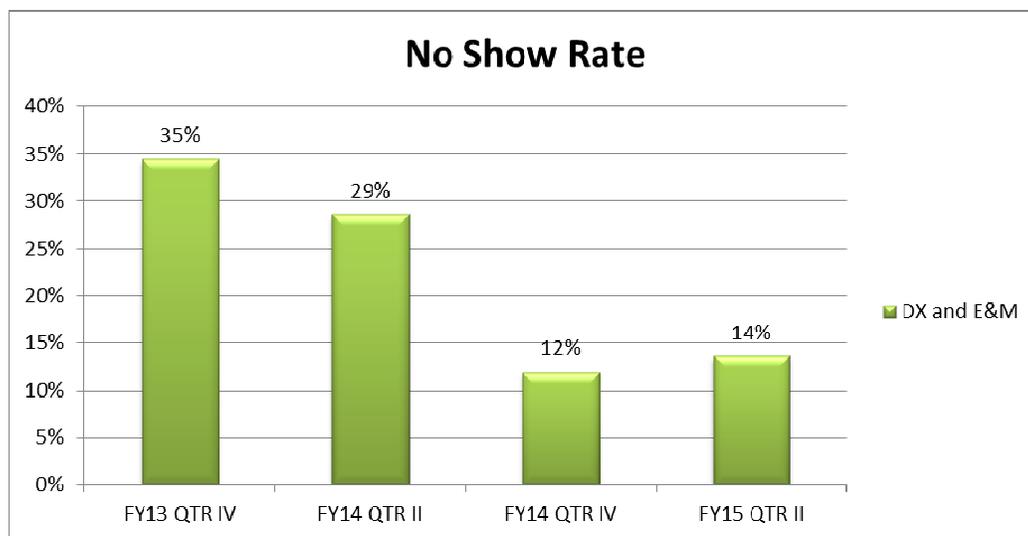
During the summer of 2013, View Point Health embarked on yet another transformative change process and began implementing Just In Time for Meds (JIT). We recognized that easy access to high quality care does not stop at intake into services. In order to meet the



needs of those we serve we had to have psychiatric appointments readily available. Our appointments for a psychiatric evaluation were more than 30 days out, our no-show rate was almost 40% and our doctors' schedules were booked for 3 months. We knew this was not serving our community's needs. As a result, we made a decision to start communicating with our clients about our plans to improve our scheduling process to one that is more open, flexible and client friendly. As an example: Most people do not know what their schedule will be like on a Tuesday at 2:00pm three months from now. However, they do know what they will be doing *next* Tuesday at 2:00pm. The following list outlines our approach:

- 🌱 Do not cancel already scheduled appointments
- 🌱 Hand clients letters explaining the new process at check out
- 🌱 Provide scheduled appointment times, not a walk-in only clinic
- 🌱 Schedule appointments one week at a time
- 🌱 Ensure all staff understand new process and can explain to clients
- 🌱 Have a reporting mechanism to follow-up on clients who do not call back

Just In Time for Meds requires clients to call back to schedule their appointment with a prescriber the week before they run out of medication. This increases the likelihood that they will be able to attend the appointment based on their schedule. In fact, since implementing JIT, View Point Health outpatient clinics have experienced a drop in no-show rates from 35% to 12% for psychiatric evaluation and medication follow-up appointments.



JIT for Meds has minimal provider impact. The doctors' schedules are booked with evaluations and follow-ups. If a client has an urgent need or is out of medications, they have the option of walking into our centers before 10:00 am daily. We book two 30 minute walk-in slots per day to allow some flexibility for the doctor to see clients who have walked-in. An additional benefit of JIT for Meds is our providers have the flexibility to see clients more frequently if necessary. For example, if a psychiatrist feels the need to see a client next week to monitor their progress on

a new medication, they have that availability in their schedule as opposed to being booked out three months.

View Point Health serves as the public safety net and an instrumentality of the state. Therefore, we are required to meet Key Performance Indicators (KPI) that measure access to services. As a direct result of the practice improvement changes we have implemented with the support of MTM Services we have been able to meet and exceed the access metrics for the state KPIs.

These practice improvements not only result in improved access to care for the individuals we serve. Our team members also report improved job satisfaction. Compared to just four years ago, staff satisfaction has improved by 16 points according to organizational climate surveys administered to our workforce.

In support of our mission to promote overall health and improve quality of life by ensuring the delivery of effective behavioral and physical health care that meets the needs of communities we serve, we strive to be a credible and accountable healthcare provider. It is our priority to constantly evolve and progress, to provide the highest quality service to our clients and to create an atmosphere for achievement within our organization.

