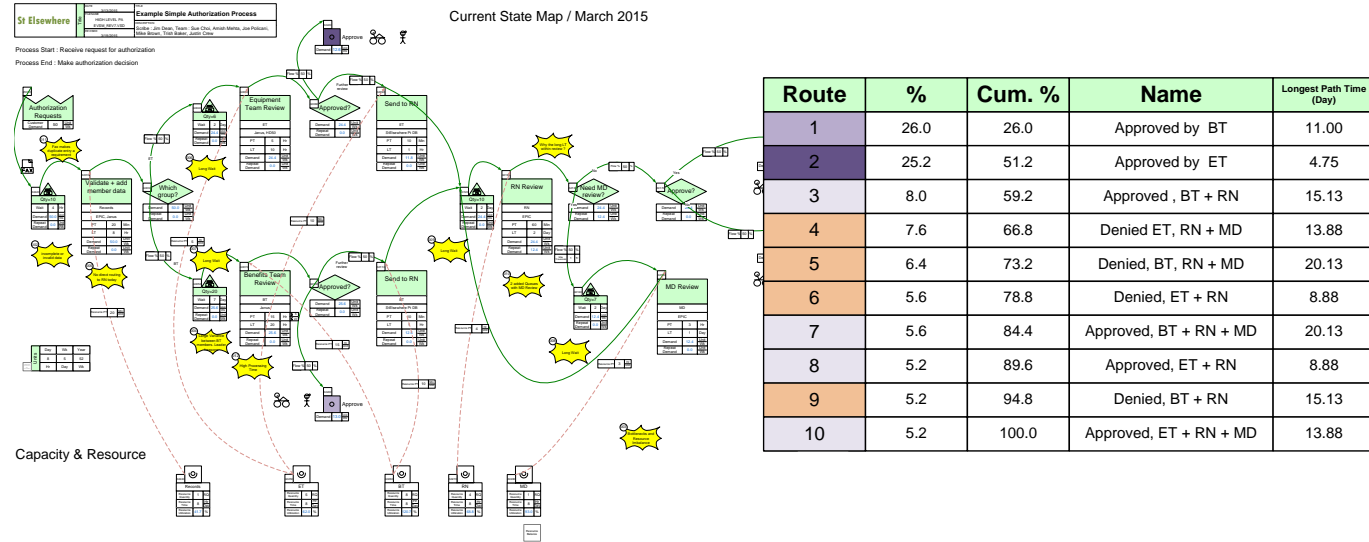## ISSUE

Need to reduce turnaround times for authorization process from 16 days to 2 days by end of year.

BACKGROUND

High turnaround times for authorization cause significant patient dissatisfaction as measured on patient surveys for 2014

CURRENT CONDITION

Average turnaround time is approx 16 days. Supported by Current state map

Current State Map / March 2015

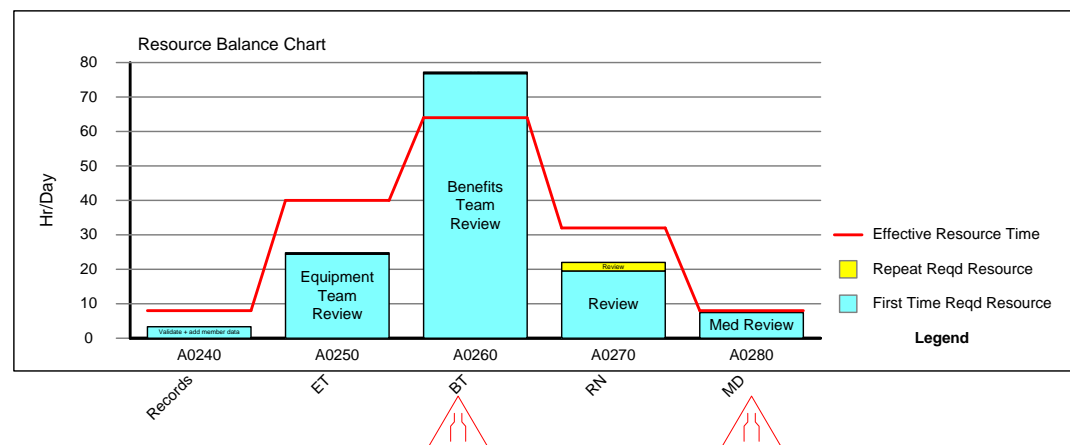| Route	%	Cum. %	Name	Longest Path Time (Day)
1	26.0	26.0	Approved by BT	11.00
2	25.2	51.2	Approved by ET	4.75
3	8.0	59.2	Approved , BT + RN	15.13
4	7.6	66.8	Denied ET, RN + MD	13.88
5	6.4	73.2	Denied, BT, RN + MD	20.13
6	5.6	78.8	Denied, ET + RN	8.88
7	5.6	84.4	Approved, BT + RN + MD	20.13
8	5.2	89.6	Approved, ET + RN	8.88
9	5.2	94.8	Denied, BT + RN	15.13
10	5.2	100.0	Approved, ET + RN + MD	13.88

PROBLEM ANALYSIS

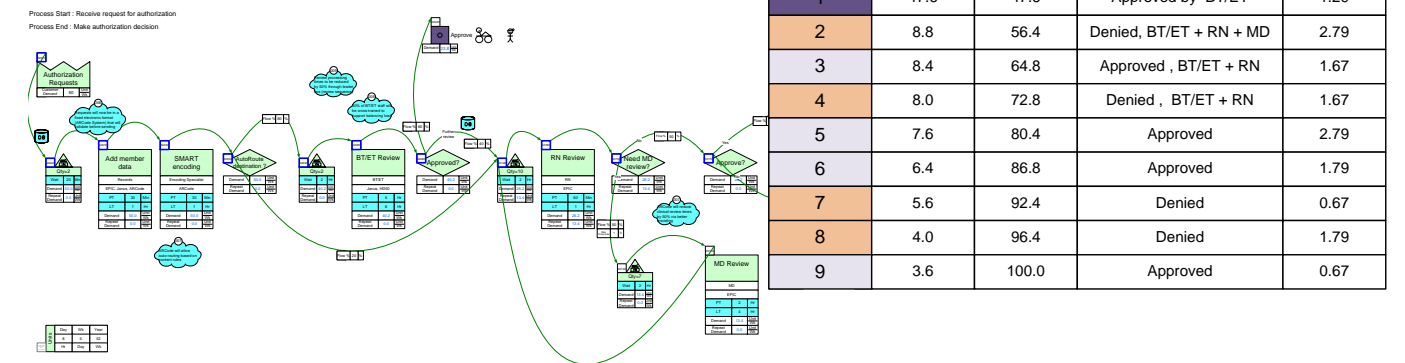See current state map. Problems include:

1. Invalid incoming data

2. Unbalanced resources / bottlenecks (chart below)

3. Large variances between staff in throughput (best practice opportunity)

4. Large processing times from extracting/analyzing data (upfront classification opportunity)

5. Skills issues (Cross-training opportunity)

A 2 day lead time solution will require us to remove bottlenecks, eliminate queues and reduce cycle times

TARGET CONDITION

See future state map.

Route	%	Cum. %	Name	Longest Path Time (Day)
1	47.6	47.6	Approved by BT/ET	1.29
2	8.8	56.4	Denied, BT/ET + RN + MD	2.79
3	8.4	64.8	Approved , BT/ET + RN	1.67
4	8.0	72.8	Denied , BT/ET + RN	1.67
5	7.6	80.4	Approved	2.79
6	6.4	86.8	Approved	1.79
7	5.6	92.4	Denied	0.67
8	4.0	96.4	Denied	1.79
9	3.6	100.0	Approved	0.67

Expected Outcomes

- Average lead times < 2 days (from approx 16 days in current state)

- Max lead times < 3 days

- Resource savings

IMPLEMENTATION PLAN

What	Who	When	Outcome
Implement ARCode to bring in validated data	IT	July 2015	
Train and add encoder upfront for autorouting and streamlined review	John Baker	August 2015	
X-Train percent of BT/ET staff to balance loading	Trish Goodman	August 2015	
Learn from BT Leader practices to reduce review cycle times	Trish Goodman	Sept 2015	

FOLLOW UP

Track lead times for 6 months after Sept 2015

Report at monthly management meeting