Improving data systems to measure waiting time: Lessons learned
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Reduce Waiting Times & No-shows • Increase Admissions & Continuation
Introduction

• This presentation by health services researchers, for health services researchers
• State-based collaboratives
• Previous evaluations (McCarty et al., 2007; Hoffman et al., 2008)
  – Waiting time from first request to first treatment
  – Continuation from 1st to 4th treatment session
Waiting time from first contact: looking into the “black box”

• Walkthrough exercise
• Research suggests that the time between a patient’s request for services and treatment initiation should be as short as possible (Appel, Ellison, Jansky, & Oldak, 2004; Best et al., 2002)
• Decreasing waiting times are associated with improved admission rates (Chun, Guydish, Silber, & Gleghorn, 2008; Sorensen et al., 2007)
If you’ve seen one state system…

<table>
<thead>
<tr>
<th>State</th>
<th>Client data system</th>
<th>First request date collected?</th>
<th>Contracting relationship with providers</th>
<th>No. of eligible providers</th>
<th>Annual OP admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>MA</td>
<td>Episode based</td>
<td>N</td>
<td>Direct</td>
<td>82</td>
<td>26,570</td>
</tr>
<tr>
<td>MI</td>
<td>Encounter based</td>
<td>N</td>
<td>Intermediary</td>
<td>140</td>
<td>41,453</td>
</tr>
<tr>
<td>NY</td>
<td>Episode based</td>
<td>N</td>
<td>Intermediary</td>
<td>221</td>
<td>64,602</td>
</tr>
<tr>
<td>OR</td>
<td>Episode based</td>
<td>N</td>
<td>Intermediary</td>
<td>84</td>
<td>37,369</td>
</tr>
<tr>
<td>WA</td>
<td>Encounter based</td>
<td>N</td>
<td>Intermediary</td>
<td>115</td>
<td>28,441</td>
</tr>
</tbody>
</table>
Approach

- Designation of state data coordinators and leadership teams
- Designation of provider data coordinators and leadership teams
- One-on-one meetings and consultation with states
Key lessons

• Involve providers in design process
  – Establish communication channels
  – Solicit user input
  – Integrate into workflows
  – Provide training

• Focus on data accuracy
  – “How long have you been waiting?”, vs.
  – How long do people really wait?
Key lessons (cont.)

• Facilitate reporting for QI projects
  – Feedback reports
  – Asynchronous vs. real-time reporting

• Maintain compliance
  – Tie to reimbursement (when possible)
  – Make the business case connection
  – Lots and lots of “encouragement”
Current status and future plans

- Massachusetts
- Michigan
- New York
- Oregon
- Washington
Conclusion

• Infrastructure: key to sustainability

• Every decision involves tradeoffs

• Research projects can affect policy
For more information…


A cast of thousands….

- Tom Hilton
- Wilson Compton
- Redonna Chandler
- Dave Gustafson
- Jay Ford
- Alice Pulvermacher
- Anna Wheelock
- Jim Robinson
- Dennis McCarty
- John McConnell
- Kim Hoffman
- Mike French
- Jim Kadunc
- Victoria Sviridova
- Bobbie Johnson
- Victor Cappocia
- Kyle Grazier
- John Oruongo
- Nataliya Batina
- David Zimmerman
- Mike Ellis
- Mike Botticelli
- Mark Steinberg
- Phil Chvojka
- Karen Wheeler
- Dagan Wright
- Shawn Clark
- Fritz Wrede
- Eric Larson
- Susan Brandau
- Dawn Lambert-Wacey

- And many, many more…