

# AltaMed Health Services Increases Exam Room Utilization and Saves \$250,000

AltaMed Health Services

Success Story

Healthcare

MedModel



## CHALLENGES

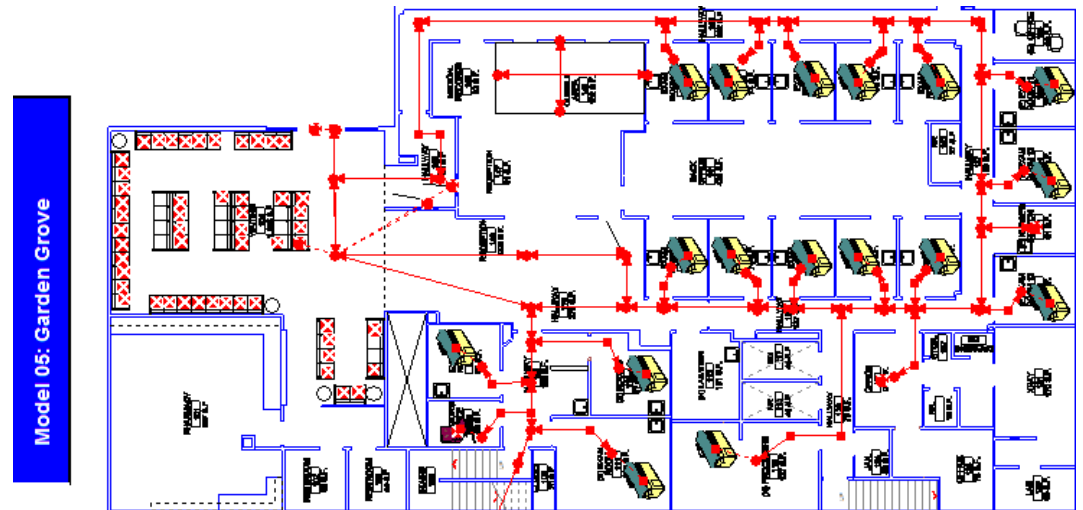
One of the largest federally qualified healthcare centers in the United States, AltaMed Health Services has community clinics spanning across both Los Angeles and Orange Counties. AltaMed employs a workforce of over 2,000 offering a full continuum of care to patients in areas with high population densities within Southern California.

To keep up with the growing demand for healthcare and meet the requirements of the Affordable Care Act, AltaMed decided to examine facility expansions, as well as the addition of numerous new clinics to their network. They needed to make sure that their proposed layouts would fully support the added growth expected. However, first they wanted to determine if they could increase their current facility capacity by better understanding patient flow. In the past it was common for AltaMed to simply convert existing administration space into exam rooms to meet their growth, but this was no longer an option and the staff now needed to define better ways of utilizing current space or find justification for constructing new facilities.

## OBJECTIVES

1. Simulate approximately eight different clinics by using one adjustable model
2. Create suitable data sets for each clinic so a reasonable representation of each clinic could be created
3. Analyze room utilization rates
4. Increase efficiencies/eliminate waste
5. Optimize provider/patient interaction

Garden Grove facility model used as a validation tool to test assumptions and system improvement recommendations against current system behaviors. To be used as a template for other AltaMed clinic improvement initiatives.



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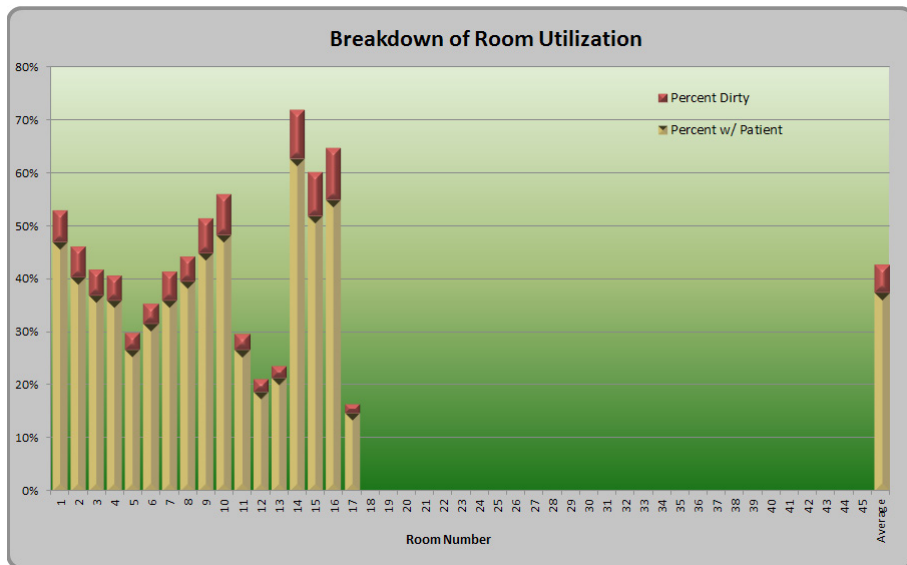
## SOLUTION

The AltaMed team chose the Garden Grove medical facility to begin their examination of patient flow before expanding research across the clinics. Garden Grove was in the process of requesting the construction of additional exams rooms to relieve current patient flow bottlenecks and future demand. AltaMed wanted to contrast the current 17 exams rooms versus the recommended 24 rooms to better understand effect on patient flow and justification for expansion.

The simulation model was used as a validation tool to test their assumptions and system improvement recommendations against the base data collected which captured an accurate representation of current system behavior. The model set up allowed them to simultaneously view time, system, and room utilization changes by volume.

After running a number of scenarios on the Garden Grove facility, the model showed that rooms were not at 100% capacity and room utilization was only around 60%. This confirmed the teams assumption that the space was not being properly utilized and that the system could be re-configured to accommodate current and future increases in volume.

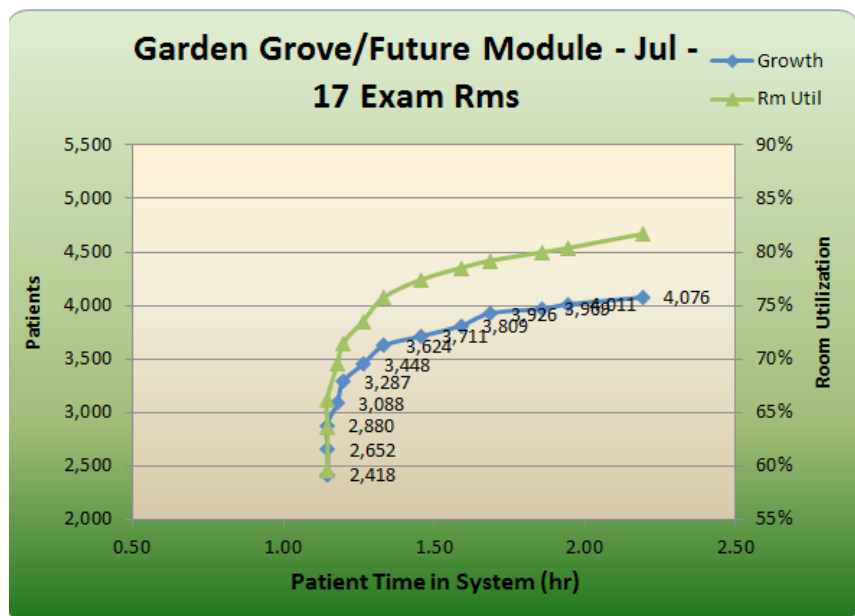
The AltaMed team developed their organization wide adjustable template model from the Garden Grove model and used it to model other facility locations across the AltaMed system.



## VALUE PROVIDED

AltaMed was able to save \$250,000 at the Garden Grove facility by increasing room utilization and eliminating the need for additional exam rooms. All other facilities within the AltaMed system will be tested in the same manner creating a potential savings of millions of dollars.

The simulation model allowed the AltaMed team to see inefficiencies in their system and to work on standardizing spaces to improve work flow. These system re-configurations will help improve patient flow and over all patient satisfaction and create a more cost efficient system design.



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