



A VISIT TO THE CLINIC (A)

Read the time line below about your experience as a patient in a clinic – and then work in pairs to answer these questions:

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1. What is the total time in the system?
2. Identify the value-add steps. Note: A value-add step is one that customers are willing to paying for.
3. What is the Value Added Ratio (VAR)?
VAR = (Value added time)/(Total time in the system)
4. Identify the necessary non-value-add steps and the unnecessary non-value-add steps.
5. How might we increase the VAR without any investment?
6. How might we radically increase the VAR with investment?
7. How might we improve the patient experience?
8. How would your organization normally go about improving processes like this one?
9. Why is so hard for people to “see” opportunities for process improvement?

Be prepared to defend your answers.

TIME LINE

6:00 am	You wake up with a really bad sore throat. You are almost positive that it is strep throat because your symptoms are the same as when you had strep six weeks ago. You want to call your clinic to get an appointment, but it is not open until 8:00 am.
8:00 am	You call the clinic. After listening to music for about five minutes, you explain your symptoms to the scheduler and ask for an appointment. The scheduler tells you that your doctor is booked and you will have to use Urgent Care. You say goodbye and get dressed.
9:00 am	You begin your drive to the Urgent Care Department at the clinic.
9:30 am	You arrive at Urgent Care parking lot, put your mask on, and then walk into the building. You have trouble finding where to go, but you finally find the Urgent Care desk. You join the waiting line to check in with the receptionist.
9:40 am	The busy receptionist greets you without looking at you. You explain the purpose of your visit. He asks you if you have a copay. You say yes and pay the \$20 copay with your credit card. The receptionist then gives you a clipboard and pen and asks you to fill out a health history form. You find the chair furthest from the others, sit down, and fill out the form.
9:50 am	You return the form to the receptionist and return to your chair in the waiting room. You watch some noisy children playing nearby with runny noses while you read a four-month-old torn magazine that is of no interest to you.

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10:20 am	A nurse calls your name, gives you a warm greeting, and takes you into the fairly crowded hallway to measure your weight (which is a little embarrassing) and then takes you into the examination room.
10:25 am	The nurse takes your vital signs (blood pressure, pulse, respirations, and temperature) and then asks you to explain your problem. The nurse asks you about your current medications and allergies. The nurse then explains that the doctor will see you shortly and instructs you to put on the "one-size-fits-all" gown that ties in the back. You put on the gown but are unable to get it tied in the back. You skim another boring old magazine while you wait, but it is hard for you to read because you are cold, sleepy, and sick.
10:45 am	The doctor comes in and asks you how you are doing, but really does not seem to listen to your answer. She reads your chart and asks you to explain your symptoms. You explain your symptoms. The doctor looks at your throat and then takes a sample with a swab. She then instructs you to get dressed and return to the waiting room. You struggle a little to find your way back through the maze of hallways to the waiting room.
11:05 am	The nurse runs the ten-minute rapid strep test and then calls your name, walks you to a room, and instructs you to wait for the doctor. You again skim the same boring old magazine.
11:25 am	The doctor enters the room, informs you that the throat culture came back positive, writes a prescription for you, hands it to you, and says goodbye with a fake smile.
11:35 pm	You again struggle to find your way out of the maze of rooms. You leave the clinic and drive to the drugstore near your home.
12:05 pm	You arrive at the drugstore and take the prescription to the busy pharmacist, who instructs you to wait. While you wait, you buy a box of Oreo cookies, a large bottle of Coke, and some aspirin using your credit card.
12:30 pm	The pharmacist calls your name. You walk to the counter and use your credit card again to pay for your medication.
12:45 pm	You leave the pharmacy and drive to your home.
1:00 pm	You arrive home and take the medicine with your cookies. Your cure begins.
+48 hours	You start to feel better.

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