

REORGANIZATION OF A CONSULTATION AND OUTPATIENT TREATMENT PLATFORM

Dr François VERMEULEN, PhD
Department of Surgery
Department of Clinical Neurosciences

1

WELCOME

Share our experience
Discuss methodological approaches
Have concrete ideas



2

HÔPITAUX UNIVERSITAIRES DE GENÈVE

6 sites
12,000 employees
1,920 beds
70 medical departments

60,000 hospitalizations per year
100,000 emergency room visits per year
1,000,000 consultations per year
26,000 surgical procedures per year

CARE

EDUCATION

RESEARCH

3

UROLOGY

Medical-surgical discipline dedicated to the study, diagnosis and treatment of **disorders of the urinary system and the genital system of men and women**

Inpatient activity

≈ 1,500 hospitalizations/year

Outpatient activity

≈ 16,000 admissions/year



Maladies des reins



Maladies de la prostate



Maladies du périnée de la femme



Maladies de la vessie

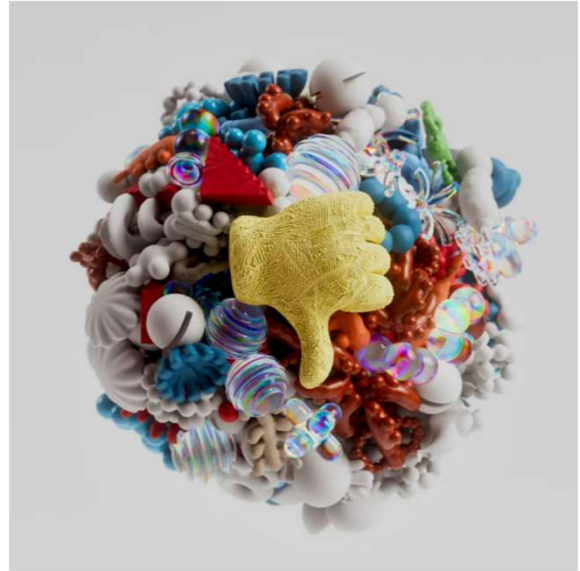


Maladies des organes génitaux externes de l'homme

4

NEED FOR SPACE DISORGANIZATION

Urology Outpatient Unit
New Department Head
Tired Team
Patient Overload
Waiting Times



5

CONTEXT

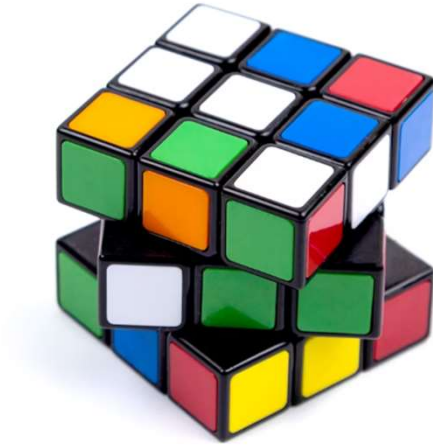


6

YOUR APPROACH ?

Establish a specific working method
to successfully complete a given project

It's a bit like choosing an itinerary for a trip:
there are several possible paths, each with its
advantages and disadvantages.

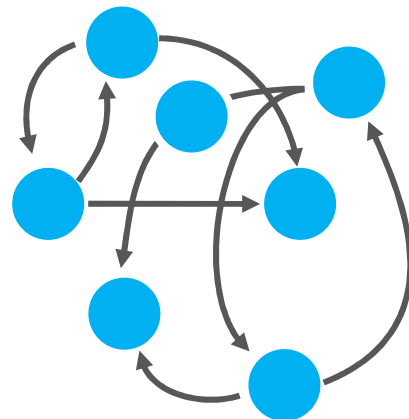


7

SYSTEM THINKING

Consider phenomena as
interdependent elements

Explore the relationships and
interactions between these
different elements



D'après <https://images.app.goo.gl/Yka8mJQEHsF3Ex169>

8

HOLISM

The whole is greater than the sum of its parts.
The properties of a system cannot be fully understood by studying its individual components.

FEEDBACK

Systems are dynamic and evolve based on their own outcomes.
Feedback loops can amplify or mitigate changes.

INTERCONNECTIONS

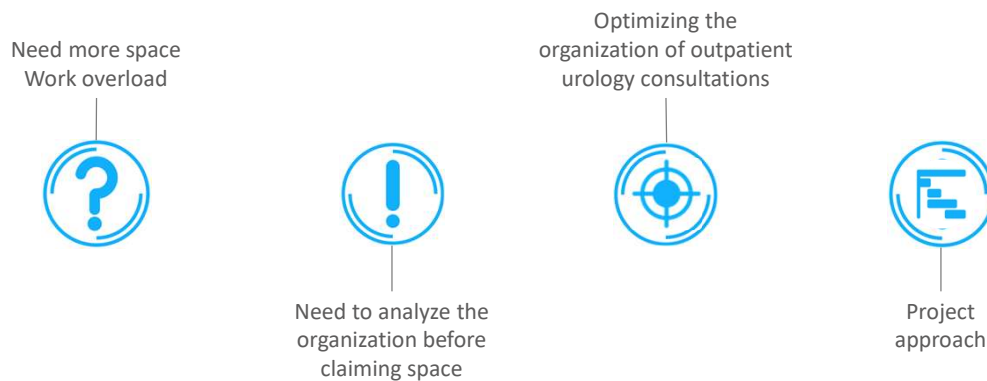
Everything is connected. Changes in one part of a system will have repercussions on other parts.

EMERGENCES

New properties may appear at the system level that are not present at the individual component level.

9

CONTEXT AND OBJECTIVES



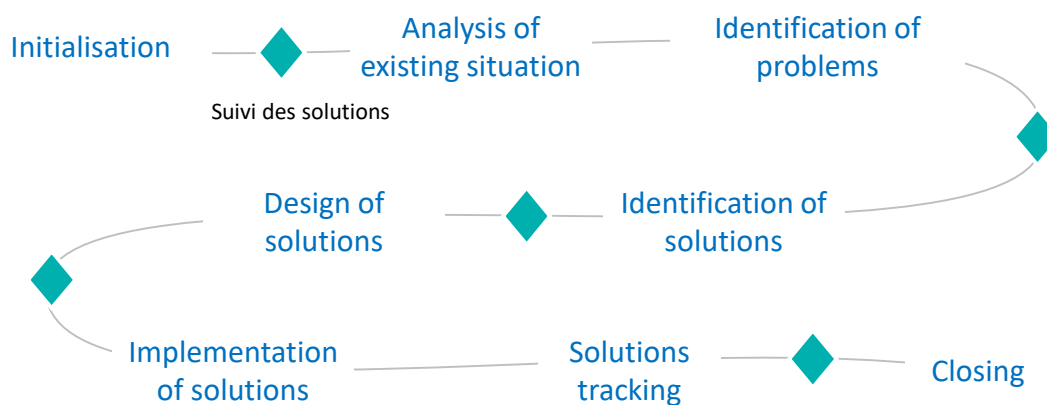
10

A **PROJECT** IS A SEQUENCE OF FINITE
DEPENDANT ACTIVITIES WHOSE SUCCESSFUL
COMPLETION RESULTS IN THE DELIVERY OF
THE EXPECTED BUSINESS VALUE THAT
VALIDATED DOING THE PROJECT

Wisoky RK. Effective Project Management. Traditional, Agile, Extreme. 7th Ed. Wiley, 2014.

11

STEPS / MILESTONES



12

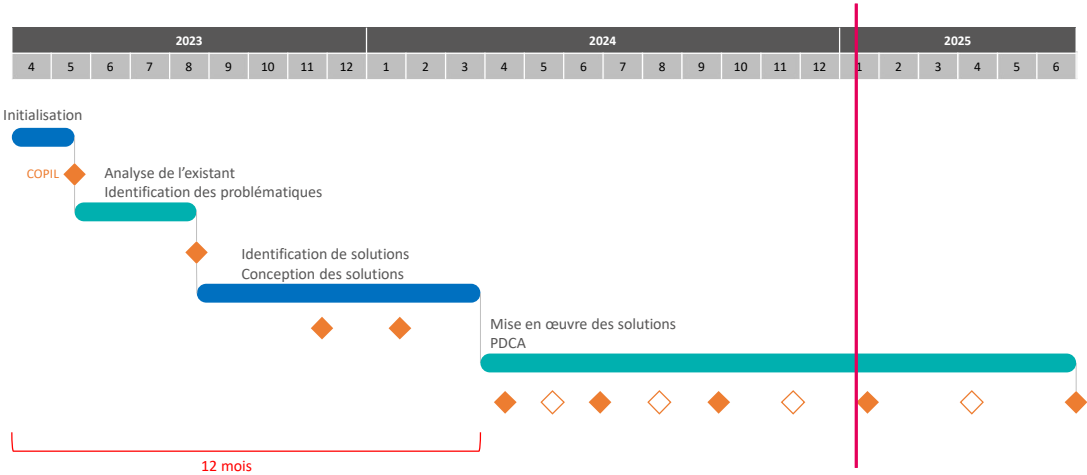
TEAM ORGANIZATION



- Head of Department
- Departmental Management Committee
- Project Manager
- Unit Nurse Manager
- Deputy Head of Department
- Physicians
- Secretary
- Administrative team
- Nurses
- Nursing Assistant
- Community Health and Care Assistant

13

PLANNING AND COMMUNICATION



14

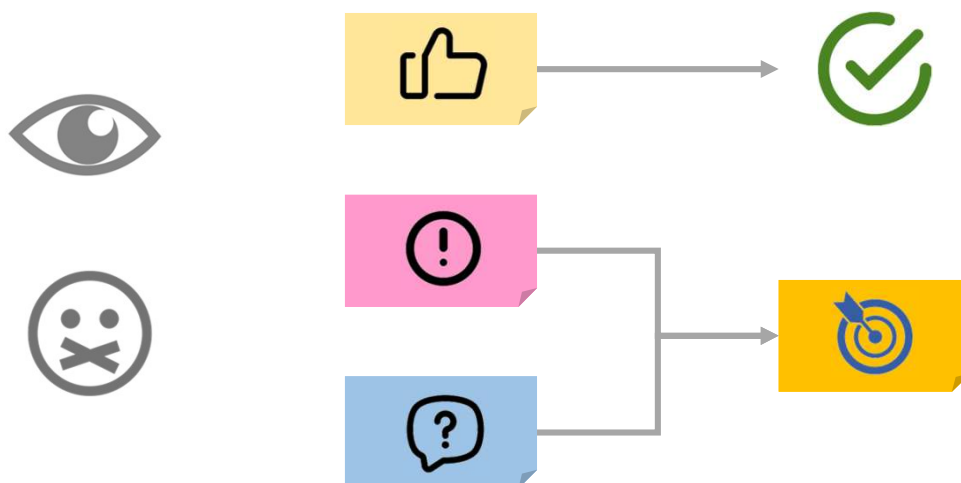
ANALYSIS OF THE EXISTING

IDENTIFICATION OF PROBLEMS



15

OBSERVATION ON SITE



16

OBSERVATION ON SITE



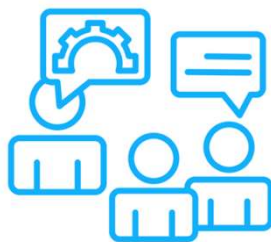
17

ANALYZE OF SUBJECTIVE DATA

Inadequate reception
desk

Waiting rooms too
small and poorly
located

Comfort and security
issues



Organization

Communication

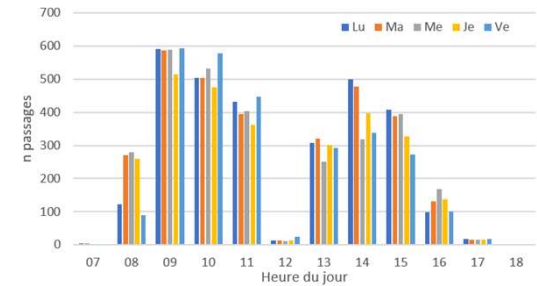
Noise pollution

Lack of space, proximity

Visibility of current activity

18

ANALYZE OF OBJECTIVE DATA



Étiquettes de lignes	15	20	30	45	60
SERV_UROLO	1%	9%	82%	0%	8%
Consult	6%	0%	90%	2%	2%
Consult simple	0%	0%	98%	0%	1%
Infirmiers	0%	37%	42%	0%	20%
Medical	0%	0%	83%	0%	17%
Movember	0%	0%	100%	0%	0%
Salle RX	0%	0%	89%	4%	8%

Madame,

Vous avez rendez-vous à la réception des Consultations de chirurgie, rue Gabrielle-Perret-Gentil 4 (entrée principale, suivre la ligne verte au sol), bâtiment C-Prévost, étage 0, le

Jeudi 01 juin 2023 à 09h00

pour le motif suivant: **Echographie rénale.**

Consigne(s)

Vous devez vous présenter 15 minutes avant l'heure de votre rendez-vous avec les documents suivants :

- cette présente lettre de convocation
- votre pièce d'identité
- votre carte d'assurance
- tous les documents (rapports médicaux, résultats d'analyse de laboratoire, échographie, scanner, IRM) pouvant être utiles à votre prise en charge
- dans le cas d'un accident, votre déclaration de sinistre.

En cas d'empêchement, de fièvre, de toux, de perte de goût, d'odorat ou encore après avoir été en contact avec une personne testée positive au COVID-19, nous vous remercions d'informer le secrétariat au plus vite au 022 372 79 55.

Tout rendez-vous non décommandé 24 heures à l'avance vous sera facturé.

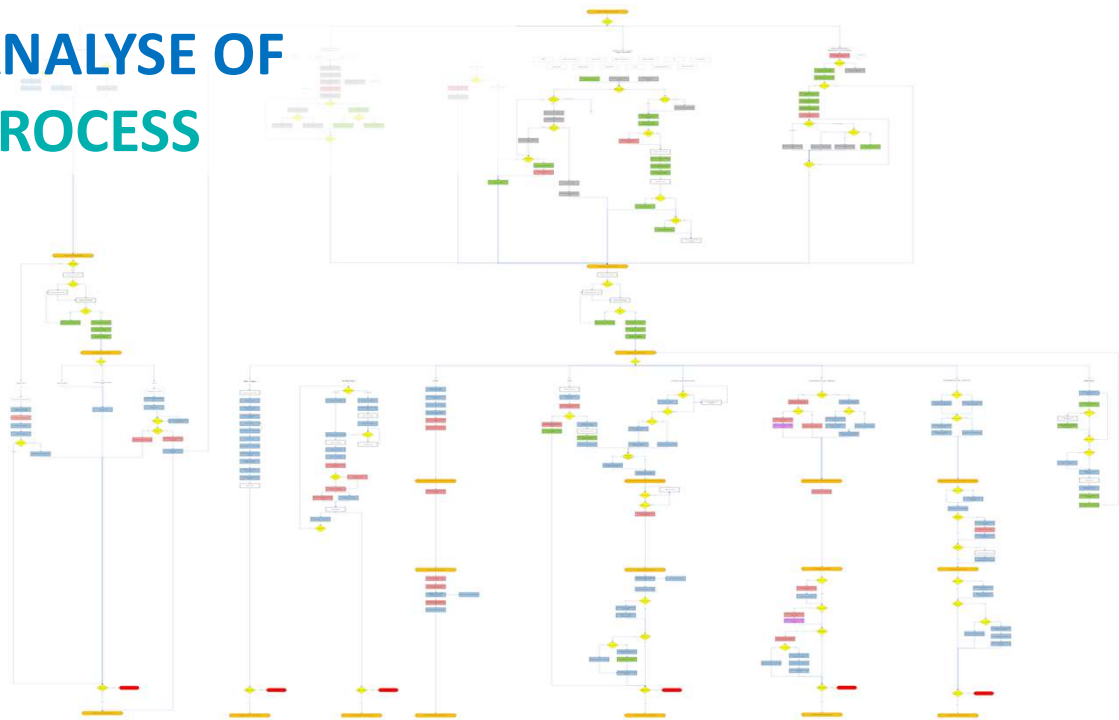
Nous vous présentons, Madame, nos meilleurs messages.

Service d'urologie

Rendez-vous à venir (sous réserve de modifications):
07 juin à 11h00 - Consultation (SPA - CAPPI Jonction)
16 juin à 11h00 - Entretien de suivi (SPA - CAPPI Jonction)

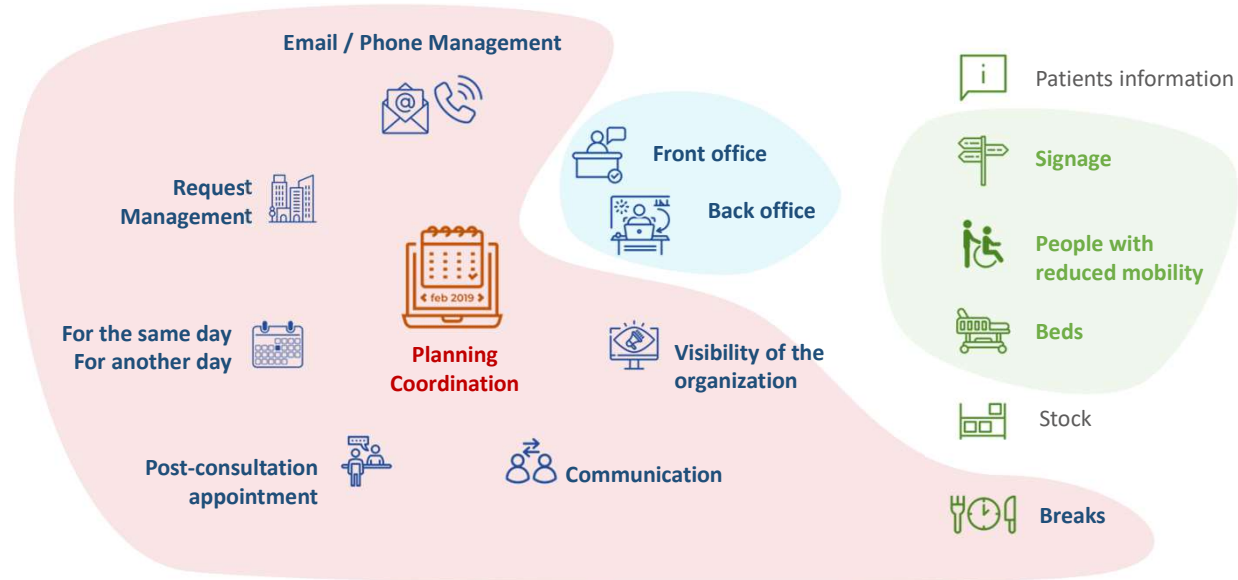
19

ANALYSE OF PROCESS



20

PROBLEMS AND SOLUTIONS



21

IDENTIFICATION OF SOLUTIONS

DESIGN OF SOLUTIONS



22

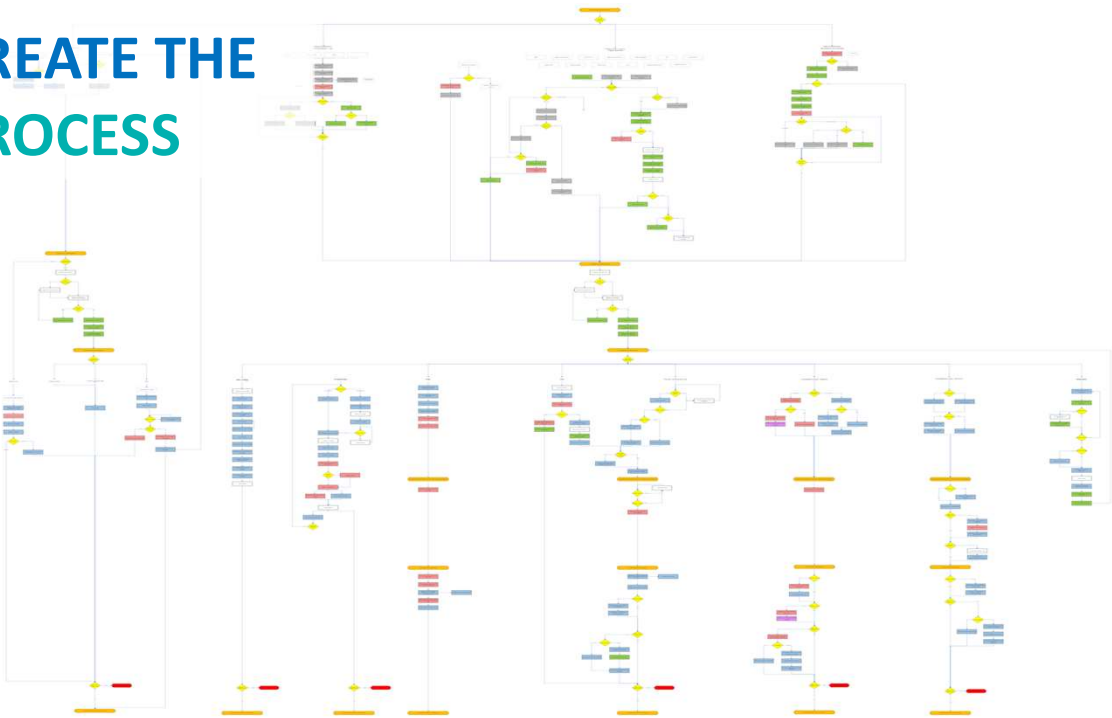
LEVELS OF UNDERSTANDING

LEVELS OF UNDERSTANDING	ACTION MODE	TEMPORAL ORIENTATION	TYPICAL QUESTIONS
Events	Reactive	Present	What is the fastest way to respond to this event NOW?

D'après D.H. Kim. Systems Thinking Tools: A User's Reference Guide. 1994, Pegasus Communications, Inc.

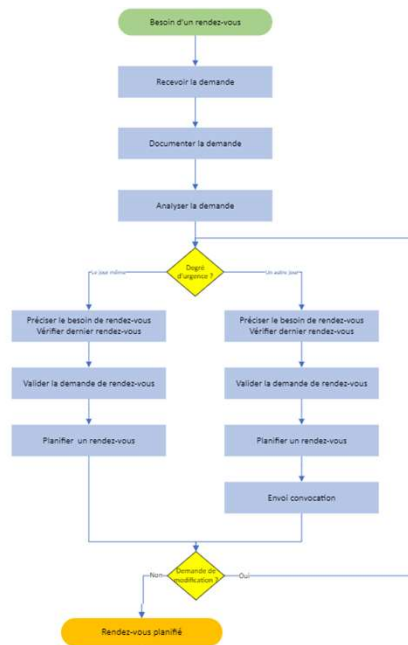
23

CREATE THE PROCESS



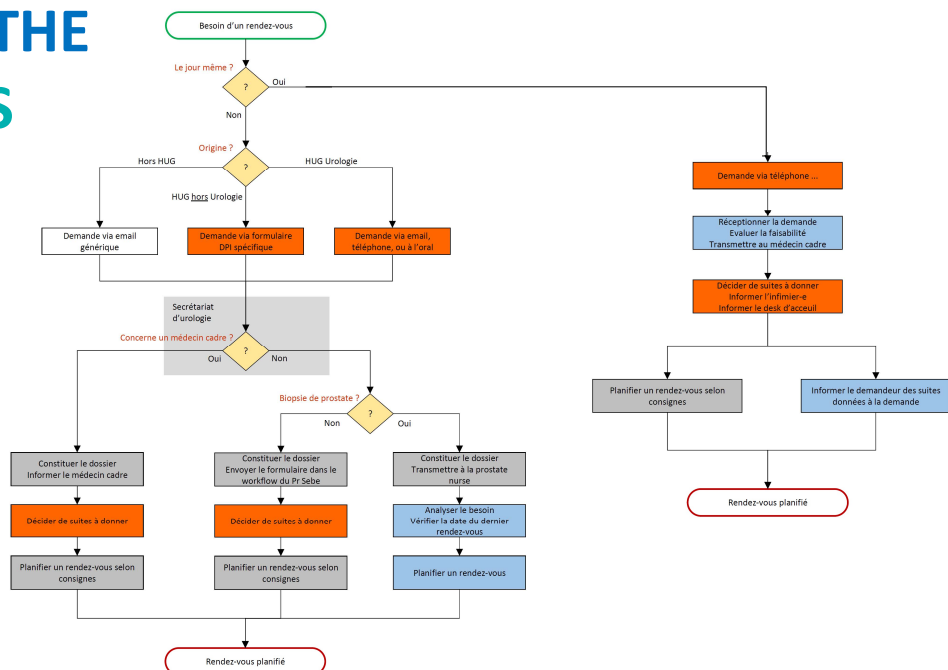
24

CREATE THE PROCESS



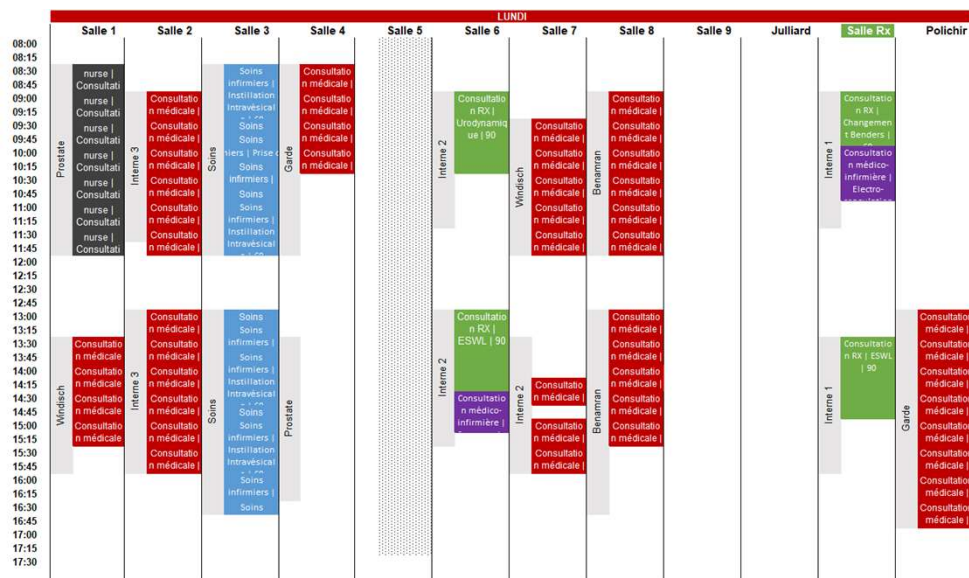
25

CREATE THE PROCESS



26

SIMULATE PLANNING



29

INFORM

Secretaries
Nurses
Administrative Clerks
Prostate Nurses
Unit Managers
Physicians
Clinic Heads
Department Heads

Inform and train on the new organization of appointments for consultations

11:00 Welcome
11:05 Current situation. New organization
11:10 New structure in Greco and its use
11:30 Presentation of the appointment scheduling process
11:50 Miscellaneous. Conclusion
12:00 End

30

IMPLEMENTATION AND MONITORING OF SOLUTIONS



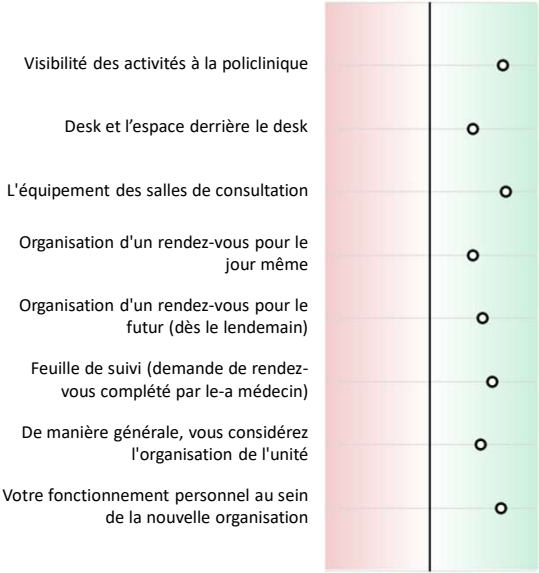
31

RESULTS

	Mardi 12 Nov.										
	Urologie - Salle 1	Urologie - Salle 2	Urologie - Salle 3	Urologie - Salle 4	Urologie - Salle 5	Urologie - Salle 6	Urologie - Salle 7	Urologie - Salle 8	Urologie - Salle 9	Bureau Benamran	Bureau Médecin-c...
07:00											
08:00	Actif < > Suivi < >	Suivi < >	Activité sans par < >	Test < >		Suivi de maladie < >	Suivi d'un hyste ép < >		Consultation po < >		Suivi - Résultat < >
09:00	Suivi < >	Flow Rpm < >	Activité sans par < >	Test < >	Cystographie po < >	Cystoscopie retr < >	Flow Rpm < >	Suivi / Pr SEBE < >	Consultation po < >		
10:00	Suivi < >	Flow Rpm / contrôle à 3 < >	Activité sans par < >	Suivi - discussion < >	Mme BUCHS Sonia	Suivi à jeun pour < >	Suivi / Post CT Sc < >	Suivi < >	Consultation po < >		
11:00	Consultation pré-o < >	Nouveau cas < >	Chai < >	Nouveau cas avec < >	Mme BUCHS Sonia		Flow Rpm < >	Suivi < >			
12:00	Nouveau cas < >	Flow Rpm < >	INFORMIERS/ÈRES	Nouveau cas < >			Suivi / Incontinenc < >	Suivi < >	Consultation pré < >		Consultation télé < >
13:00			Changement de cy < >	Consultation pré-o < >			Flow Rpm / cons < >	Nouveau cas < >			Suivi < >
14:00	Suivi < >	Suivi < >	Changement de cy < >				Flow Rpm < >	Consultation avec < >			
15:00	Cystoscopie < >	Suivi // Sédimen < >	Installation Intra < >		Cystographie / < >		Flow Rpm < >	Cystoscopie (Pr se < >			
16:00	Suivi < >	Flow Rpm // Débit < >	Urologie - Salle 3		Dre ASS. 2/ONCO/PER < >		Nouveau cas < >	Suivi < >			
17:00	Suivi < >	Suivi / US du 08.11 < >	Changement de so < >				Test de propriocep < >	Suivi < >			
18:00							COLLAUD Raphael < >	Consultation dys < >			

32

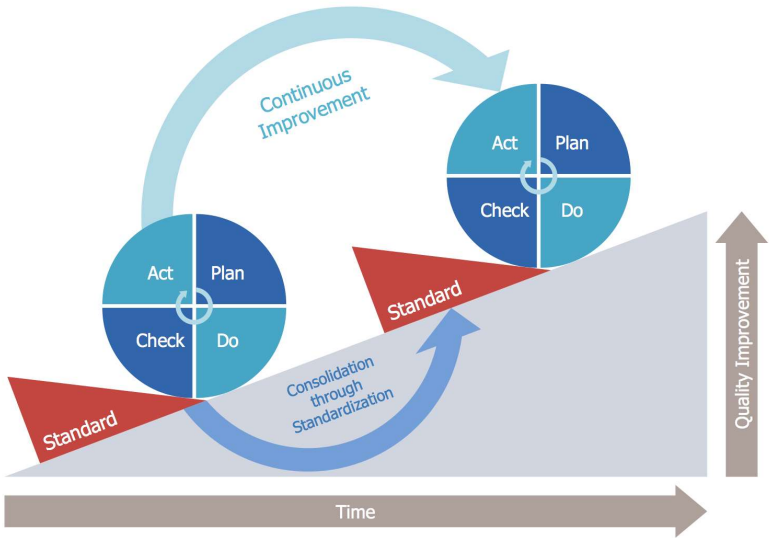
RESULTS



Fin novembre 2024				
	Réalisé	Budget	Ecart	%
Recettes ambulatoires	3813599	3114833	698766	22%
Prises en charge ambulatoires	15682	14511	1171	8%

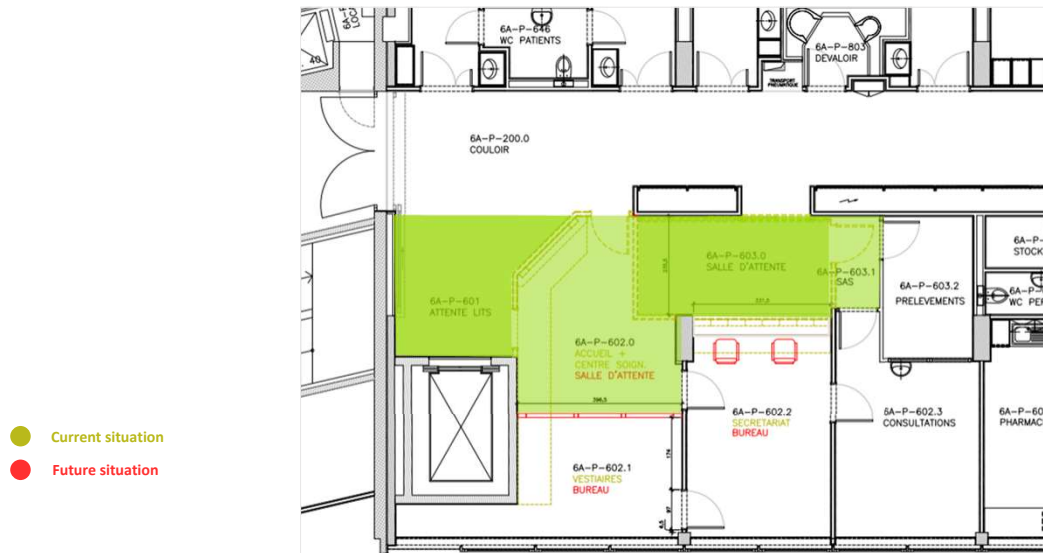
33

CONTINUOUS IMPROVEMENT



34

IMPROVE THE PREMISES



35

NEXT

Renovation of the outpatient clinic reception area

Matrix including resources, logistics, and constraints

Planning

Organizational visibility

Adaptability

Resource management

Medical-economic monitoring

36

CONGRATULATE
THANK
CELEBRATE



37

Thank
you!



francois.vermeulen@hug.ch



[vermeulenfrancois](https://www.linkedin.com/company/vermeulenfrancois)



francoisvermeulen.org

38