The No-Show Reduction PlayBook

A Tool for DPI™ Teams

DPI™

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What is a Playbook?

This playbook was developed to provide DPI™ teams with a set of "plays", or tactics, to employ to reduce no-show rates in their clinics. Many of the clinics that have participated in Dramatic Performance Improvement™ efforts have achieved no-show rates at or below 10%. This playbook is dedicated to those teams.

What is a Play?

A play in DPI™, just as in football, is a coordinated, multi-step action a team can execute in the right circumstances to "move the ball toward the goal line—and then score "touchdowns".

How Do We Use This Playbook?

Keep the playbook handy during all team work sessions. Look at it often. Try the plays in it. If a play works for you, then keep using it. If it doesn't work in your setting, then try another play. After you run a play, check it off in the check box and grade it on its effectiveness. Try these plays. And come up with additional plays on your own.

Top Six Plays You Must Try (to be successful at No-Show Reduction)

- ➲ #2. Eyes on the Prize
- ➲ #3. Shoot for the Moon
- ➲ #4. The Plan, Stan
- ➲ #5. The Marquee
- ➲ #10. The Trust but Verify
- ➲ #13. The New Script

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↻ #14. Variety is the Spice of Life

#	☑	Name and Description of Play	Grade
1	☐	**The Quick Victory** Set your overall no-show reduction goal of 50%. Now set an interim goal for no-show reduction that you can achieve over the first two weeks after LAP1.	A B C D F
2	☐	**Eyes on the Prize** If someone tries to water down the goal of reducing no-shows—whether it's management, staff or team members—passionately defend your bold goal of cutting no-show rate by 50%.	A B C D F
3	☐	**Shoot for the Moon** Once you reach your interim or "final" DPI™ goal, set a higher goal for yourselves and then plan a "winning game" to achieve it.	A B C D F

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#	☑	Description of play	Grade
4	☐	**The Plan, Stan** Develop a data collection plan that ensures substantial contribution from each member of the team. Who tabulates the data how? The more each person on the team participates in data collection, the more effective your team will become.	A B C D F
5	☐	**The Marquee** Post results in public areas of the clinic (provider offices, break areas, waiting rooms, etc.)	A B C D F
6	☐	**Just Do It** Calculate the no-show rate in real time as the day unfolds. Post this number where staff can see it and revise hourly. You will find it is easy to do collect the data, and you'll see the impact on staff as you bring down the no-show rate.	A B C D F
7	☐	**Math 101** Have the best mathematician on your team teach the rest of the team how to do the basic math relating to no-show rates. Then test. Tutor if necessary!	A B C D F
8	☐	**Data Obsession** Review your data weekly as a team and set an even more challenging no-show reduction goal if you are doing well.	A B C D F

#	☑	Description of play	Grade
9	☐	**The Go Deep** Interview by phone patients that have three or more no-shows. Ask them: ① *Can you tell me why you missed your last appointments?* ② *Is there anything we can do to help you keep your next appointment?* Report findings back to the team. Remember, patients miss appointments for lots of reasons, and many of them are because of things we could do better.	A B C D F
10	☐	**The Reagan Administration: Trust but Verify** Sometimes the source of the problem is a miscommunication with the callers. This play underscores the importance of going back to make sure calls are being completed as envisioned. Sometimes this requires you to make a secret appointment as a patient and then wait to get the expected confirmation call …and verify that it follows the script. Other times, this may highlight a need for additional training, support or accountability.	A B C D F

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#	☑	Description of play	Grade
11	☐	**The Advertiser** Post no-show rates for patients to see.	A B C D F
12	☐	**Go Strong** Develop a one-page set of talking points for staff that defines what a no-show is and gives concrete examples of how no-shows affect patient flow and make the clinic far more chaotic than it needs to be. Present the talking points at an all-staff meeting and encourage staff to use these points to educate patients on the importance of keeping appointments.	A B C D F

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#	☑	Description of play	Grade
13	☐	**The New Script** Confirmation calls can be used to get all kinds of information. Create, a script (or add to the script you already use) that: ① Confirms if the patient is coming to the visit, and ② If the visit is really necessary. How best can you get the information you want from the patient?	A B C D F
14	☐	**Variety is the Spice of Life** Try an experiment by making reminder calls at varying times so that you have the best chance of reaching the patient. Make as many calls as necessary until you reach all scheduled patients.	A B C D F
15	☐	**Be Nice** Create a plan to ensure that confirmation calls are friendly and ask questions (e.g. "Will you be coming to your visit tomorrow at 3:00? Is that still a good time for you?").	A B C D F
16	☐	**The Parachute** Move reminder calls to clinic staff. Make sure calls are made by someone who cares about the patients showing up for their appointments. This is the "Pack your own parachute" philosophy—in other words, if you pack your own parachute, you'll do a better job than someone else would, or if a team calls its own patients, they will do a better job than a call center would.	A B C D F

17	☐	**Private Phone Line** Create a dedicated phone line for appointment cancellations. Make it easy for the patient to actually cancel an appointment by opening all lines of communication in and out of the clinic.	A B C D F
18	☐	**Answer the Darn Phone** Increase ease of access to phones for making appointments. Move phone systems to clinic, then answer incoming calls—it can save you a lot of work.	A B C D F
19	☐	**The Atlantic City Play** Gamble a little—just a little. Assume that "disconnects"—those patients whose phones are disconnected or no longer in service when you call to confirm their appointments—will NOT show for their appointments. Book other patients into those slots. (This is the only doublebooking of appointments allowed with Simplified Patient Scheduling.) Note on the schedule that a "disconnect" is also booked into that slot so you are not totally surprised if the patient shows…but it's unlikely that will happen.	A B C D F
20	☐	**R-E-S-P-E-C-T Their Time!** Keep all elements of Dramatic Performance Improvement™ models in place so visit times remain near 30 - 45 minutes. The longer it takes a patient to be seen by a clinician, the more likely patients do not show up for their appointments.	A B C D F
21	☐	**Beauty is in the Eye of the Beholder** Remind yourselves why you're here. Keep a patient centered attitude at the heart of all work.	A B C D F

#	☑	Description of play	Grade
22	☐	**The Incentive** Reward patients who keep their appointments and are on time. Give out snacks or gift certificates.	A B C D F
23	☐	**The Carrot** Reward staff teams with the greatest no-show reduction over the past two weeks. Choose rewards that will be both fun and meaningful.	A B C D F

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Document designed and produced by Coleman Associates. The original set of plays were developed in collaboration with Primary Care Development Corporation (PCDC) staff in New York, New York.