

CH Consulting Group

LARGE PEDIATRIC HEALTH SYSTEM TRANSFORMING THE PATIENT ACCESS CENTER

A large pediatric health system was facing growing challenges within its Patient Access Center (PAC). As operational inefficiencies increased, families struggled to schedule appointments and clinics faced workload imbalances. The fully remote operating model weakened communication and accountability, creating measurable declines in service. CH Consulting Group was initially engaged to provide interim leadership and conduct a comprehensive operational assessment of the PAC.

CHALLENGE

CH Consulting Group's assessment revealed critical gaps across tools, processes, and people that were limiting Patient Access Center performance.

Tools

- WFM automation was not enabled, limiting accurate forecasting and scheduling.
- QA tools lacked AI and screen capture.
- Missing skill-based routing and AUX codes created inefficiencies and reporting gaps.

Processes

- Patient outreach was manual and slow.
- No standardized workflows or performance metrics for leaders to monitor productivity or hold teams accountable.

People

- No structured onboarding, readiness testing, or WFM discipline.
- Coaching gaps left several agents without essential skills.
- Staffing was misaligned across key functions.

The PAC also faced rising referral backlogs, low productivity, poor scheduling consistency, 81.8 percent schedule adherence, and strained clinic relationships due to unreliable service levels.

SOLUTIONS

CH Consulting Group strengthened the Patient Access Center by improving core tools, standardizing workflows, and addressing critical skill gaps.

Tools

- Enabled automated WFM in Calabrio to support accurate forecasting and scheduling.
- Implemented AI-driven Quality Assurance with full screen capture for better coaching visibility.
- Added skill-based routing and refined AUX codes to improve call handling and reporting.
- Identified and corrected a major cost discrepancy in a technology vendor contract.

Processes

- Automated patient outreach with Artera to reduce manual work and accelerate scheduling.
- Introduced digital huddles to streamline communication and free time for patient-facing tasks.
- Cross-trained agents to reduce the Clinical Intake Coordination backlog without adding staff.

IMPACT

The initial pilot delivered measurable improvements across key performance indicators:

- Service level increased from 68 percent to 75.1 percent, improving access for patient families.
- Average Speed of Answer improved from 102 seconds to 51 seconds, cutting wait times by 50 percent.
- Average Handle Time decreased from 332.6 seconds to 325.1 seconds, with additional refinements identified.
- Schedule adherence rose from 81.8 percent to 88.4 percent, surpassing the 85 percent benchmark.
- Skill-based routing increased service levels for associated queues by 20.8 percent.

These gains demonstrated stronger accountability, more efficient workflows, and improved service consistency.



OUTCOME

By clarifying roles, optimizing tools, and rebuilding operational accountability, CH Consulting Group helped the organization stabilize and improve its Patient Access Center. The foundation established through this work positions the system for continued gains in patient access and operational performance as future phases of refinement move forward.