

[Brainstorm] Initiative ideas

Create a long list of ideas that the team can consider, prioritize, test, and potentially implement to solve the client's problem. Provide a name and brief description (one sentence) for each idea. Think creatively and try to ignore constraints. Rate each idea on amount of impact you expect from each initiative (high / medium / low), and how easy you think it would be to implement (high / medium / low) - this does not need to be scientific at this stage, just use your gut.

Client: Healthy Co

Problem statement: Patient experience lacking, in part due to long wait times; how can wait time be shortened and/or experience improved?

#	Name	Description	Impact	Ease
Decrease wait times				
1.	Pre-visit paperwork	Allow patients to complete check-in paperwork/forms and billing/insurance information on their way to the facility	Medium	Medium
2.	Vitals automation	Create a self-serve option for some or all of the vitals process, e.g., through questionnaires, self-service blood pressure, body temperature, respiratory rate, pulse rate, etc.	High	Low
3.	Virtual queuing	Allow patients to check in virtually and see estimated time for their vitals & doctor visit	High	Medium
4.	Telehealth partnership	Check-in via phone with early identification of whether visit could be replaced with telehealth—route and take revenue cut if in-person is not deemed necessary	High	Medium
5.	Nurse & Doctor scheduling	Data-driven approach to schedule nurse and doctor shifts to ensure lower wait times; hire additional staff as needed	High	Medium
Improve wait experience				
6.	Readiness notification system	Provide a notification system to show when their doctor visit is a couple of minutes away, similar to the buzzer machines at restaurants or text messaging (so patients can wait in the car, outside, etc.)	Medium	Medium
7.	Choose your TV	Similar to a gym with multiple TVs showing different channels, allow patients to connect to variety of TVs (e.g., connect their Bluetooth headphones to TV of choice)	Medium	High
8.	Phone chargers	Provide fixed phone chargers so patients can entertain themselves on their own devices without worrying about phone battery	Medium	High

9.	Child-focus	Relieve parent stress by providing child-friendly toys, equipment, media, etc., at each stage of the process (e.g., waiting room, nurse's office, doctor examination room, etc.)	High	High
10.	Up-level wait area	Add various items/features to waiting room, including plants, calming music, subtle scents, comfier seating, potentially massage chairs, etc.	High	High
11.	Waiting area capacity	Increase size of waiting area and/or add enough seats so that patients do not have to stand	Medium	Low
Other				
12.	Increase patient information sharing	Share vitals, diagnoses, prescriptions, etc. directly to patients' phones (e.g., QR code, email, text, etc.) to increase patient knowledge and create a sense of data ownership/control	Low	High
13.	Feedback mechanisms	Create simple mechanisms for collecting patient feedback, e.g., QR codes to surveys, fixed tablets to capture patient sentiment and ideas, etc.	Medium	High

ANSWER COMMENTS

- Consultants love structure, which is why the list is broken out into three sections: (1) initiatives that can decrease wait time, (2) those that can improve the waiting experience, (3) other
- Impact and ease are unscientific (high, medium, low based on gut with no validation), which for this stage of the engagement is the right level of detail as it helps associates avoid overthinking and factoring in constraints (proper validation comes at a later stage)
- The descriptions are brief, but give enough detail that the reader knows what the initiative is (without necessarily knowing how it will work)

What other KPMG service offerings might the client benefit from?

#	Service offering	Brief rationale
1.	Human Capital Advisory	We know that there are large differences in the time taken by both nurses and doctors to perform their tasks. This might suggest that capability and/or motivations vary across the group.
2.	Procurement & Business Services	It is safe to assume that Healthy Co has large procurement spend. Increasing procurement efficiency can help them to reduce cost.
3.	Cyber Security Services	Medical data is highly sensitive data, and with healthcare records being digitized, many bad actors across the globe may be targeting healthcare institutions to gain access to this data.