



No-Show Reduction Playbook

A Tool for Teams



What is a Playbook?

This playbook was developed by Coleman Associates and PCDC to provide Patient Care Teams with a set of “plays” to use to reduce the no-show rates in their clinics.

What is a Play?

A play, just as in football, is a specific set of moves a team can try during specific situations to achieve results—or to 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 and it makes sense to keep using it, 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 your own.

Setting Goals

#	<input checked="" type="checkbox"/>	Code	Description of play	Grade
1	<input type="checkbox"/>	G-1	The Slim Down: Set a challenging goal for no-show reduction that the Patient Care Team will achieve within 2 weeks.	A B C D F
2	<input type="checkbox"/>	G-2	The 2 Weeker: After the first two weeks, set a significant goal for the next 2 weeks. Define how you will measure progress.	A B C D F
3	<input type="checkbox"/>	G-3	The Aim High Then Higher: Set what you think is the most ambitious goal your team can achieve. Write it down on a piece of paper. Tear the piece of paper into a million tiny pieces. Throw all those pieces into the garbage can. Now, pull out another piece of paper and write down an even more ambitious goal.	A B C D F
4	<input type="checkbox"/>	G-4	The 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 the no-show rate.	A B C D F

5	<input type="checkbox"/>	G-5	<p>The Broken Record: Hold a staff meeting about no-show rates, and give the clear message that no-show reduction is the clinic’s responsibility, not only the patient’s responsibility. Everyone is accountable to patients. Do not let a culture of blaming the patients continue.</p>	A B C D F
6	<input type="checkbox"/>	G-6	<p>The What’s in it For Me?: Create a handout to educate staff on how reducing no-shows helps them take control of the day, get to lunch on time, and better serve patients. Staff needs to feel like there’s a benefit to them, too! In the handout describe the benefits position-by-position (“How reducing no-show benefits providers,” “How reducing no-show benefits nurses,” “How reducing no-shows benefits clerks,” “How reducing no-shows benefits mangers,” etc.)</p>	A B C D F

Notes: _____

Calculating No-Show Rates

#	<input checked="" type="checkbox"/>	Code	Description of play	Grade
7	<input type="checkbox"/>	C-1	<p>The Plan, Stan: Develop a data collection plan that ensures substantial contribution from each member of the team.</p>	A B C D F
8	<input type="checkbox"/>	C-2	<p>The 5-Day Push: Manually calculate no-show data for all sessions for 5 consecutive days to gather baseline data. Set the dates and follow through.</p>	A B C D F
9	<input type="checkbox"/>	C-3	<p>The Do it Today: Hold an experiment: have one Patient Care Team calculate no-show rates in real time. Keep the data in front of the team by doing it at the end of each session and posting it on flip chart paper in the patient care area. Your team will need to develop the mechanism that makes the most sense to accomplish this: DARs, checklists, tick marks on sticky notes – whatever works.</p>	A B C D F
10	<input type="checkbox"/>	C-4	<p>The Math 101: Have the best mathematician on the team give a lesson to the rest of the team on how to do basic math, then test. Tutor if necessary!</p>	A B C D F

11	<input type="checkbox"/>	C-5	<p>The Not It: Hold a discussion to clearly define who's responsible for collecting all data, baseline data and ongoing data. Is it the responsibility of the team leader? Someone else? Does it rotate? Do not let this responsibility fall on only one team member. Write it down as a team, and commit to the plan.</p>	A B C D F
12	<input type="checkbox"/>	C-6	<p>The Data Obsession: At the end of the first two weeks review the data. Set your next goal based on data.</p>	A B C D F
13	<input type="checkbox"/>	C-7	<p>The Marquee: Post results in public areas of the clinic (provider offices, break areas, waiting rooms, etc).</p>	A B C D F

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Reducing No-Show Rates: Investigation

#	<input checked="" type="checkbox"/>	Code	Description of play	Grade
14	<input type="checkbox"/>	I-1	<p>The Go Deep: Interview by phone patients that have 2 or more no-shows. Ask them: ① <i>Can you tell me why you missed your last appointment?</i> ② <i>Is there anything we can do to help you keep your next appointment?</i> Report findings back to the team. Remember, patients miss appointments for lots of reasons, and some of them are because of things we could do better.</p>	A B C D F

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Reducing No-Show Rates: Education

#	<input checked="" type="checkbox"/>	Code	Description of play	Grade
15	<input type="checkbox"/>	E-1	The Post All Bills: Post and hand out information about patient appointment etiquette and resources, as well as options to help keep appointments, like transportation.	A B C D F
16	<input type="checkbox"/>	E-2	The Advertiser: Post no-show rates for patients to see.	A B C D F
17	<input type="checkbox"/>	E-3	The 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 other patients and the flow of the clinic. 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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Reducing No-Show Rates: Operations

#	<input checked="" type="checkbox"/>	Code	Description of play	Grade
18	<input type="checkbox"/>	O-1	<p>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:</p> <ul style="list-style-type: none"> ① Confirms if the patient is coming to the visit, and ② If the visit is really necessary. <p>How best can you get the information you want from the patient?</p>	A B C D F
19	<input type="checkbox"/>	O-2	<p>The 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?").</p>	A B C D F
20	<input type="checkbox"/>	O-3	<p>The Parachute: Move reminder calls to the Patient Care Teams. Make sure the calls are being made by someone who cares. 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.</p>	A B C D F

21	<input type="checkbox"/>	O-4	The Variation: Try an experiment by making reminder calls at varying times so that you have the best chance of reaching the patient. Do the calls need to be done more than once?	A B C D F
22	<input type="checkbox"/>	O-5	The Eagle Eye: Have at least 2 team members work together to find out if reminder calls are being made and report findings back to the team.	A B C D F
23	<input type="checkbox"/>	O-6	The I Love Getting Mail: Create a wacky list of different methods to do patient reminders: calls, emails, cards, candy grams, etc. Implement some.	A B C D F
24	<input type="checkbox"/>	O-7	The 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
25	<input type="checkbox"/>	O-8	The Answer the Darn Phone: Increase ease of access to phones for making appointments. Move phone systems to clinic. Increase staffing on phones.	A B C D F
26	<input type="checkbox"/>	O-9	The Basics, Take Two: Focus on providing an efficient visit for patients. Do today's work today. Value patient's time. Keep all elements of Patient Visit Redesign™ models in place.	A B C D F
27	<input type="checkbox"/>	O-10	The 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

Reducing No-Show Rates: Rewards

#	<input checked="" type="checkbox"/>	Code	Description of play	Grade
28	<input type="checkbox"/>	W-1	The Incentive: Reward patients who keep their appointments and are on time. Give out snacks or gift certificates.	A B C D F
29	<input type="checkbox"/>	W-2	The Carrot: Reward the Patient Care Team 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 plays were developed in collaboration with Primary Care Development Corporation (PCDC) staff in New York, New York.