

Gap Analysis Example #1: Patient Complaints Process Gap Analysis

Output Gap Analysis

Customers	Expected Output	Actual Output	Gap Priority	Contributing Process	Feedforward Loop	Feedback Loop
Health Plans	Log that shows complaints are closed	Incomplete log with lots of complaints open				
Quality	Fewer complaints referred to his voice mail and to him in general	Receiving too many complaints that could have been handled at a lower level				
Quality	Ability to trend complaints	Incomplete data		Lack of process to send succinct information to a central point for trending		
Patients	Education or assistance regarding their complaint	Education and assistance but often a “fix” based on emotional reaction of patient.		PSR’s/Clinical Coordinators work patients in who complain to admin because they feel bad even if told they don’t have to do this.	Lack of answers to patient’s needs (available appointment slots)	Patients perceive their immediate problem is fixed but the systemic problem still exists patient leaving c to systemic problems and tir of waiting for fi
VP Operations	Fewer complaints referred to his voice mail and to him in general	Receiving too many complaints that could have been handled at a lower level				
Departments	Information on the	Information only				

	complaints received against their department	goes to manager – not provided to staff for training				
Administrators	Complaint trends	None				Can't address new issues if unaware of them; tired of reading long complaints about known issues.

Input Gap Analysis

Suppliers	Expected Input	Actual Input	Gap Priority	Effects on Customers/Processes	Feedforward Loops	Feedback Location
Patients	Provide complaint in a letter, email, voice or in person	Complaints provided in a letter, email, voice or in person				
Assistants and Coordinators in Admin	Determine where information and assistance may be provided to patient with complaint at the lowest level possible and refer complaint based on that determination.	Routing correctly 80% of the time but determination becomes blurred when high emotion is expressed by the patient		Unnecessarily clogs up administrator's voice mail and takes administrators' time; patients not responded to in a timely manner.	Confusing expectations	Don't feel empowered to say "no" to a highly charged patient for fear of lawsuit
Assistants and Coordinators in Admin	Follow-up on complaints received and referred to ensure they are closed.	Follow-up performed 20% of the time		Complaints remain open; patients sometimes slip through the cracks and do not receive answers		Don't have time to follow-up with the numerous people they refer to.
Assistants and Coordinators in Admin	Generate form letters to patients desiring a response.	Refused option for majority of callers		Standard angry calls get sent to administrators		Only 3% of the callers want the information – rest want immediate action.
Satellite #1	Send trendable	No input		No trends given to	No clear direction	No clear process

Staff	information and closed complaints to centralized point			administrators or health plans	has been given	exists
Satellite #2 Staff	Send trendable information and closed complaints to centralized point	No input		No trends given to administrators or health plans	No clear direction has been given	No clear process exists
Satellite #3 Staff	Send trendable information and closed complaints to centralized point	No input		No trends given to administrators or health plans	No clear direction has been given	No clear process exists
Patient Services Center	Unclear	Sometimes refer complaints to appropriate person; sometimes send complaint to Jane for referral; sometimes send closed complaints to Jane.		Confusion in admin as to whether complaints have been handled or not; no trendable information is provided; Staffing issues may effect ability to participate in patient complaints process.		
Administrators						
Department coordinators and supervisors	Provide information to close complaints	A few individuals are good at following up; most do not call back with information to close complaint.			Clear training and/or direction may not have been supplied to understand importance of closing complaint	It is confusing department coordinators/supervisors as to who they should give resolution Existing email system inefficient