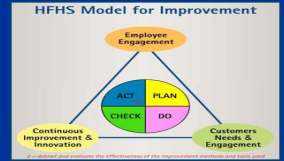




Proud recipient of the 2011 Malcolm Baldrige National Quality Award for performance excellence and innovation

Screening Mammography Performance Improvement Team

Henry Ford Hospital and Health Network and Henry Ford West Bloomfield Hospital Detroit Michigan



Aim

To give each patient the opportunity to receive their screening mammography results in a timely manner that best suits their needs. Results will be delivered by patient's choice either same day via a phone call or same day prior to leaving the clinic and all patients will receive results by letter.

Goal

To meet the patient's preference by sending regular screening mammogram results within 48 hours, same day or prior to the patient leaving the clinic.

Key Indicators for Change

- Solicited and unsolicited patient requests for change and continued customer involvement throughout the process.
- Moved from analog to digital mammography technology.
- Recently digitized past 2 years of historical studies.
- The current batched paper workflow was no longer needed to drive the process.

Cycles of Learning

- Ensured that all process improvements were modeled after the Institute of Medicine Aims (Safe, Effective, Patient-Centered, Timely, Efficient, Equitable).
- Every process improvement used LEAN tools and was implemented via the PDCA process. Pilots were identified, changes were tested and discussed and then rolled out to the other sites.
- Sub groups met weekly on improvements and then debriefed with the entire team at monthly meetings.



Lessons Learned

- Team Engagement was instrumental in obtaining drastic, positive results in a short time period.
- Completing the larger task of eliminating both film jackets and paper was easier than trying to create smaller steps to ease the new process change (printing orders to substitute the jacket workflow).
- Entire team involvement (spanned all roles) in the current and future state process design provided a clear understanding of the entire process and allowed development of concise and realistic goals.
- Share your success with others in your department – process improvement is contagious.

Team

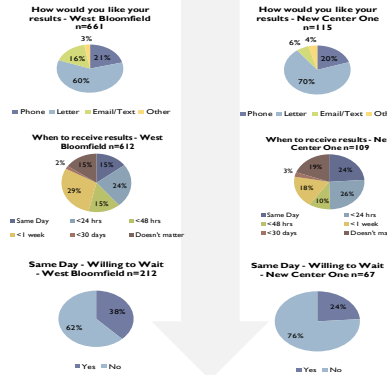
- Project Sponsors:** Nancy Schlichting and Dr Manuel Brown - Chair of Radiology
Project Champion: Patricia Miller, MD (Director of Operations, Mammography Radiologist)
 Samantha Tunnecliffe (Supervisor, Mammography)
 Rhonda Pate (Lead Technologist, Fairlane)
 Mary Kay Kimble (Lead Technologist, Lakeside)
 Nancy Doan (Lead Technologist, W. Bloomfield)
 Carmen Czajka (Lead Technologist, NCO)
 Sandra Mitchell (Mammography Supervisor, W. Bloomfield)
 Karen Hunt, MD (Mammography Radiologist)
 Nassar Beydoun, MD (Mammography Radiologist)
 Gina Fundaro, MD (Mammography Radiologist)
- Ewa Lacka, MD (Mammography Radiologist)
 David Kastan, MD (Vice Chair Radiology)
 William Sanders, MD (Vice Chair Radiology)
 Jim Ciarelli (Radiology IT Supervisor)
 Fran Hicks (Radiology IT)
 Sheila Carriere (Radiology IT)
 George Thomas (Film Room Supervisor)
 Brooke Wessman (Project Manager)

Work Plan

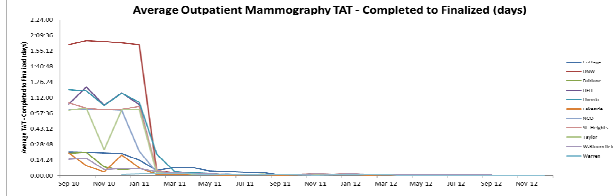


Phase One Accomplishments:
 •Developed overall goal.
 •Created current and future state maps.
 •Visited Elizabeth Wende Breast Center to benchmark same day results.
 •Developed action plan to achieve goals.

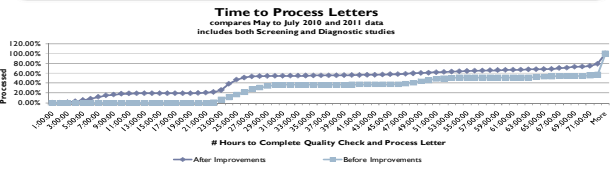
Phase Two Accomplishments:
 •Completed Patient Survey to understand needs.



Phase Three Accomplishments:
 •Implemented electronic workflow for Radiologists to decrease turn around time from 2 days to just over one hour.
 •Volume remained stable throughout improvements.



•Decreased handling time for processing letters by over 20% and enabled letters to be sent out one day earlier.
 •MQSA standards require result letters to be sent to the patient within 30 days.
 •Revised patient result letter with updated format and content to meet customer service standards.
 •Reviewing phone and internet applications to deliver same day results to patients in addition to sending letters.



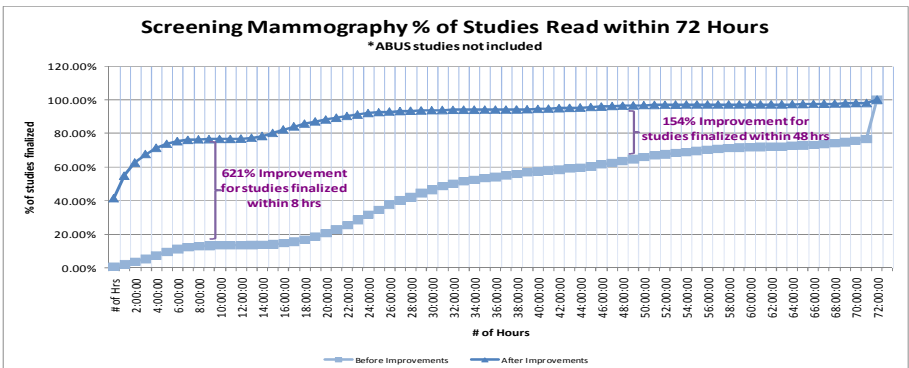
Phase Four Accomplishments:
 •Piloted same day results at all clinics.
 •Standardized Appointment Scheduling Process.
 •Created 5 same day slots per day at all diagnostic imaging locations.
 •Most locations can offer same day result appointments within a few days and offer same day access for other screening mammography appointments.

Phase Five Accomplishments:
 •Implemented Phone Results System to deliver negative screening mammogram results to patients within 1 business day of the clinic visit.

Phase Six Action Plan:
 •Work with Marketing Manager to advertise same day result appointments for screening mammography studies.

Phase Seven Action Plan:
 •Present work to System Radiology Integration and Alignment Team to spread these process improvements across the system.

Results



•New electronic workflow achieved a 621% improvement which enabled the report turn around time to drop from over 2 days to under 2 hours.
 •Same day results are now provided and meet customer expectations.
 •Written results delivery to patients decreased from 3.9 days to 48 hours.