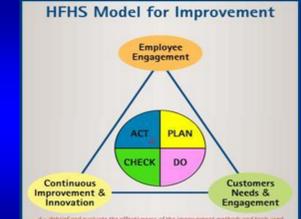


Scheduling an MRI - ASAP

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



Phase One: Plan

- Create goal
- Get Customer Involvement
- Map current state
- Identify opportunities for improvement

Phase Two: Do

- Redesign Scheduling Process
- Standardize Schedules
- Optimize Pre Auth Process
- Automate Appointment Timing
- MRI Screening Form Compliance
- Decrease Time to Protocol Order
- Develop Service Standards

Phase Three: Check

- Monitor metrics
- Debrief in meetings

Phase Four: Act

- Make changes and repeat PDCA cycle



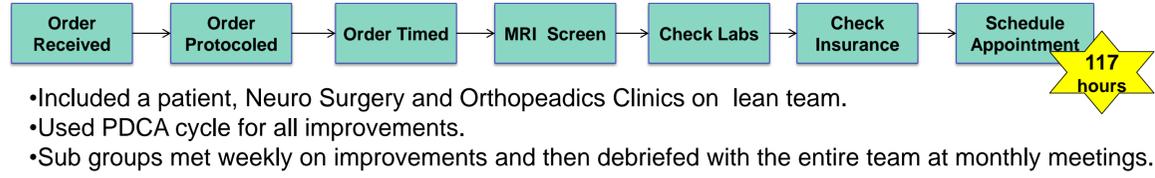
Aim

To improve the turnaround time for scheduling an MRI study from an average of 4.8 days to same day through process redesign, maximizing resources and the elimination of waste.

Goal

- Redesign to a patient-centered process to schedule appointments in one phone call 80% of the time.
- Ensure a timely process where patients are contacted for appointment within 48 hours of the received order.
- Identify efficiencies to exceed current area benchmark of 72 hrs for an MRI appointment.

Current State



Work Plan

Redesign Scheduling Process

- Developed parallel process for CSR to schedule an appointment in one phone call
- Auto-populated letters,
- Created work list prioritization
- Developed auto generated reminders
- Improved order tracking

Standardized Schedules

- Improving use of the inter-operative MRI for inpatients when the OR is not in use.
- Removed 45% of the holds in the schedules for specific areas. Remaining holds will release 24 or 48 hours prior to the appointment.
- Standardized MRI scheduling intervals to 45 minutes at HFH, Fairlane, Lakeside, Columbus, and CHS.

Automate Appointment Timing

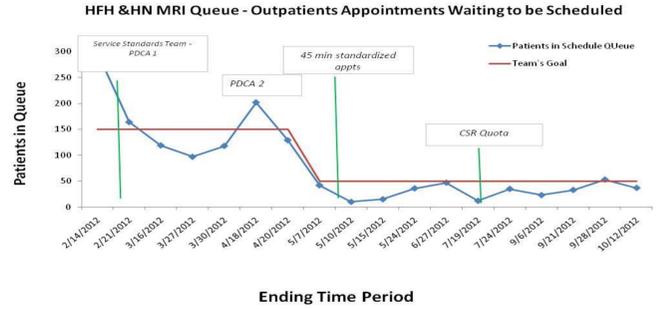
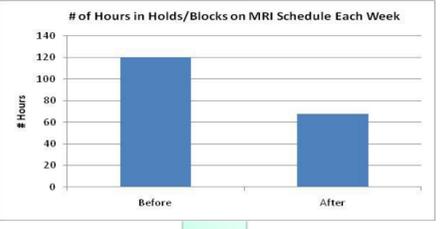
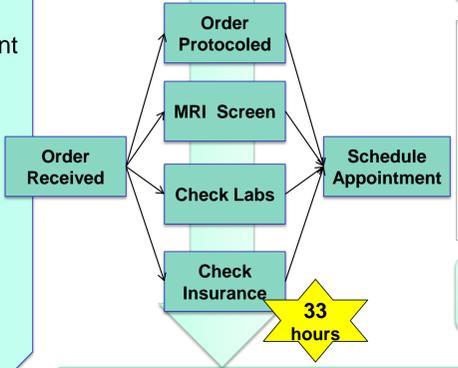
Eliminated manual MRI timing process completed by a tech and created an auto assignment in the protocol queue based on the protocol groupings defined by radiologists.

Decreased Time to Protocol Order

- For safety and effectiveness, Radiologists are required to protocol the order before the patient is scheduled for their appointment.
- Reviewed and revised all MRI protocols to eliminate unnecessary sequences and group each study into a 45 minute, 1.5 hour or 2.25 hour appointment slot.
- Assigned MRI Timing to sequences to automate process.
- Monitored Time to Protocol appointment by Radiologist with a goal of less than 2 hrs.

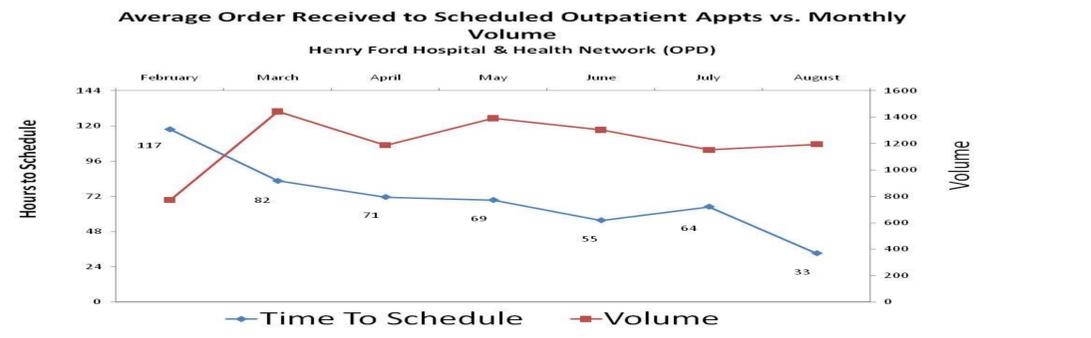
Develop Service Standards

- Created Service Standards across HFH&HN and HFVBH to manage the MRI scheduling queue
- Created CSR scripting to assist with patient's study expectations during time of scheduling for HFMG and Community Physicians
- Improved transport process at HFH to decrease delays between inpatients and smooth the schedule to minimize back-ups for outpatient appointments



Schedule an MRI for a patient in one phone call

Results

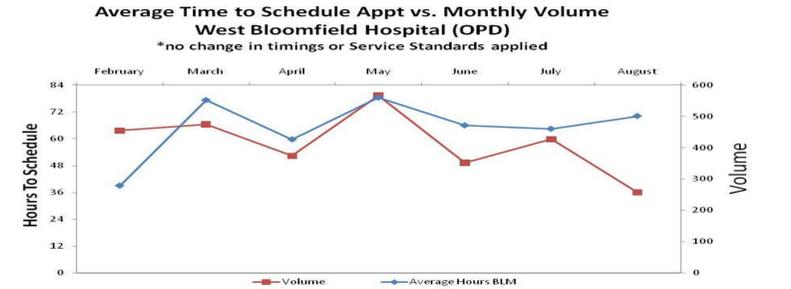


Results:

- Reduced patients waiting to be scheduled by 90%.
- Due to efficiencies reduced 3 FTEs with savings of \$120,000/year.
- Improved from order to time to schedule an appointment by 72%. Volumes maintained.
- 90% of Neuro Radiology studies protocolled within 2 hours.
- 7 day access goal maintained.

Next Steps

- Once the pre authorization workflow is defined with EPIC, plan to advertise new MRI scheduling process across the system.
- Plan to share MRI process changes at an upcoming Radiology Alignment and Integration team meeting.
- Team will look at opportunities to improve turnaround time of scheduling process for outside paper orders from community physicians.
- Send out customer survey.
- Standardize exam timings for Radiology Exams with HFVBH and then across rest of Health System with EPIC roll-out to ease scheduling/ increase utilization.



Lessons Learned

- The team was ready for change. Many hospitals in the area were already offering an MRI appointment on the spot when a patient called.
- Patient involvement in the current and future state process design sessions was important to ensure that the patient's needs were considered when redesigning the process.
- Key MRI customers within HFMG such as Neuro Surgery and Orthopedic surgery enabled the team to pilot new processes easily and receive prompt feedback.

Team

- Project Sponsors:** Dr Manuel Brown - Chair of Radiology
- Project Champions:** Jodi Hartzog, Kenneth Stickney (MRI tech leaders)
- | | | |
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