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

**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**
- Order Received
- Order Protocoled
- Order Timed
- MRI Screen
- Check Labs
- Check Insurance
- Schedule Appointment

**Results**
- Redesigned to a patient-centered process to schedule appointments in one phone call 80% of the time.
- 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.

**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

- 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.
  - Monitored Time to Protocol appointment by Radiologist with a goal of less than 2 hrs.

- Standardize Schedules
  - Improved use of the inter-operative MRI for inpatients when the OR is not in use.
  - Removed 4% of the holds in the schedules for specific areas, Remaining holds will release 24 or 48 hours prior to the appointment.

- MRI Screening Form Compliance
  - Developed plan to digitize MRI screening form within ROE.

- Optimize Pre Auth Process
  - Revising pre auth process to integrate with RDOE and EPIC.

- Develop Service Standards
  - Created Service Standards across HFH&HN and HFWBH to manage the MRI scheduling queue.
  - Created CSR scripting to assist with patient’s study expectations.

**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 HFWBH and then across rest of Health System with EPIC roll-out to ease scheduling/ increase utilization.

**Schedule an MRI for a patient in one phone call**

**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 Stickey (MRI tech leaders)
- Faulkner, Mike
- Amott, Vanda
- Pantelic, Milan MD
- Kastan, David MD
- Davis, Michael
- Sanders, William MD
- Rember, Sandra
- Patel, Suressh MD
- Jain, Rajan MD
- Wessman, Brooke

- Team Members: Patel, Suresh MD
- Sanders, William MD
- Crowder, Michelle
- Jain, Rajan MD
- Wessman, Brooke

**Projects:**
- Developed new MRI scheduling process
- Improved process for scheduling
- Developed new MRI scheduling process

**Resources:**
- MRI screening form
- MRI appointment scheduling
- MRI scheduling workflow

**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 protocol within 2 hours.
- 7 day access goal maintained.

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