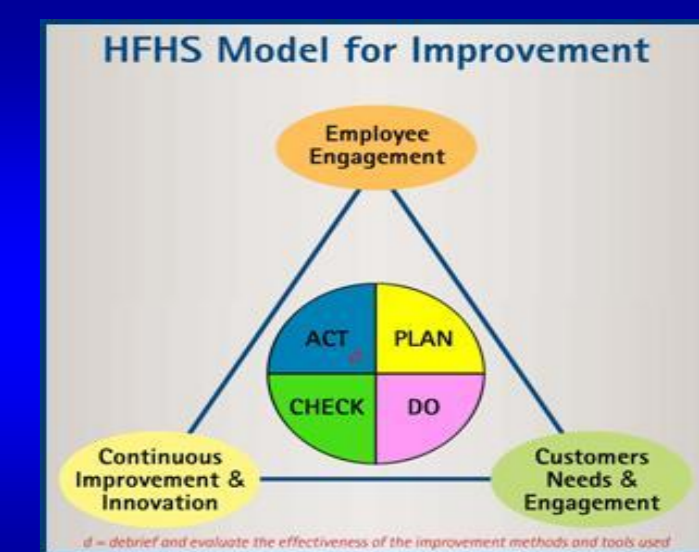


# Scheduling an MRI - ASAP

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**

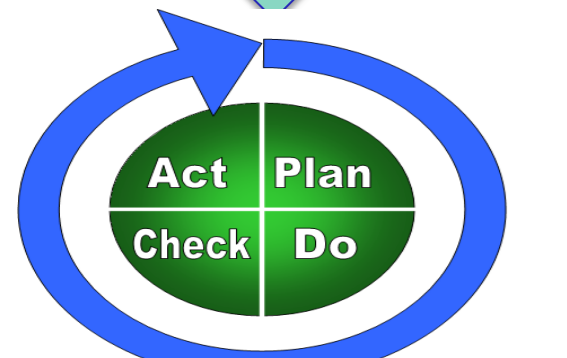
- Redesign Scheduling Process
- Standardize Schedules
- Optimize Pre Auth Process
- Automate Appointment Timing
- MRI Screening Form Compliance
- Decrease Time to Protocol Order
- Develop Service Standards

**Phase Three: Check**

- Monitor metrics
- Debrief in meetings

**Phase Four: Act**

- Make changes and repeat PDCA cycle



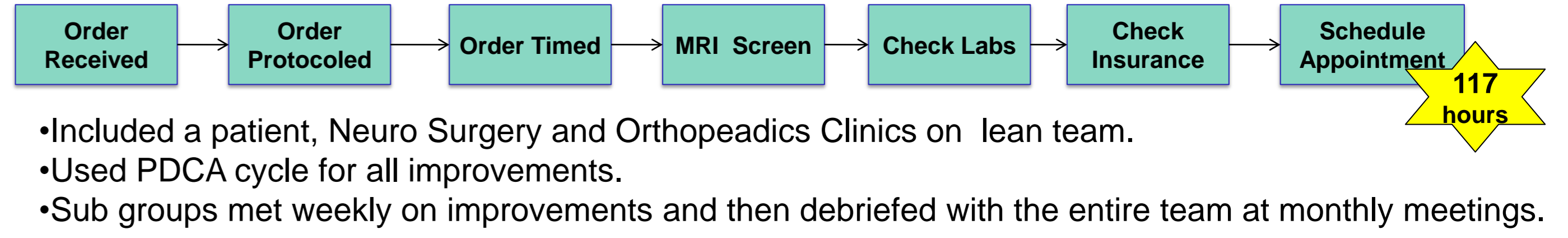
## Aim

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**

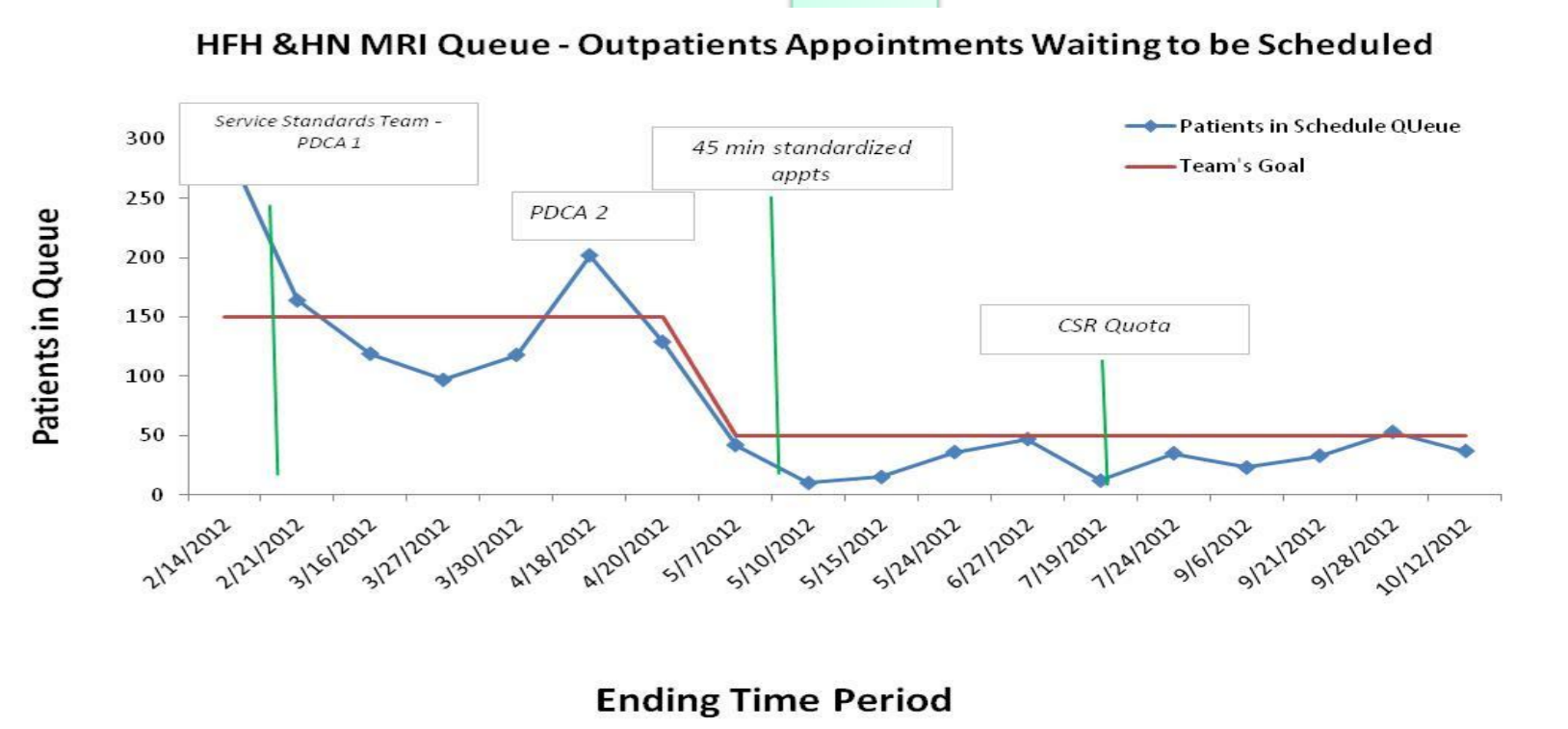
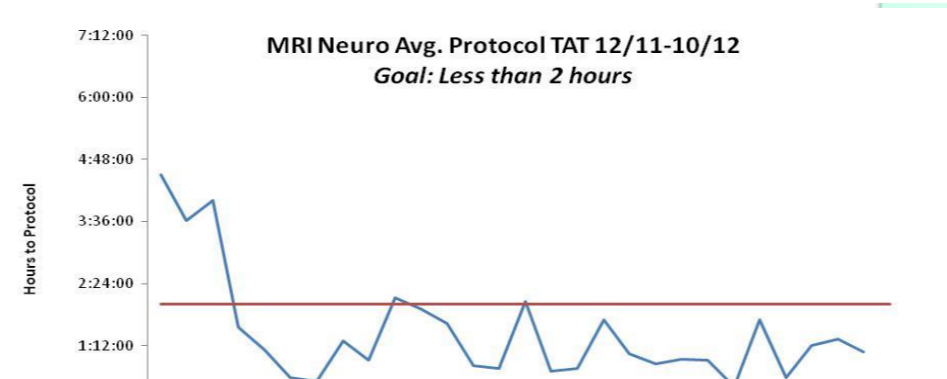
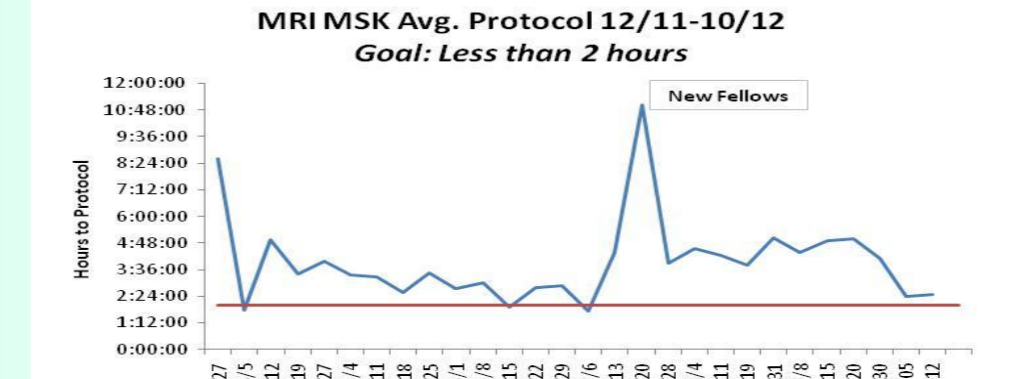
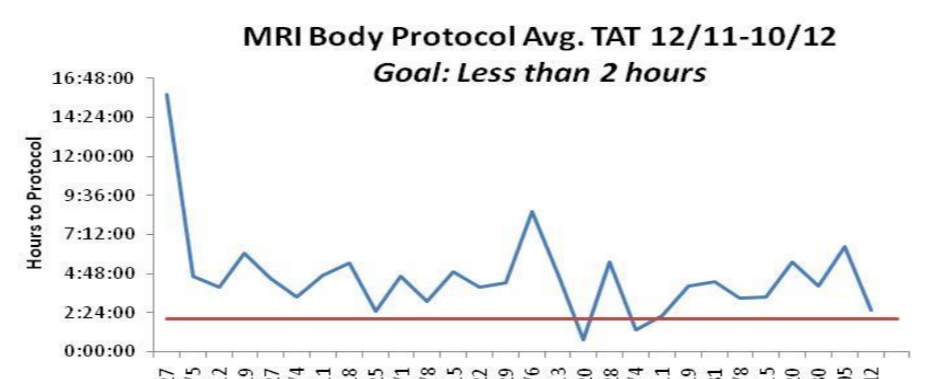
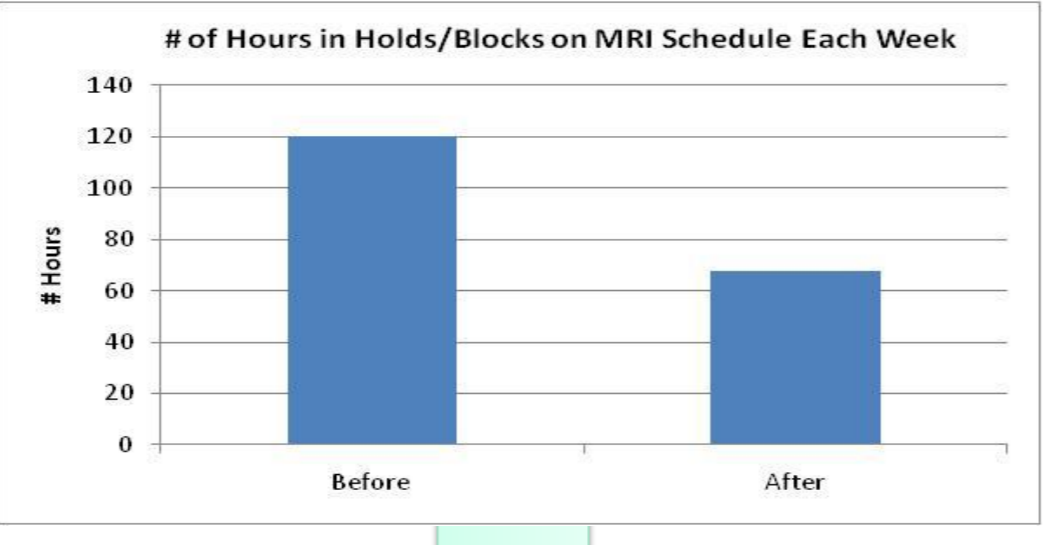
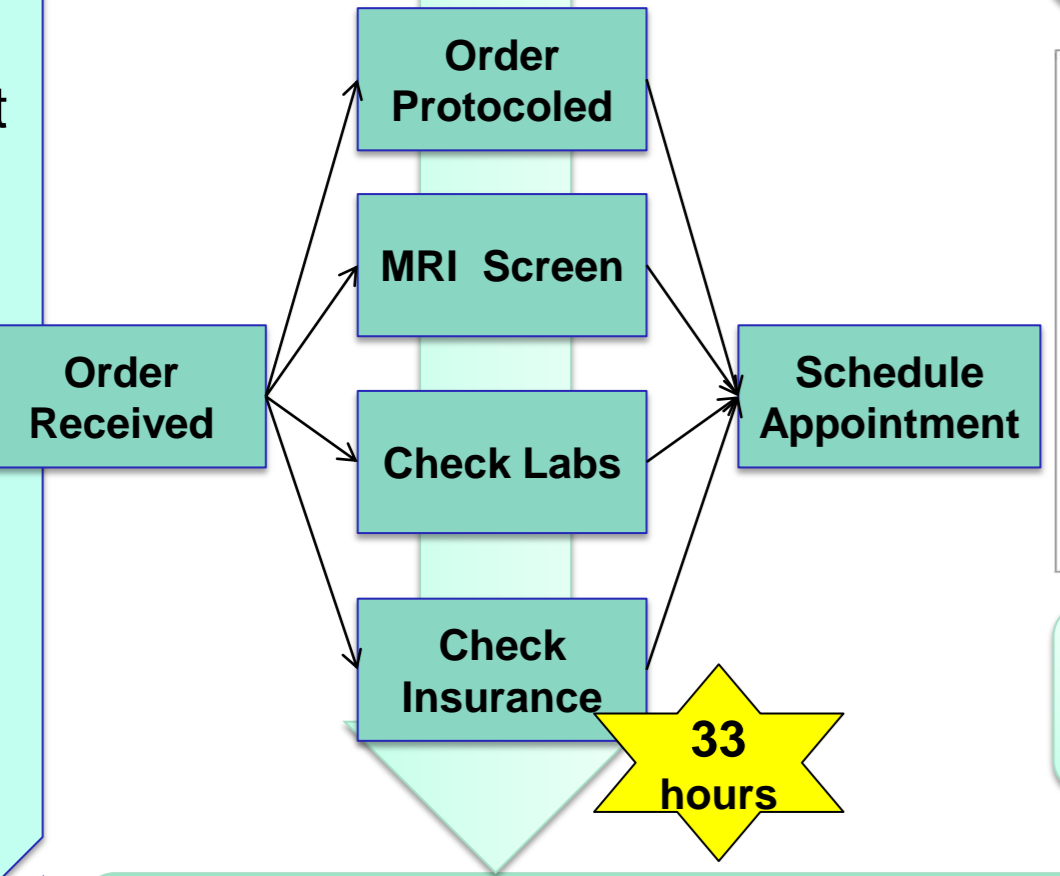
Eliminated manual MRI timing process completed by a tech and created an auto assignment in the protocol queue based on the protocol groupings defined by radiologists.

**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.

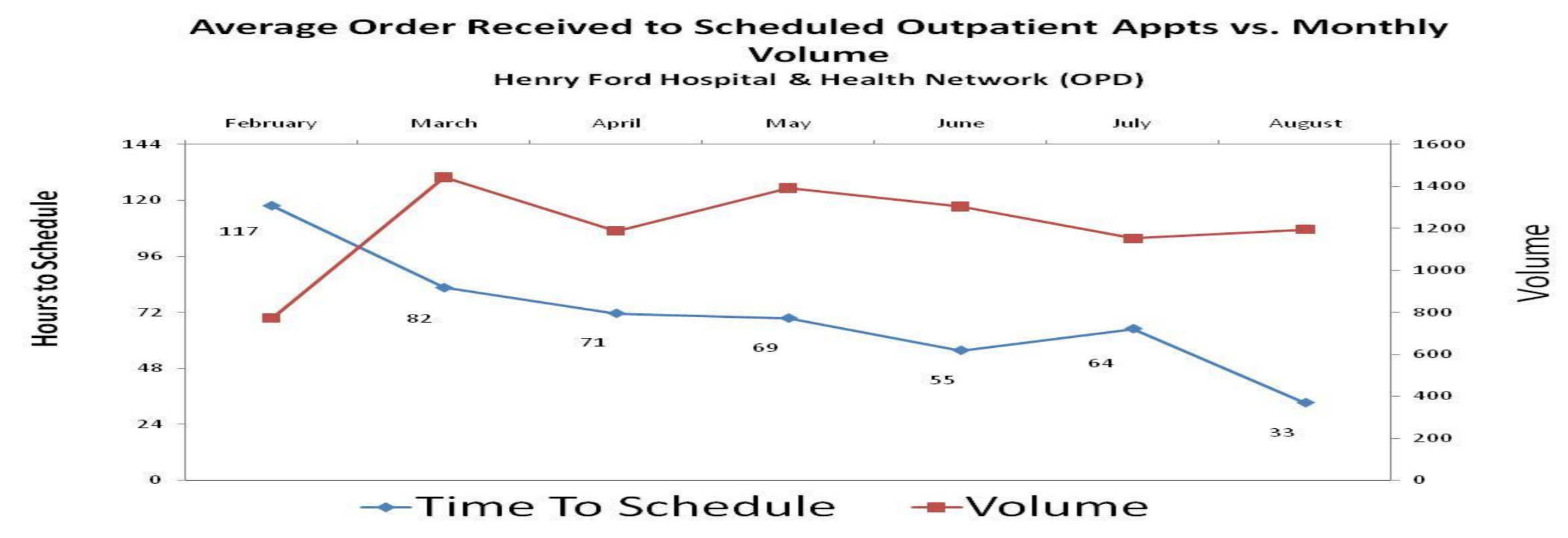
**Develop Service Standards**

- 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

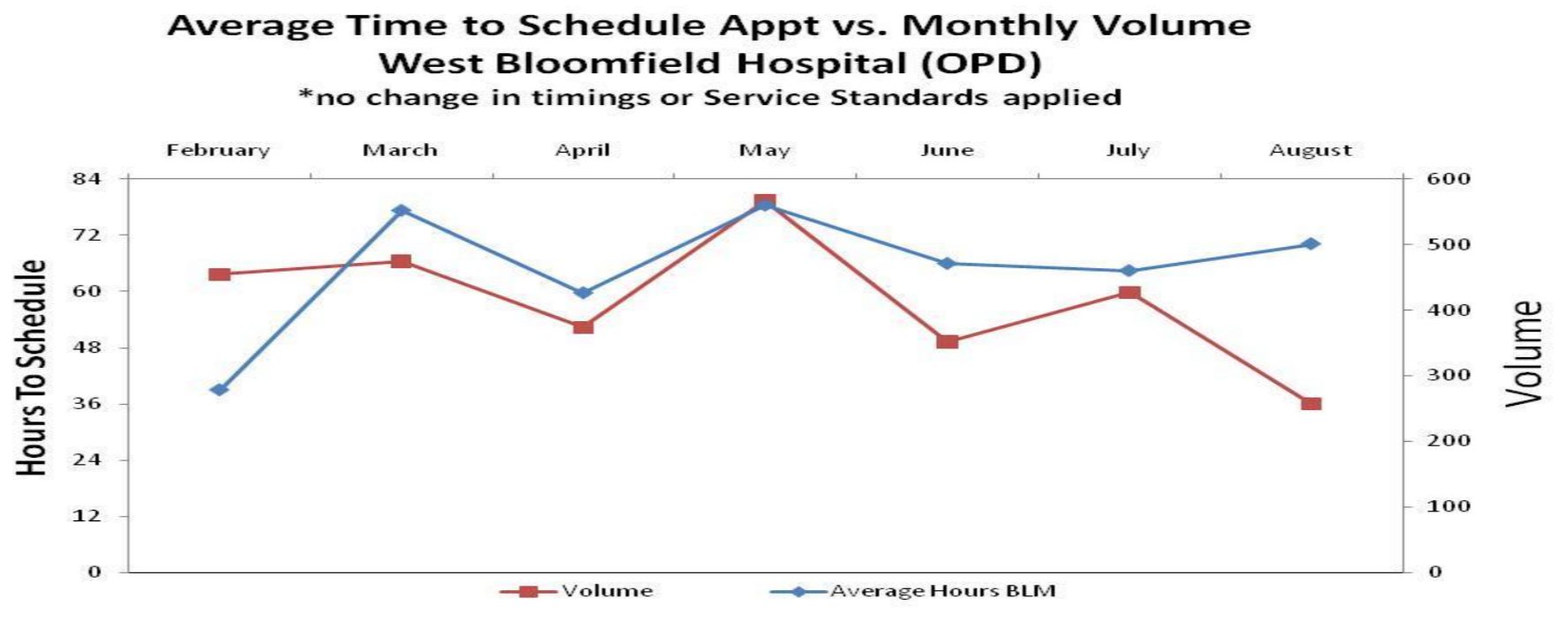


**Results:**

- 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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| Pantelic, Milan MD  | Knight, Trisha      | Emery-Crowder, Michelle |
| Kastan, David MD    | Warda, Suzanne      | Bower, Lucie            |
| Davis, Michael      | Stacey, Renee       | Jain, Rajan MD          |
| Sanders, William MD | Krozal, Tamera      | Wessman, Brooke         |
| Remer, Sandra       | Robertson, Vivienne |                         |
| Patel, Suresh MD    | Woods, Jarnitra     |                         |