

Misplaced MRI Requisitions in Diagnostic Imaging

Improving the rebooking workflow and minimizing rework at South Health Campus, Diagnostic Imaging

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The Opportunity

Staff identified that too much time was spent looking for misplaced requisitions. Our QI team investigated and found that over an 87 day period, 153 out of 4792 outpatient MRI requisitions went missing at South Health Campus (SHC). This results in increased work and interruptions for our clerical staff, Radiologists and other healthcare professionals.



Where did they go???

- ❖ Incorrectly filed in the day before or day after the date of the appointment
- ❖ Incorrectly filed with the cancelled requisitions
- ❖ Interrupted work flow resulted in requisitions left at multiple clerical desks
- ❖ In transit via interoffice mail or sitting unnoticed on a fax machine
- ❖ File was not transferred when rebooked. This could be from any site in Calgary

The Goal



To reduce the number of misplaced MRI requisitions by 25% for February of 2017!!!

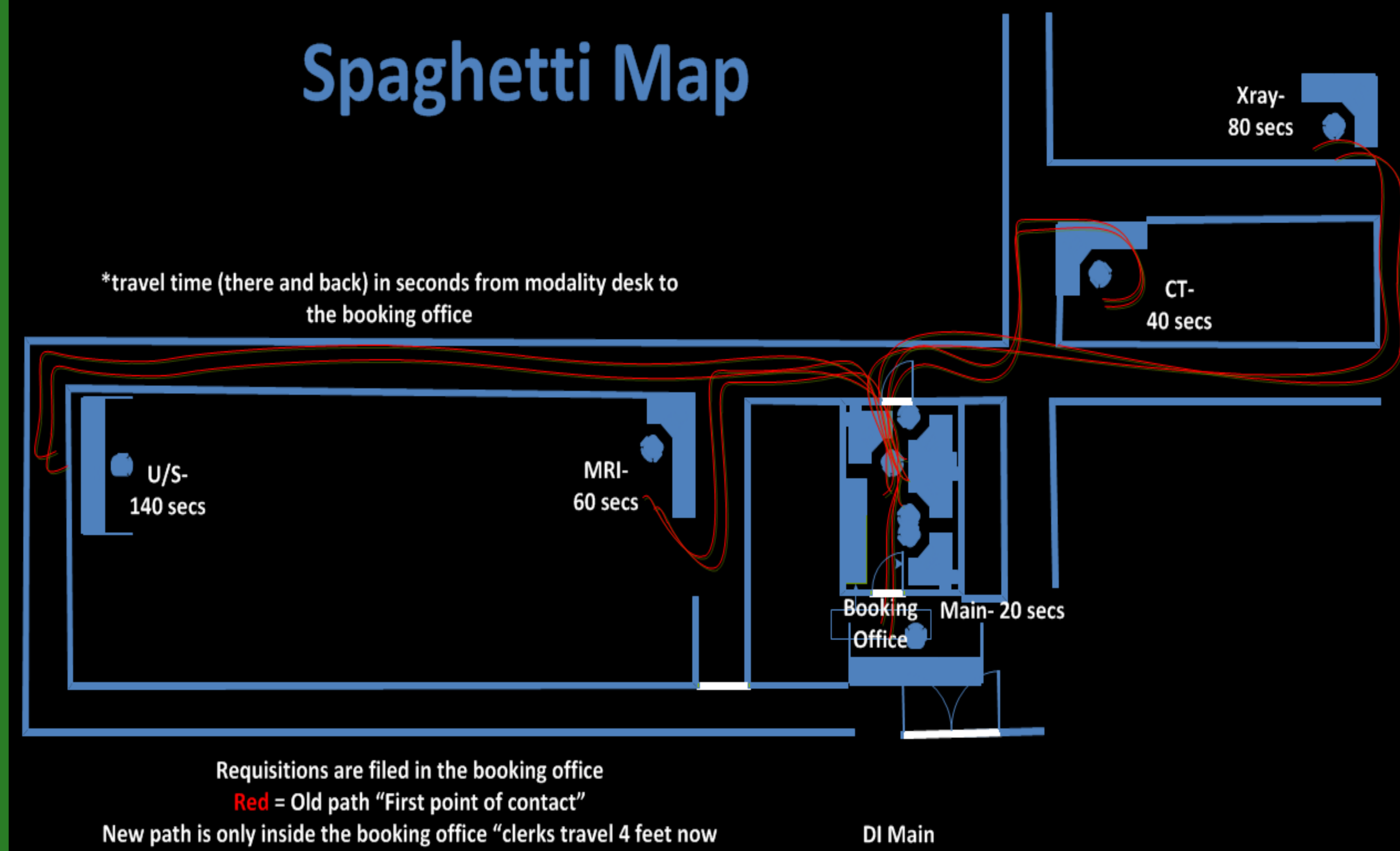
The AIW Tools

- ❖ Process Map
- ❖ Data Analysis
- ❖ Fishbone Diagram
- ❖ SIPOC
- ❖ Priority Matrix
- ❖ Plus/Delta
- ❖ Spaghetti Map
- ❖ Project Stakeholder Analysis
- ❖ Communication Plan
- ❖ A3
- ❖ Pilot Planning Checklist

The Stakeholders

Stakeholder	Relationship to Project			What We Need From Them					Communication Strategy				Issues and Involvement	Contact Name
	Has decision authority	Can influence outcome	Will be affected	Approval for implementation	Resources (people, funding)	Subject matter expertise	Data	Pilot support	Meet with regularly	Invite to team meetings	Send copy of mtg minutes	Speak with informally as needed		
Director	X	X		X	X			X	X			X		Deb Lausen
Clerical Supervisor	X	X	X	X	X	X	X	X	X			X		Jamie Shorten
Clerical Staff		X	X		X	X		X	X					
Medical Director	X	X										X		Dr. Brunet
Doctor's Offices			X											

Spaghetti Map



Date range	Modality	Requesting Service	Total OP Requisitions	Missing Requisitions	Comments
Aug 12 /16 to Nov 7/16 87 days	MRI	Outpatient	4792	153	3.19% missing with an average 7.5 minutes to find each.
Pre-Pilot Aug 12 to Sep 5, 2016 (87 days)					
			Missing Requisitions, 153 Total OP Requisitions, 4792		



THE PILOT

- Transfer all rebooking calls to the Bookings Office
- Create a "rebooking script" - General cues for clerks to use when deciding where to transfer calls
- Implement rebooking checklist as a reminder to clerical staff
- Ensure phone tree is easy to navigate
- Educate stakeholders on the correct phone number for rebooking an exam

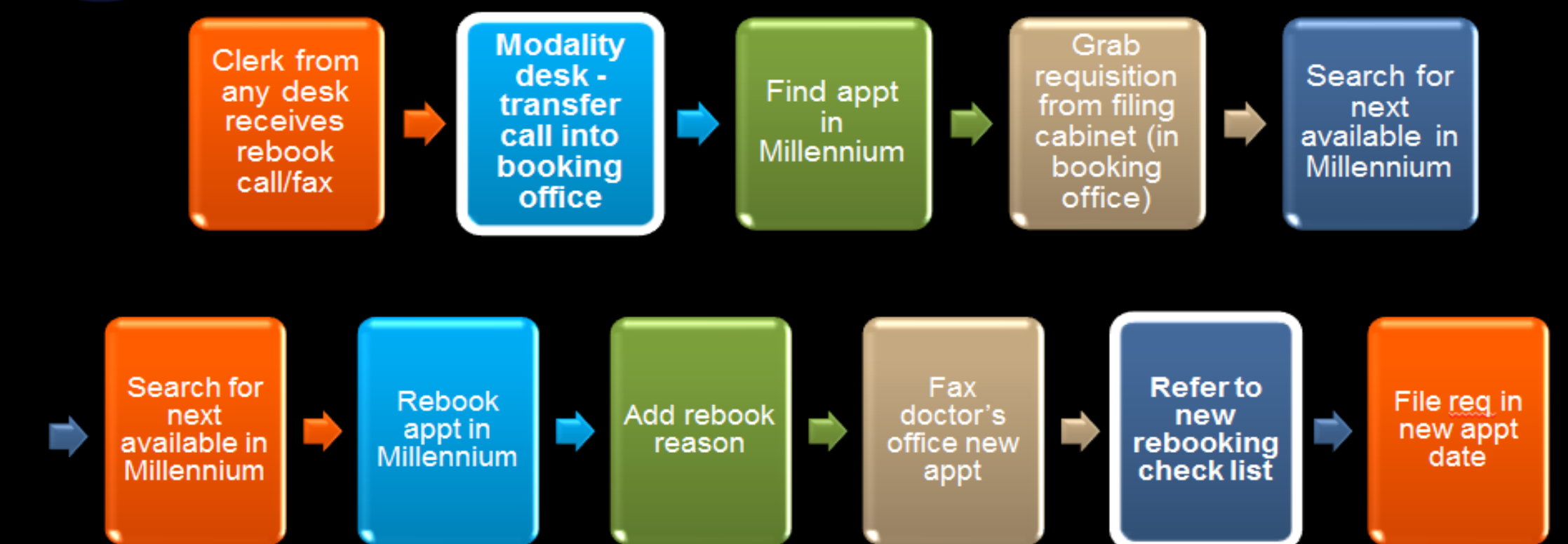
REBOOKING CHECKLIST

- Grab requisition
- Rebook in Millennium
- Add Rebook reason
- Fax ordering doctor
- Change date on requisition
- File requisition



ACT TO IMPROVE: IMPLEMENTING CHANGE

NEW REBOOKING PROCESS



Date range	Modality	Requesting Service	Total OP requisitions	Missing Requisitions	Comments
Nov 9 2016 to Feb 4 2017 87 days	MRI	Outpatient	4763	94	1.97% missing 38.25% improvement
Post-Pilot Nov 9, 2016 to Feb 4, 2017 (87 days)					
			Missing Requisitions, 94 Total OP Requisitions, 4763		

38.25% Improvement!!!

CHALLENGES

- Narrow the scope to one modality
- Understanding which ideas were achievable
- From an outsiders perspective it took time to truly understand the process and its faults
- Ensuring we had input and buy in from the stakeholders
- Dedicating time away from the floor to work on the project.
- Validating data



SUSTAINABILITY

Going forward...

- Monthly team meetings to evaluate current data.
- Temperature checks with staff and supervisor to gain feedback.
- Celebrate success by discussing it at meetings and encouraging the staff with positive feedback. Keep up momentum by moving forward with new projects as a team

Date range	Modality	Requesting Service	Total OP Requisitions	Missing Requisitions	Comments
Feb 5/17 to Jul 29/17 174 days	MRI	Outpatient	9299	234	2.51% missing
Sustain Data Feb 5 to May 3, 2017 (174 days)					
			Missing Requisitions, 234 Total OP Requisitions, 9299		