

# NO SHOW MANAGEMENT – REDUCTION IN RADIOLOGY DNA AND POSSIBLE CLINIC DNA (IN COLLABORATION WITH ORTHO CLINIC & CONTACT CENTRE)

- SAFETY
- QUALITY
- PATIENT EXPERIENCE
- PRODUCTIVITY
- COST

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## Define Problem, Set Aim

### Problem/Opportunity for Improvement

In March 2020, the DNA rate for CT, MRI and Ultrasound was at 21% on average. These DNA resulted in lower machine utilization rate and higher appointment lead wait time for other patients. It had also indirectly caused a ripple DNA effect to Clinic's TCU with related Radiology appointment.

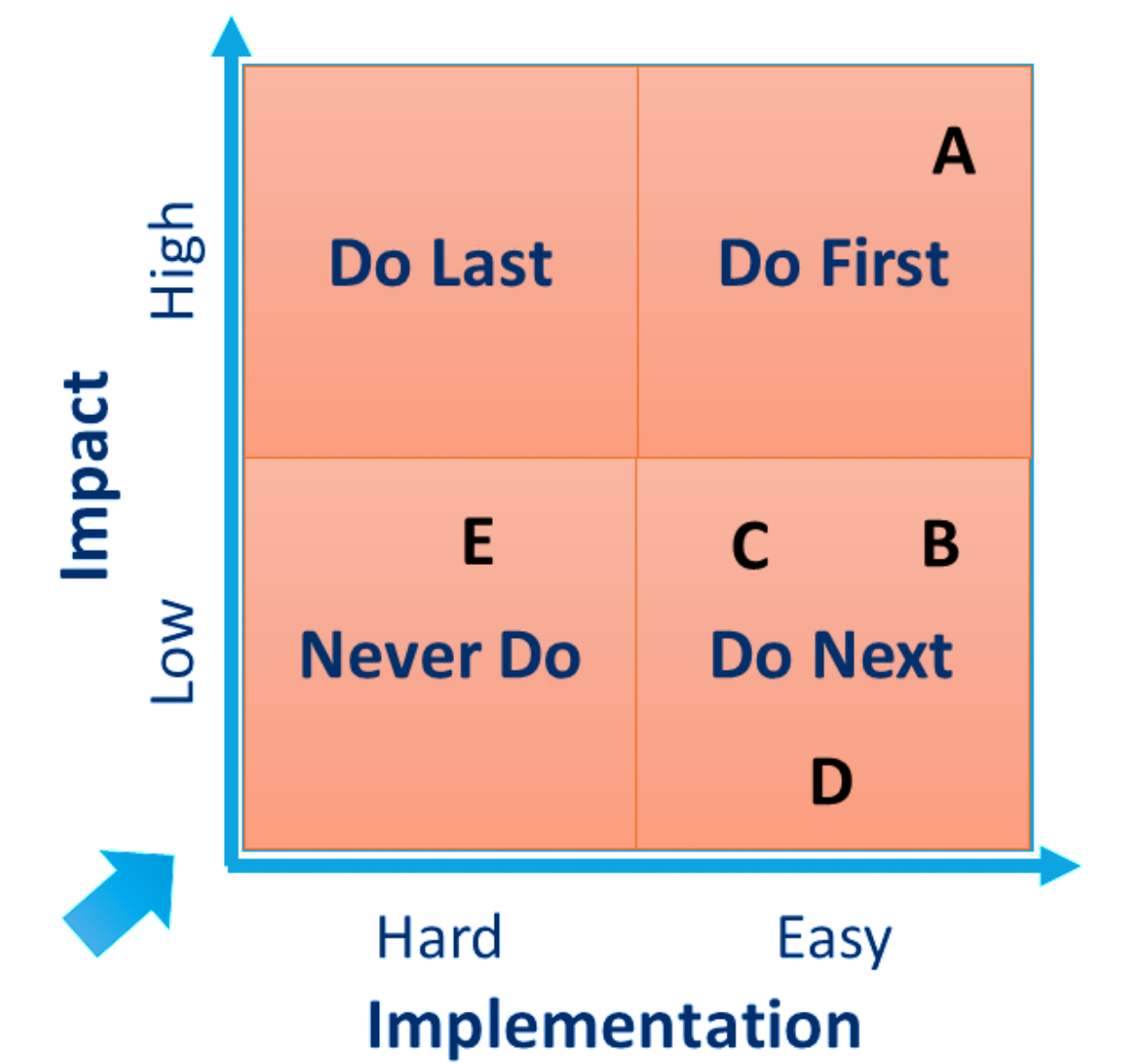
### Aim

The Radiology No Show Management Team intends to reduce Radiology DNA rate by 50% within 6 months for effective management of machine utilization and patient waiting list. Our goal includes collaboration with Clinics to reduce the possible Clinic DNA for TCU related with Radiology appointment.

## Select Changes

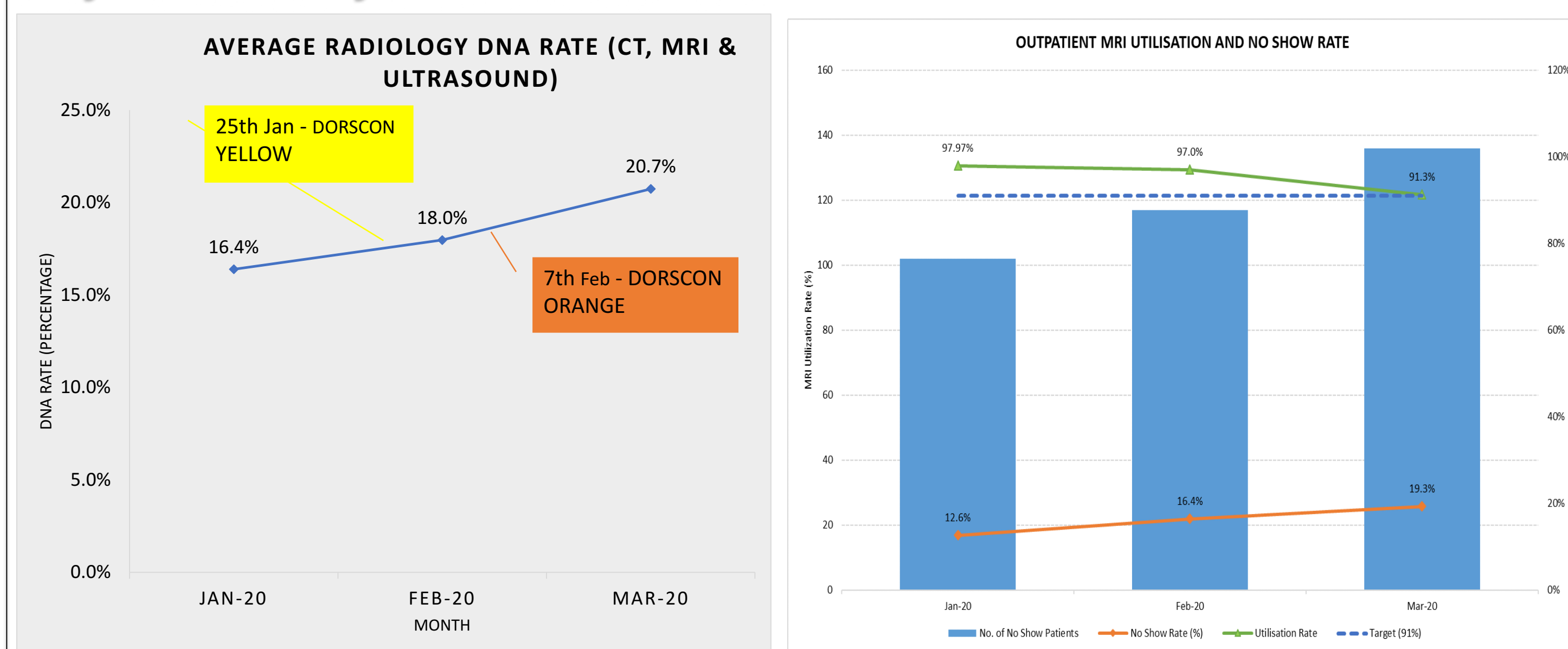
### Probable solutions:

Root Cause	Potential Solutions
Did not receive appointment reminders	A Request Contact Centre for full list of SMS response and act on "No Response" patient
	B Call "No Response" patients 1 day before appointment (Specialised scans only)
	C Send SMS if "No Response" patient is uncontactable after two attempts
	D Call patients who needs to provide LOG 3 days before appointment
	E Call all patients one day before appointment



## Establish Measures

### Performance before intervention:



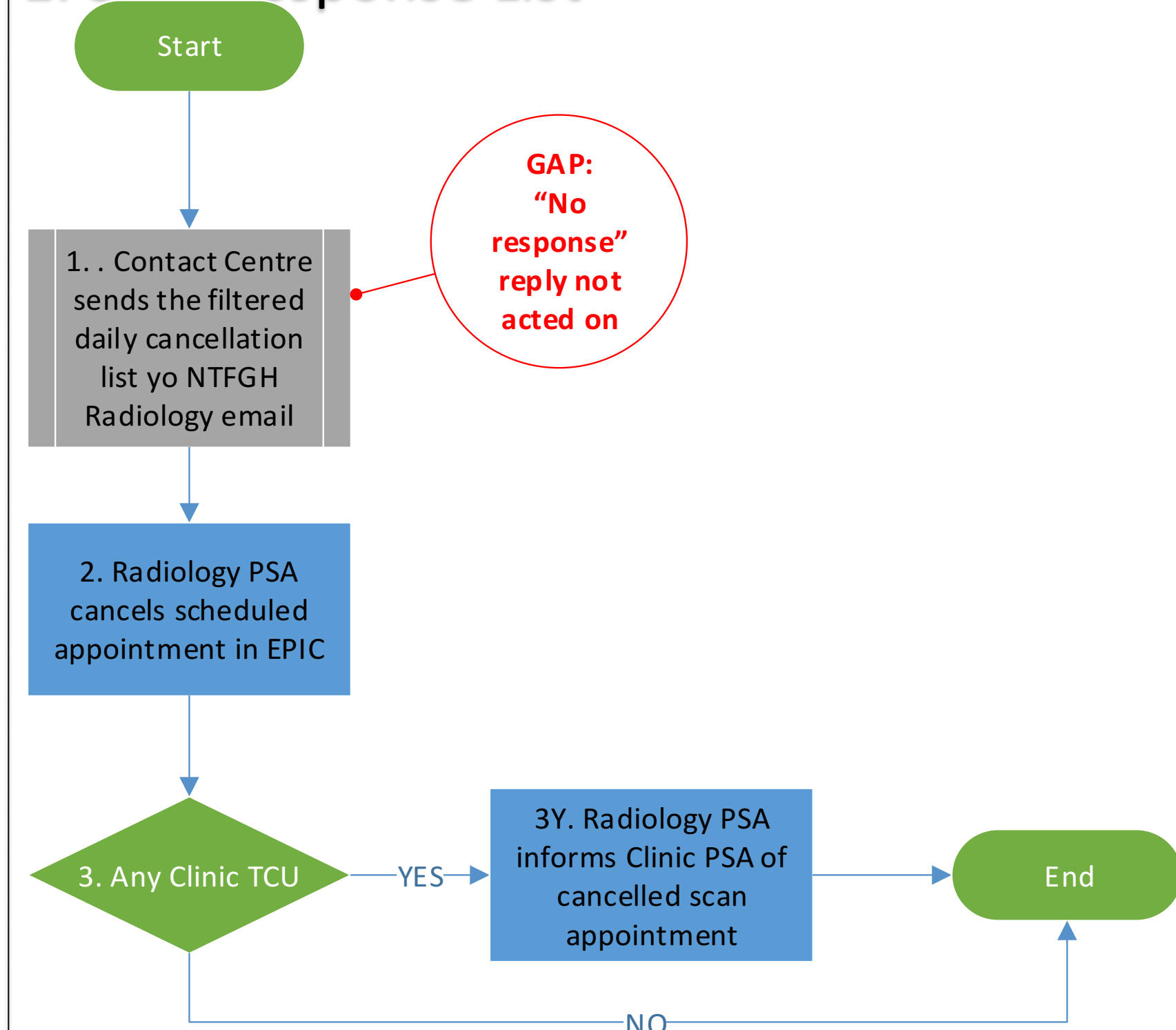
## Test & Implement Changes

Cycle	Plan	Do	Study	Act
1	<ul style="list-style-type: none"> <li>Request from Contact Centre daily list of SMS response and filter for "Cancellation" and "No Response"</li> <li>Cancellation response – Cancel appointment in EPIC and TigerText Clinic</li> <li>No response – Attempt to call patient twice. To send SMS after two call attempts</li> <li>Non-citizen patients – Call patient 3 days before appointment to confirm availability of LOG</li> </ul>	<ul style="list-style-type: none"> <li>Unfiltered list received from Contact Centre was exhaustive, yet able to segregate the SMS responses</li> <li>SMS reminder sent to patients who were uncontactable</li> <li>Appointments are rescheduled for non-citizen patients without LOG</li> <li>TigerTexts Clinic on cancellation or reschedule of appointments</li> </ul>	<ul style="list-style-type: none"> <li>The data showed an average of 6% decrease after 2 months of implementation</li> <li>Effective communication between departments (SOC and Contact Centre) through TigerText</li> </ul>	<ul style="list-style-type: none"> <li>To adopt this change</li> <li>The next change is the extraction of daily Radiology DNA with Clinic TCU list to preempt Clinic of possible DNA for Clinic TCU</li> </ul>

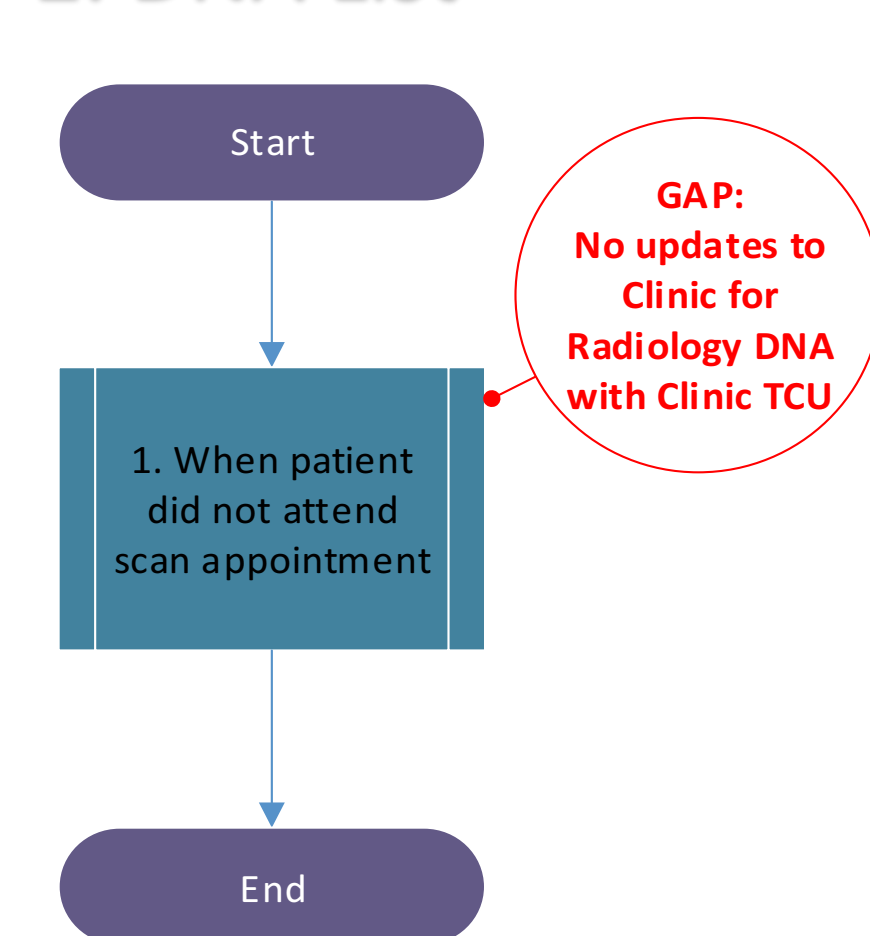
## Analyse Problem

### Process before intervention:

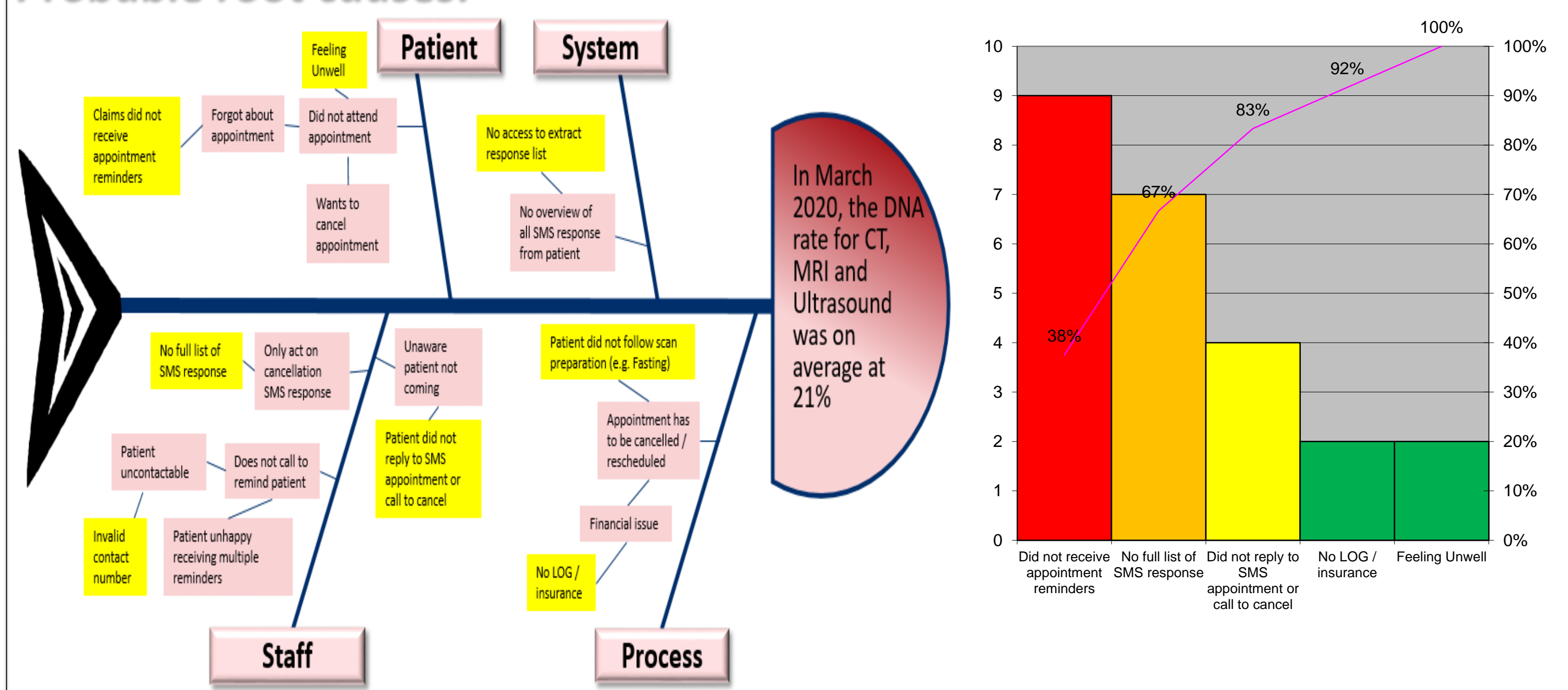
#### 1. SMS Response List



#### 2. DNA List



### Probable root causes:



## Spread Changes, Learning Points

### The strategies to spread change after implementation:

With the reduction of CT and MRI DNA within 1.5 months, the change was spread to Ultrasound modality on 22 May 2020.

### Key learnings from this project:

- Co-operation and effective communication between departments and staff were viable in making it a sounding success.
- Revisiting current workflow and implementing small changes could make an impact to others

Monthly Average of 79 cancelled MRI Outpatient Slots (Equivalent to \$801 x 79 = \$63,279 monthly revenue loss) - 60% of these cancelled slots were utilized for MRI Outpatient waitlist/urgent cases (\$63,279 x 60% = **\$37,967 monthly sustained revenue**) - 10% of these cancelled slots were utilized to clear Inpatient cases (\$63,279 x 10% = **\$6,328 monthly sustained revenue**) which also indirectly eases BOR

On average per month about 50 Radiology DNA with Ortho Clinic TCU

Equivalent to 50 possible saved Ortho Clinic TCU slots

Provides foresight to Clinic on the possible TCU Clinic DNA

