



UMass Memorial Health



**QUALITY SCHOLARS
REDUCING DELAYED START TIMES
DURING INTERVENTIONAL
RADIOLOGY PROCEDURES**

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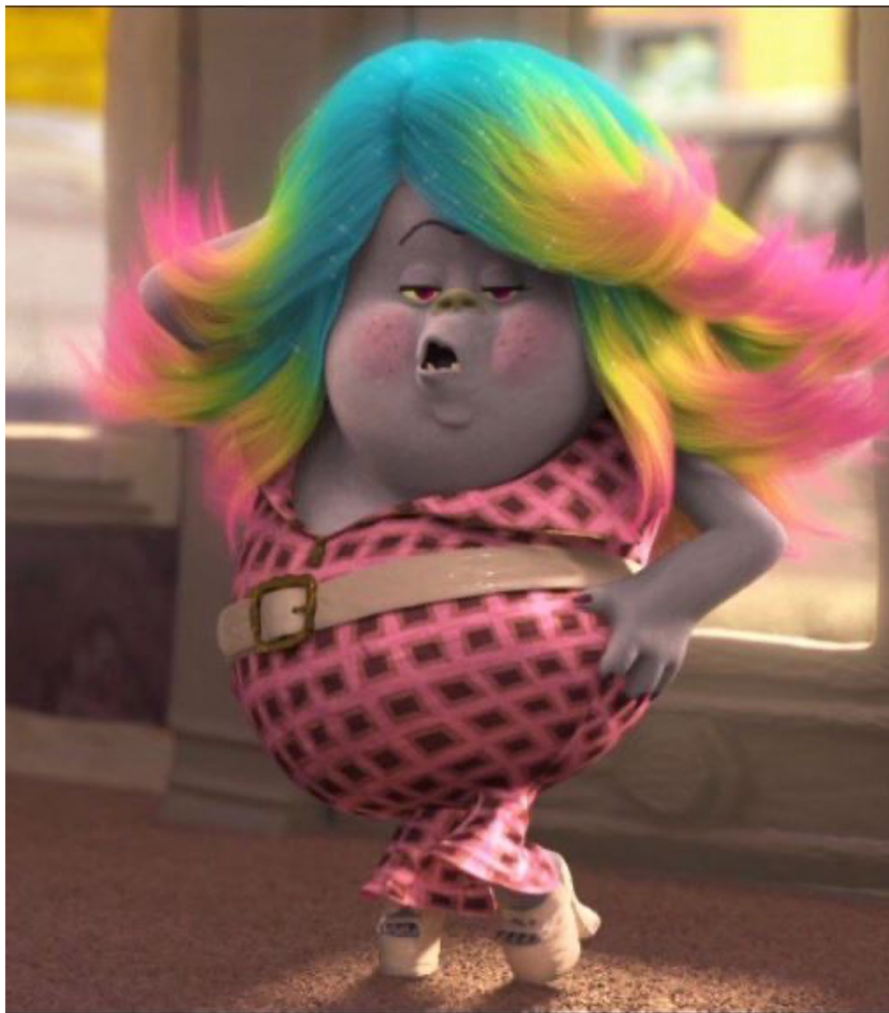
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Community Healthlink | Harrington | HealthAlliance-Clinton Hospital | Marlborough Hospital
UMass Memorial Medical Center | UMass Memorial Medical Group | UMass Memorial Accountable Care Organization



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MEET MY PATIENT



Bridget Lady Glitter Sparkles





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DAY OF PROCEDURE

“Patient isn’t here.”

No cell phone.

No answer on home phone.

30 minutes later, she’s found in the Radiology waiting room on a completely different level.

Lost patient = delay in start time.

Delay in start time for 1 case = delayed the whole day.



PROBLEM STATEMENT

50% of Interventional Radiology (IR) outpatient procedures at HealthAlliance (HA) Hospital performed between January and August 2023 in the operating room (OR) involving sedation start at least 15 minutes after appointment time, leading to patient dissatisfaction.



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GOAL

Reduce the average procedure start time delay to 20 minutes (from 28 minutes) in 3 months.



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PHONE A FRIEND





ROOT CAUSE ANALYSIS

The average delay in procedure start time is 28 minutes.

Why is there such a long delay?

Patient arrived late.

Why did the patient arrive late?

Patient had incorrect appointment time.

Patient checked in at Radiology registration instead of OR registration.

Why did the patient have the incorrect appointment time?

Default Epic appointment arrival times not changed by schedulers upon appointment creation.

Patient misheard the information.

Why did the patient check in at Radiology registration?

Patient misheard the information.

Patient got lost and was directed to Radiology registration by hospital employee.

Patient assumed they should register at Radiology desk.

Why was Epic not updated by schedulers?

Lack of training.

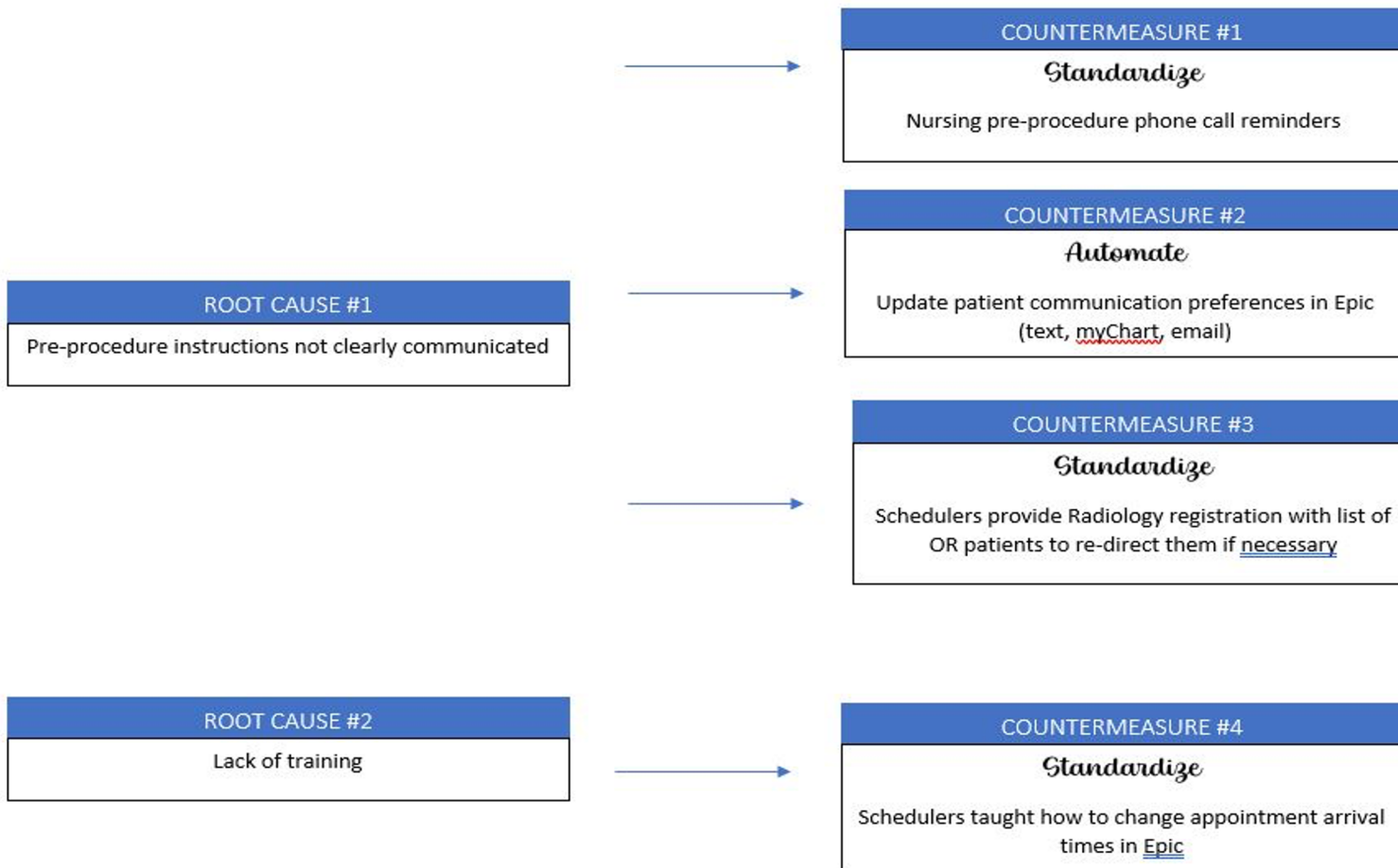
Why did the patient mishear the information/make presumptions?

Pre-procedure instructions not clearly communicated.

(Poor reception, language translation, info not written down)

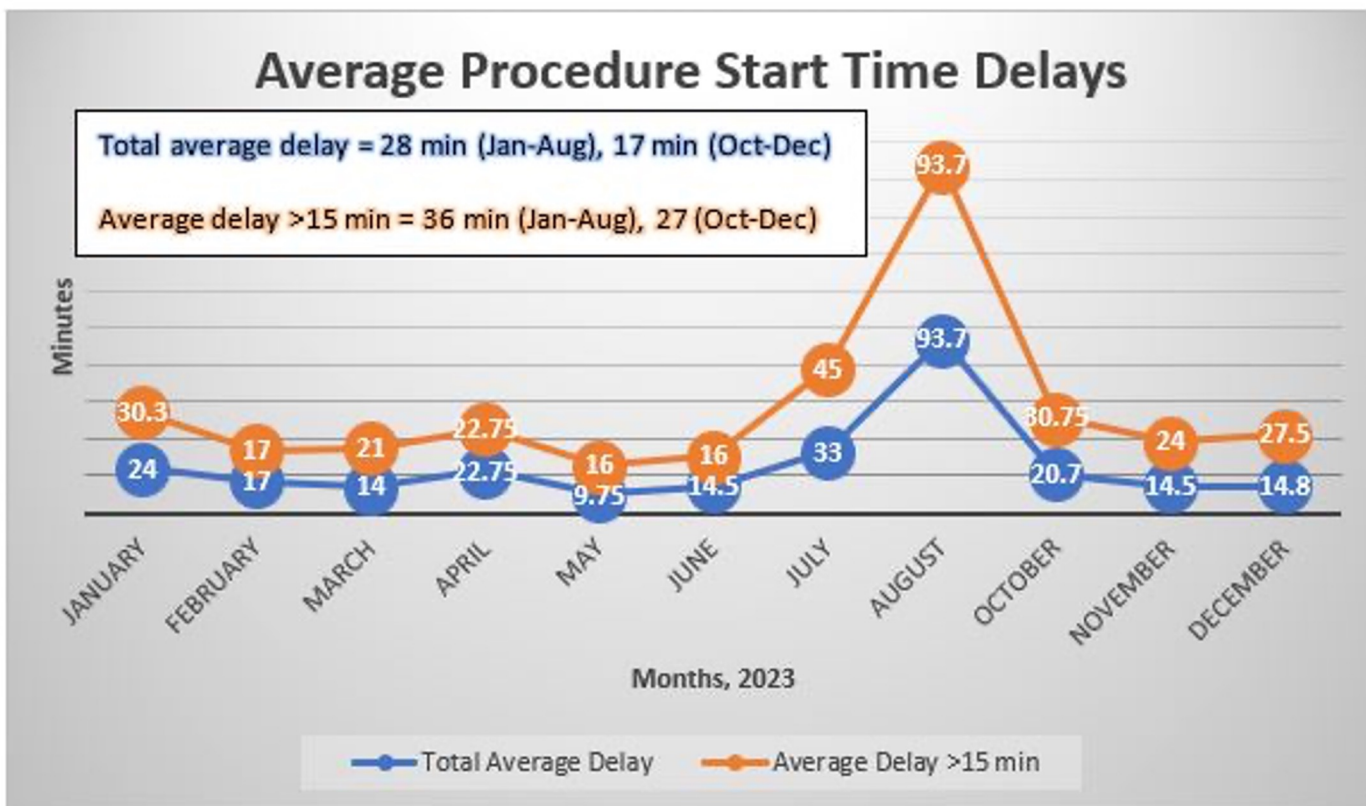


COUNTERMEASURES





RESULTS





PHASE 2?

- Our procedure slots are 60 minutes:
 - ☐ patient prep in the room, the procedure itself, clean up, and set up for next case
 - ☐ Leaves little room for the unexpected
 - ☐ Re-evaluate procedure time slots?



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QUESTIONS?

Thank you!



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REFERENCES

1. Kessels RP. Patients' memory for medical information. *J R Soc Med.* 2003;96(5):219-222.



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THE RELENTLESS PURSUIT OF HEALING