



Clinical Safety & Effectiveness Cohort # 7

Missed Appointment Rate in the MARC Ophthalmology Clinic



Educating for Quality Improvement & Patient Safety

Making Cancer History®

DISCLOSURE

Dan Johnson, MD has no relevant financial relationships with commercial interests to disclose.

Barbara Cordell, RN, MSN has no relevant financial relationships with commercial interests to disclose.

Pamela Glasscock has no relevant financial relationships with commercial interests to disclose.

Michelle Stewart, MHSA has no relevant financial relationships with commercial interests to disclose.

Aim Statement

To reduce the Missed Appointment Rate in the MARC Ophthalmology Clinic to 10% or less within the next four months.

Literature Review

- MEDLINE search January 1011: “Clinic non-compliance”, “no show,” “missed appointments”
 - 1. Parikh A, *et al. Am J Med* 2010;123:542-548.
 - 2. Bowser D, *et al. Archives of Psychiatric Nursing* 2010;24(5):317-329.
 - 3. Outlaw A, *et al. J Pediatric Psychology* 2010;35(9):1011-1015.
 - 4. Perron NJ, *et al. BMC Family Practice* 2010;11:79-87.
 - 5. Geraghty M, *et al. J Laryngology & Otology* 2008;122:296-298.
 - 6. Satiani B, *et al. J Vasc Interv Radiol* 2009;20:87-91.
 - 7. Lim LS, *et al. Internet J Healthcare Admin* 2006;3(1):1.
 - 8. Macharia WM, *et al. JAMA* 1992;267:1813-1817.
 - 9. Lacy NL, *et al. Ann Fam Med* 2004;2:541-45.
 - 10. Lehmann TNO, *et al. Public Health* 2007;121:790-799.
 - 11. Lasser KE, *et al. J Health Care for the Poor and Underserved* 2005;16:475-86.
 - 12. King A, *et al. J R Soc Med* 1995;88:88-90.
 - 13. Kourany RFC, *et al. J Am Acad Child Adolesc Psychiatry* 1990;29:657-660.
 - 14. Hardy KJ, *et al. BMJ* 2001;323:1298-1300.
 - 15. Daggy DJ, *et al. Health Informatic J* 2010;16(4):246-259. *Abstract*
 - 16. Barron WM. *Prim Care* 1980;7(4):563-74. *Abstract*

Literature Review

- Failure of patients to keep scheduled appointments reduces clinic efficiency (1,5), reduces quality of care (1,4), prolongs appointment times for other patients (4,5,13), and has a measurable negative financial impact (5)
- **Universal issue** with published rates up to **58%** (8)
- Rates vary by specialty and location
 - Eye Hospital, UK: **13%** (12)
 - Urology clinic, Ireland: **20%** (17)
 - ENT clinic, Ireland: **34%** (5)
 - Multispecialty group, New Jersey: **12%** (1)
 - Diabetes clinic, UK: **15%** (14)
 - Vascular lab, Ohio: **12%** (6)
 - Employee health clinic, Tennessee: **33%** (7)
 - Internal Medicine and Primary Care: **15-30%** (2,10,11)

Literature Review

Reasons for Missed Appointments: Patient Perspective

- Emotional barriers (9)
- Fear of results (2,7)
- Absence of belief that keeping the appointment would make a difference (2)
- Distrust of doctors (2)
- Perceived disrespect of the patient's beliefs and time by health care system (9)
- Distrust and lack of understanding of scheduling system (9)
- Difficulty contacting the clinic (4) – i.e. to cancel or change the appointment
- Confusion about the time of the appointment (4,5)
- Had to wait too long for appointment (13)
- Transportation (2, 7,10)
- Parking (6)
- Cost (2,9,13)
- Lack of child care (2)
- Personal or family illness (2,7,9)
- Chronic medical problems (7)
- Forgetfulness (2,7)
- Overslept (2)
- Feeling better or worse (4)
- Problem resolved (13)
- Getting off work (9,13)
- Went elsewhere (13)

Literature Review

Interventions

- Orientation statement (8)
- Orientation packet (9,14)
- Open access scheduling (9)- i.e. short time to appointment
- Staff phone call (1)
- Automated phone call (1)
- “Awareness campaigns” (5)
- Incentives or disincentives (9)
 - No show fee (1)
 - 20 EUR no show fee did not alter no show rate in Geneva (4)
- Overbooking (6)
- Establishing a separate cancellation line (6)
- Patient discharge policy (6)
- Contracting with patients (8)
- Physician prompts regarding screening tests (8)
- Providing transportation (9)

Background

- Missed appointment rate for the MARC Ophthalmology (2010): **16.2%** (combines, *Same Day Cancel* and *No Show*)
- The lost revenue opportunity per missed appointment:
 - FY 2010 data: **\$138**
 - FY 2011 data: **\$145**
- Predicted yearly revenue loss to Ophthalmology:
 - **FY2010: \$289,998**
 - **FY2011: \$335,565**
- Time spent in chart preparation: **47 minutes/ chart**
- But most importantly... ***quality and safety of care***

The Patient Side

- 13 y/o girl with Rosacea keratitis
- Controllable with therapy

MRx

Mental Status

Mood/Affect Appropriate

Oriented to time, place, person

Comments/Abnormal Findings

Current Eye Meds

☐ No Show x ☐ Cancelled x

Reason

☐ Labs Enclosed ☐ Labs Pending

RTC:

☐ Next available appt.

☒ Send missed appt. letter

☐ Reschedule

days / wks / mths

☐ Call Patient

☐ Send certified letter

☐ No action required

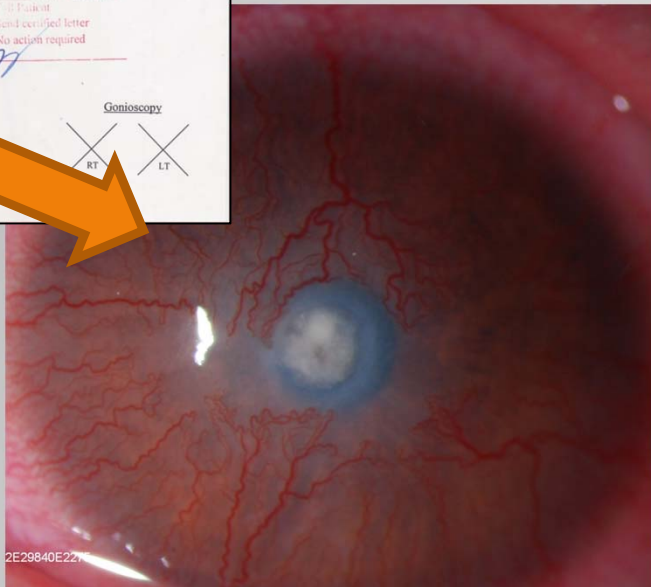
Doctor Signature

Gonioscopy

RT LT

11/21 NS

11/3 Cx



**Corneal Perforation
following missed
appointments**

☒ No Show x ☐ Cancelled x

Reason

☐ Labs Enclosed ☐ Labs Pending

RTC:

☐ Next available appt.

☒ Send missed appt. letter

☐ Reschedule

days / wks / mths

☐ Call Patient

☐ Send certified letter

☐ No action required

Doctor Signature

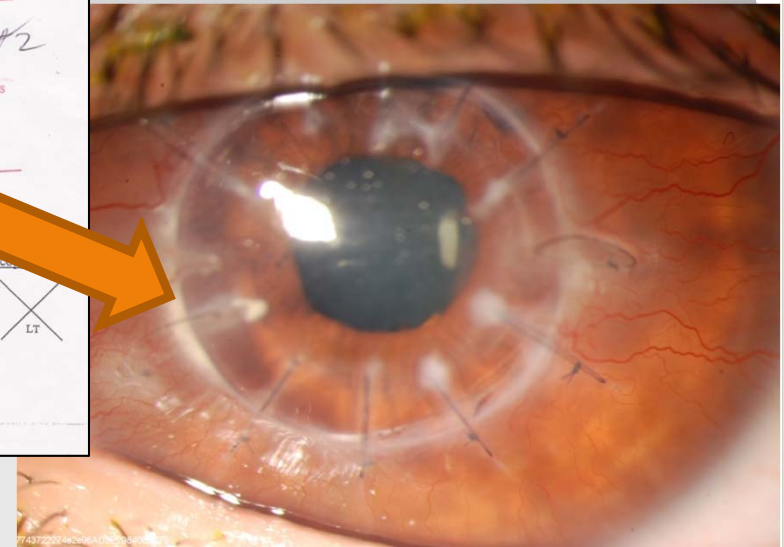
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RT LT

8/10/10

Mailed w/s letter 4/2

ms



**Exposed suture,
threatened rejection**

The Patient Side

- 20 y/o keratoconus, undergoes corneal transplant left eye
- Local corneal specialist refers patient to DAJ following rejection episode #4 since specialist no longer accepts Medicaid.

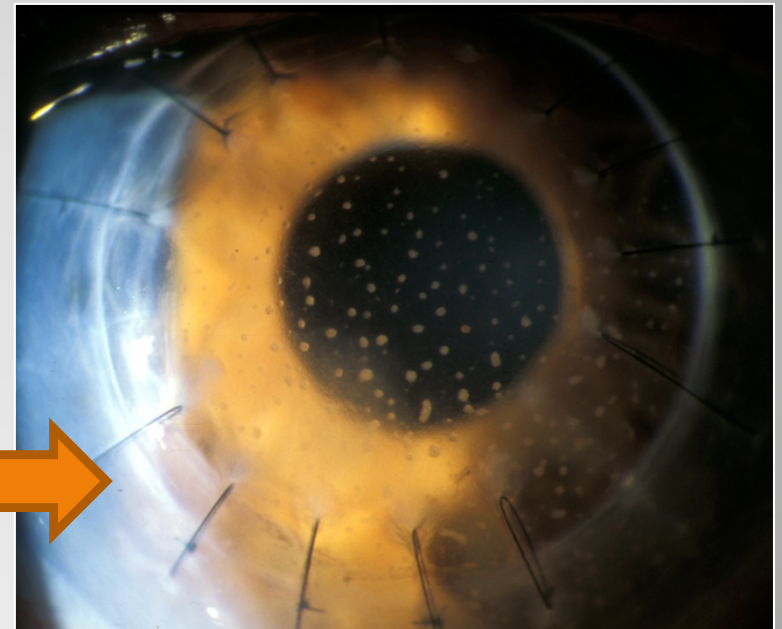
Handwritten medical forms with orange arrows pointing from the left form to the right form, and from the right form to the eye image.

Left Form:

- ☒ No Show x ☒ Cancelled x 11/29/10
- Reason: transportation
- ☐ Labs Enclosed ☐ Labs Pending
- RTC:
- ☐ Next available appt.
- ☒ Send missed appt. letter #2
- ☒ Reschedule 12/10/10
- days / wks / mths
- ☐ Call Patient
- ☐ Send certified letter
- ☐ No action required
- Doctor Signature: [Signature]
- 11/29/10
- mailed N/s letter #2
- Gonioscopy
- RT ☒ LT ☒
- MD

Right Form:

- Oriented to time, place, person _____
- (LT) ☐ (ABN) ☐
- Comments/Abnormal Findings
- Current Eye Meds
- ☒ No Show x ☒ Cancelled x 12/10/10
- Reason: Financial/Insurance (pt will call back when he gets insurance)
- ☐ Labs Enclosed ☐ Labs Pending
- RTC:
- ☐ Next available appt.
- ☐ Send missed appt. letter
- ☐ Reschedule
- days / wks / mths
- ☐ Call Patient
- ☐ Send certified letter
- ☐ No action required
- Doctor Signature: _____
- Gonioscopy
- RT ☒ LT ☒



Transplant rejection #5

Project Milestones

- Team Created Jan 2011
- AIM statement created Jan 2011
- Weekly Team Meetings Jan-June 2011
- Background Data, Brainstorm Sessions Jan-Feb 2011
- Workflow and Fishbone Analyses
- Interventions Implemented Feb-Jun 2011
- Data Analysis June 2011
- CS&E Presentation June 24, 2011

The Team

- **CS& E Participants**
 - Barbara Cordell, RN, MSN
 - Pamela Glasscock
 - Daniel A. Johnson, MD
 - Michelle Stewart, MHSA
 - Amruta Parekh, MD, MPH
- **MARC Ophthalmology Clinic Team Members**
 - Yvette Cardona (Clinic Manager)
 - Amy Boone (Front end supervisor)
 - Clinic Call Center
 - Consult Center
 - Front Desk Staff
- **Sponsor Department: Ophthalmology**
 - Steven Chalfin, MD, Chair

