

# Patient-Centered Imaging

Ben Babušis, MD  
Medical Director, Swedish Issaquah

Radia Partner



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## Introduction

Who are the "customers" of an imaging department?

Is the "customer always right"?

Why should we be patient-centered?



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## Medicine's New Trajectory

- Becoming consumer driven
- High deductible plans puts more cost on patients
- Direct marketing to patients increasing
- Self referrals increasing
- Alternative medicine, \$50 billion industry
- Web empowerment
- Patient access to their medical chart online



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## Customer Satisfaction

- Reliability
- Responsiveness
- Assurance
- Empathy
- Tangibles



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## What do patients want?

- Fast & easy appointments
- Rapid results
- Reassurance
- Transparent pricing/billing
- Face time with physician
- Compassionate staff
- Great communication
- Safe, comfortable exam



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### Front End – Back End

Front-End	Back-End
Website	Pre-Authorization
Lobby & Receptionist	Protocols
Exam Room & Tech	Interpretation
(Radiologist)	Report & Communication
Bill in Mail	Facility Management



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### Front-End Experiences... Directions, Instructions and Parking



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### Website



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### Phone & Reception



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### Phone & Reception

No more than 3 rings. No phone tree.



Reprinted from The Forum, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 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## Scheduling

- More than 2 day backlog = lost patients!
- Open evening and weekend hours
- Accept walk-ins for noncontrast CT/XR
- Keep some room for add-on's, emergent cases
- Online scheduling – need it now!



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## Backlogs – Overbooked Schedule

- Not a “good problem to have”
- Reputation suffers long term damage
- Represents a failure of management, not success
- Resulting staff stress can lead to downward spiral



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## Patient Comfort

- Relaxing atmosphere in lobby
- Music during exams
- Easy to follow signage
- Free Wi-Fi
- Photos on wall
- Magazines
- Lockers during exam



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## Reception

- Greeter during peak hours
- Give out pagers, or take cell phone #'s
- Smile, eye-contact, be social
- Under-promise, over-deliver
- Say I'm sorry, thank you, use gift cards
- Offer oral contrast day before appt.



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## AIDET

- A – Acknowledge your patient (smile, eye-contact, name)
- I – Introduce yourself and your role
- D – Duration of interaction, explain to patient
- E – Explain purpose of visit
- T – Thank patient, ask if they need anything else



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## Customer Contact

The Moment of Truth: Patients will decide in **7** seconds

From **11** impressions whether they

- Like You
- Dislike You
- Indifferent




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## Impressions

- |                   |                   |
|-------------------|-------------------|
| 1 - Cleanliness   | 8 - Understanding |
| 2 - Warmth        | 9 - Courteous     |
| 3 - Credibility   | 10 - Confident    |
| 4 - Knowledgeable | 11 - Professional |
| 5 - Responsive    |                   |
| 6 - Friendly      |                   |
| 7 - Helpful       |                   |




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## Consequence of Dissatisfaction

- An average dissatisfied patient tells 25 others about the negative experience.
- For every patient who complains, 20 other dissatisfied patients don't complain.
- Of those dissatisfied patients who don't complain, 10 percent will return while 90 percent won't.
- It costs *10 times more* to attract new customers than it does to retain current ones.

Zimowski, HFMA Journal 2004 Rubin, et. al. JAMA 270




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## Exam & Technologist



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## Radiologist



This??



Or This?

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## Radiologist Visibility

- Meet and greet
- Discuss results
- Radiologist as physician connection
- Give radiologists a face



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## Radiologists

Strengthen the patient-doctor relationship

- Introduce to patients directly
- Waiting room literature or posters
- "Our Radiologists" section on website
- Give results verbally or final report after exam
- Talk to patients on phone

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## Patients Want Results

- 92% want normal results given
- 87% want abnormal results given
- 96% of results are normal or non-malignant



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## Give Patients Results Option



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## Protocols



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## Patient Safety

- Radiation
- Contrast allergies
- Extravasation
- Bleeding
- Pregnancy
- Breast Feeding
- Renal Function
- MR contraindications

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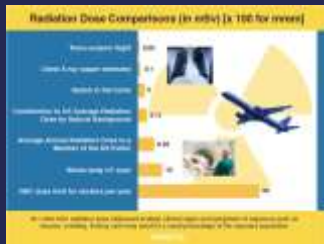
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## Radiation



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## Interpretation



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## Turn Around Time

**The New York Times**

### Sick and Scared, and Waiting, Waiting, Waiting

"Freddie Odlum spent two terrible days waiting by the phone for her doctor to call. She had had a CT scan to investigate a suspicious mass in her lungs and Ms. Odlum, a Los Angeles breast cancer patient, was all too aware that if the cancer had spread, her prognosis would not be good.

"But her doctor did not call [for several weeks]. ... The scan did not show cancer, but she could not forgive her doctor. 'This internist had been my family doctor for years,' Ms. Odlum said. ... 'I never spoke to him again.'"

Kolata G. (2009). Sick and Scared, and Waiting, Waiting, Waiting. *The New York Times*.

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### Clinical Histories

The single most important and simplest way to add value to an imaging exam!

- Referring provider, during order entry
- Front desk, during registration or pre-auth
- Technologists, during the exam
- Radiologist, through EMR or phone call

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### Clinical History is Essential



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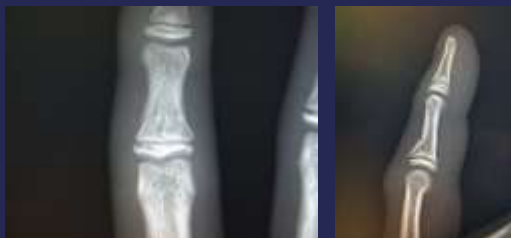
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### Clinical History is Essential



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# Clinical History is Essential



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# Reporting

ABDOMINAL ULTRASOUND  
 DATE: -Date-  
 HISTORY: -History-  
 COMPARISON: -Comparison Dates-  
 TECHNIQUE: Real-time sonographic imaging of the abdominal organs and vascular structures, including color flow imaging, was performed by the sonographer. Multiple representative static images were saved for review.  
 FINDINGS:  
 Liver: Normal in size and echotexture. No masses or fatty infiltration.  
 Gallbladder: Normal. No stones, wall thickening or sonographic Murphy's sign.  
 Biliary System: Common bile duct measures <math>< 6\text{ mm}</math>, Normal for age. No stones, masses, or intra or extrahepatic ductal dilatation.  
 Pancreas: Normal. No masses or ductal dilatation evident.  
 Right Kidney: <math>< 10\text{ cm}</math> longitudinally. Normal. No masses, stones or hydronephrosis.  
 Left Kidney: <math>< 10\text{ cm}</math> longitudinally. Normal. No masses, stones or hydronephrosis.  
 Spleen: <math>< 12\text{ cm}</math> longitudinally. Normal in size and echotexture.  
 Aorta and IVC: Normal. No aneurysms.  
 Free Fluid: None.  
 Other: None.  
 IMPRESSION: Normal.  
 Report Issued to the ordering provider:  
 RADIA

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# Reporting

- Use voice-recognition dictation
- Use structured templates for speed and accuracy
- Reports in real time while patient waits
- Burn CD of exam/report before patient leaves
- Radiologist may discuss findings with patient

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## Communication



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## Quality Assurance

- Front desk – monitor calls and interactions
- Techs – patient and radiologist feedback
- Radiologists – ACR Radpeer or internal reviews
- Equipment – radiologist and techs
- Overall – patient and provider survey forms



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## Quality Assurance

**Health Imaging Tech QA - X-RAY**

Job #: \_\_\_\_\_ Employee: \_\_\_\_\_  
 Date: \_\_\_\_\_ Shift: \_\_\_\_\_

**QA Items:**

- Patient identification
- Imaging protocol
- Exposure factors
- Beam collimation
- Labeling (patient name, date, time, etc.)
- Lead shield (patient, staff, etc.)
- Other: \_\_\_\_\_

Comments: \_\_\_\_\_



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## Patient Surveys



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## Patient Surveys

### Swedish Radia Patient Survey

We are glad to be able to help you with your health concerns today. Your imaging exam is now being read by our radiologist and results will be communicated shortly to your physician. Please give us feedback on our service and drop in the survey box by the front desk. Please let us know if we can improve in any way. Thank you!

Exam: \_\_\_\_\_ Date: \_\_\_\_\_

	(WORST)	1	2	3	4	5	(BEST)
Scheduling: _____							
Check-In: _____							
Technologist: _____							
Wait Time: _____							
Facility: _____							
Overall Experience: _____							

Comments: \_\_\_\_\_

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## Future Goals

- Web scheduling and registration
- Both results and consultation online
- Same day service all exams
- Leave department with results
- Patients shop online for best price/service

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## In Conclusion

Remember who the customer is.

Ensure a strong future for your imaging department by practicing...

Patient-Centered Imaging



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