

Name of Practice/Organization: Open MRI and Advanced Radiology

Number of sites: 9

Sr. Practice Facilitator: Suzette Santos

TCPI contact name(s): John Tkach, CEO and Katharine Lagor, Operations Manager

Open MRI and Advanced Radiology are two successful, Rhode Island imaging organizations with shared management. Open MRI has been providing magnetic resonance scanning at their six sites since 1998. They currently have four providers who provide services for over 10,000 patients each year. The four providers at Advanced Radiology serve over 15,000 patients per year at their six locations (they also have walk-in X-Ray services at four additional sites). To serve their patients language and cultural needs, both groups have staff members who are fluent in Spanish and Portuguese.. Open MRI boasts excellent leadership in their CEO, John Tkach (at Open MRI) and Operations Manager at Advanced Radiology, Katharine Lagor. Each of them model a high level of engagement within their respective organizations. They frequently leverage concepts of Quality Improvement and strive for positive transformation and growth. Overall, their strong leadership, engagement and camaraderie, along with the way their teams embrace change and strive to improve their care, have led them to be identified as Exemplary. Their strengths can be seen through their engagement and improvement in their selected Clinical Quality Measures as well as in their overall excellence in transformation work.

Tackling Tracking Challenges and Improving Clinical Quality

Despite barriers, these organizations are now in phase four of transformation due to their significant effort and hard work. For Example, through their work with TCPI extraordinary efforts have been made to track Clinical Quality Measures (CQMs). Prior to TCPI, they had not been tracking CQMs at all, due to limitations of their imaging specific Electronic Health Record (EHR). Unfortunately, their current EHR does not include any reporting or analytics components and they cannot afford to upgrade their systems at this time. Given this challenge, within their first year of engagement with TCPI, their transformation work led them to devise a method for *manually tracking six measures*. Not only did they develop a process for collecting this data, but their motivation to succeed in providing exceptional care has led them to achieve rates of 99% and above for the measures they are tracking. They are now tracking the Preventative Care and Screening: Tobacco Use measure and have put in place a number of interventions relating to this effort, even though they are not primary care. The staff go out of their way to educate patients about smoking and regularly refer their patients who are smokers to Quitworks (a free Rhode Island smoking cessation program) for support. Along with the obvious benefits this provides to their patients, utilization of community services in this way also serves as an improvement activity for MIPS. Given this, along with other effort relating to their CQMs, they were able to showcase their quality and successfully report for MIPS. Their amazing improvement can be easily seen when looking at their clinical data from 2017 and 2018(see Appendix).

It is also important to note the ways that Open MRI and Advanced Radiology help promote excellence in clinical quality through engagement within the Rhode Island healthcare community. These organizations provide enhanced care coordination by ensuring that critical results are all immediately called in (within minutes) to the ordering provider. They also maintain a website at which images and reports are available for providers 24/7 via Fusion-CAP (Open MRI: <https://openmriofne.com/fusion-cap/>; Advanced Radiology: <https://advanced-radiology.com/fusion-link/>).

Listening to Staff and Patients to Guide Transformation

Open MRI and Advanced Radiology also demonstrate their exemplary status through a number of patient and family engagement initiatives. They completed an extensive staff survey and found their overall results to be quite high. These ratings reflect the strong joy in work experienced by the staff.

Using a Quality Improvement approach, they have evaluated areas of the survey where they didn't score as well and they are currently producing staff programming to address the concerns that were identified. In particular, their efforts are focused on developing an annual staff review process to include incremental raises.

They have also engaged patients and families through placing suggestion boxes in their waiting rooms and by providing every patient with a self-addressed, stamped survey card after each exam. When these cards are returned to Open MRI and Advanced Radiology, they are personally reviewed by John Tkach and Katherine Lager. They ensure that any concerns or issues are addressed and follow-up directly with the patient (if the feedback is not anonymous).

Moreover, in their ongoing efforts to deliver an optimal patient experience and demonstrate transformation, there are a number of resources and practice features that have been put in place. Both Open MRI and Advanced Radiology have embedded Choosing Wisely materials in their practices. For example, they have the "5 Questions" materials in all waiting rooms (along with Choosing Wisely informational cards). Even though they rely on refers and the completion of imaging exams and tests for their primary revenue, they prioritize teaching patients about unnecessary testing and offer a number of free resources with patient appropriate education. Lastly, they provide excellent patient access by providing evening hours (as late as 9:00 pm).

Additionally, staff at Open MRI and Advanced Radiology has embraced CurrentCare enrollment and Viewer (Rhode Island's Health Information Exchange [HIE] repository) use to avoid unnecessary testing and having to reschedule appointments. For example, they often access their patients' CurrentCare records to find creatinine values when it is needed prior to radiology tests that include the use of contrast. This improves the patient experience as they are often able to arrange for patients to have their imaging done immediately rather than having to reschedule an appointment for a later date. Examples of how staff include the use of the CurrentCare Viewer into their day to day workflows can be found in the Appendix.

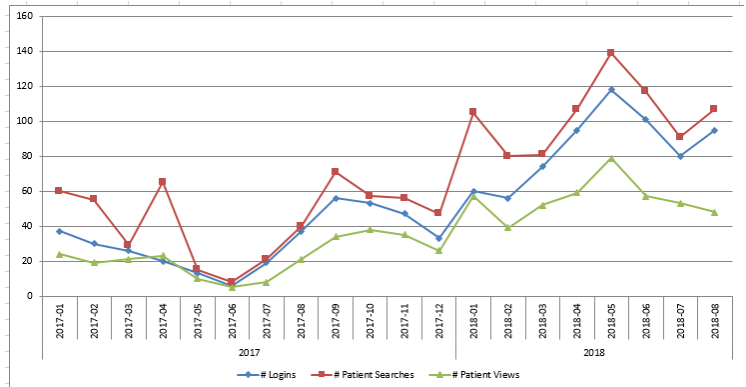
Conclusion

Open MRI and Advanced Radiology have embraced transformation and are an excellent example of positive improvements initiated with the support of TCPi initiatives. They have demonstrated notable growth as seen through their Clinical Quality Measure data and through their

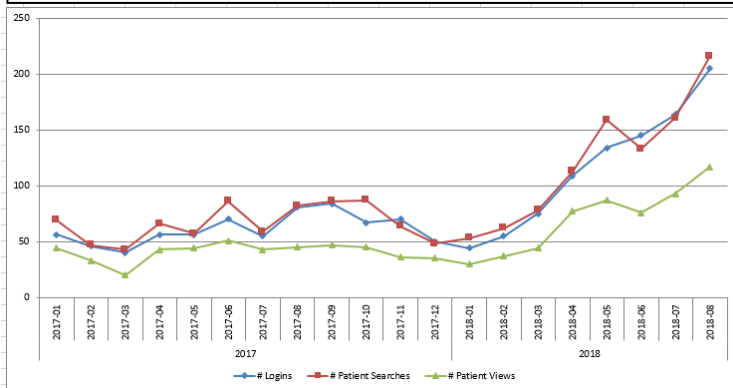
numerous transformative activities. Most importantly, their staff truly care about their patients and they strive

to provide the best care possible at each of their

Advanced Radiology CurrentCare Viewer Use



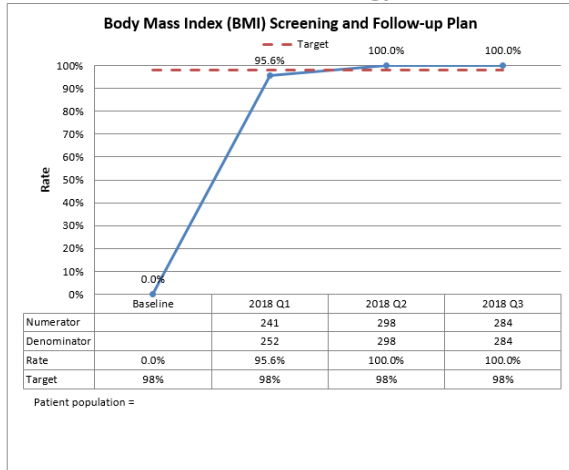
Open MRI CurrentCare Viewer Use: Staff User CurrentCare (RI HIE) to avoid duplicate testing



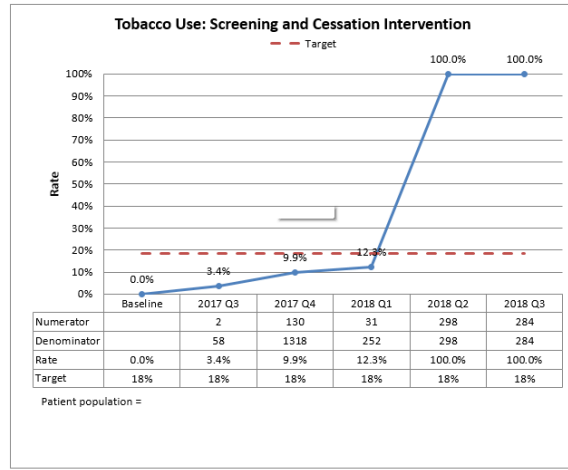
sites.

Appendix

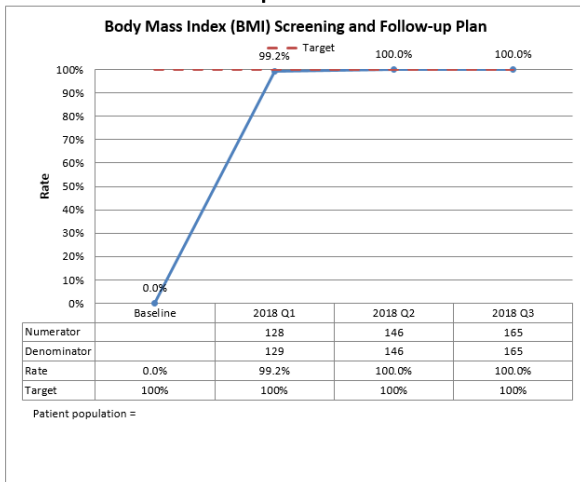
Advanced Radiology



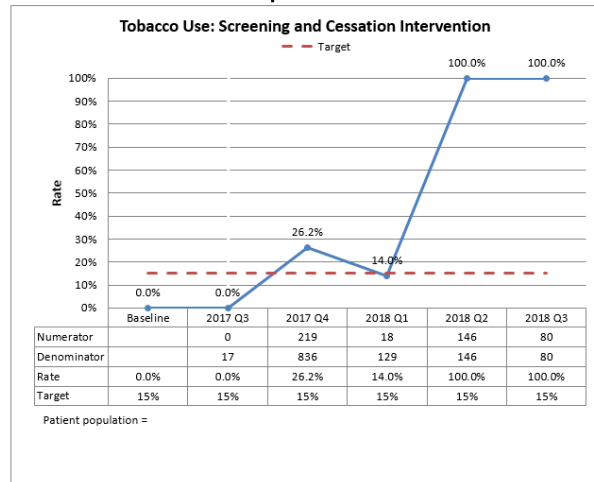
Advanced Radiology



Open MRI



Open MRI



CurrentCare Stories

<http://www.currentcareri.org/KnowledgeCenter/ViewerResources/MyCurrentCareStory.aspx#719166-jade-spliethof--christine-pretto-open-mri---smithfield>

Jade Spliethof

Open MRI, North Smithfield

And Christine Pretto

Open MRI, North Smithfield

How did things take place before CurrentCare?

For patients who are over 60, as well as patients with diabetes and kidney anomalies, we often need to check their Creatinine levels before they have certain tests. Before we had CurrentCare, we would have to call the lab and wait on hold before we could get the information we needed. If it was after hours and we were unable to get the lab on the line, we would be out of luck: the patient would have to reschedule and have the test at a later time. Also, sometimes elderly patients do not remember having had bloodwork done and we wouldn't have any way to get this necessary information.

How do things take place with CurrentCare?

Using CurrentCare, we can get the lab information we need and we don't have to wait on hold. With CurrentCare, we are all set: it has saved us quite a few times! The patient doesn't lose the time slot and have to reschedule. It's also helpful because getting everything done on the same day makes the billing process easier, too.

CurrentCare is useful for a number of other situations. For example, when elderly patients don't remember having had a Creatinine test in the last 6 months, we can check CurrentCare. Sometimes we find they have a result in CurrentCare and the patient does not need to get duplicate testing done. We also use CurrentCare to check to see what other providers they have seen before. Sometimes the patients don't remember this information, as well. Finally, in some cases, we can use CurrentCare to pull previous imaging reports for comparison. We tell our patients that CurrentCare saves cost and time. In particular, patients can avoid duplicate testing! If a patient has an accident or situation where they are unconscious, the responders can see "this patient has XYZ" in CurrentCare. It can be a lifesaving measure. We include the CurrentCare enrollment form with our sign-in paperwork so all of our patients have the opportunity to sign-up

How does that impact your life/work?

CurrentCare makes our work much easier: it saves time. It also makes our patients happy because they don't have to reschedule and they avoid having duplicate testing. When patients don't remember having had their bloodwork done and we find their results in CurrentCare, they are very happy that they don't need to get it re-done!

<http://www.currentcareri.org/KnowledgeCenter/ViewerResources/MyCurrentCareStory.aspx#719168-laurie-bowie-advanced-radiology-inc>

Laurie Bowie



Scheduling, *Advanced Radiology, Inc.*

How did things take place before CurrentCare?

Before I used CurrentCare, I was making a lot of phone calls and faxing information out. I was on the phone a lot! I would have to call doctors' offices and labs because patients frequently did not know if they had their Creatinine checked. Not having the patient's Creatinine value was causing patient appointments to get pushed-out because I would have to wait for someone from the doctor's office to get back to me and see if they had the information we needed. I would sometimes have to chase down the information and call different labs because I wouldn't know which lab the patient had gone to.

How do things take place with CurrentCare?

During my work day, I keep the Viewer log-in page open and ready. When I need to check for a patient's Creatinine value, I simply go to CurrentCare Viewer, enter in the patient's date of birth, and see if they are in the system. If I have previously found the patient in CurrentCare, I always enter their CurrentCare number in my notes in the patient chart, so I can make the patient search process even quicker next time I search. Once I open the patient's CurrentCare record, all I have to do is go to the Patient Summary, hit Ctrl-F, and quickly search for the information I need. If the Creatinine value is there, most of the time I can get the patient in for their test that day or the next day. While I am checking the patient's CurrentCare record, I also look for previous diagnostic reports. If I see a previous diagnostic study, I will print it, scan it into our system and have it available for the radiologist to review. I also have patients enroll in CurrentCare. I simply keep the enrollment form on the registration clipboard so patients can sign-up if they are interested. (*Laurie was the winner of the April 2016 Massage Envy, CurrentCare Enrollment contest!)

How does that impact your life/work?

Having access to CurrentCare takes a lot of stress out of my life. I don't have to worry about making phone calls and calling doctors' offices. It's like a 'little bible' on my

desktop. It makes it so much easier: no more phone calls- I love it! Also, I can rely on getting information about diagnostic reports right from the source, rather than from the patient, so, it can make the radiologist's job easier as well.