Clinical Safety & Effectiveness
Cohort # 7
Missed Appointment Rate in the MARC Ophthalmology Clinic

CENTER FOR PATIENT SAFETY & HEALTH POLICY
UT Health Science Center
SAN ANTONIO
Educating for Quality Improvement & Patient Safety
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”
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)
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

Corneal Perforation following missed appointments

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.

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