

Project Title: Decrease the Missed/Cancelled Appointment Rate of African American Breast Cancer Patients for New and Follow up Appts

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Institution: Bon Secours Hampton Roads Medical Oncology

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Institutional Overview

- Bon Secours – Hampton Roads is part of Bon Secours Mercy Health, one of the 20 largest health systems in the United States and the fifth-largest Catholic health system in the country.
- The ministry's quality, compassionate care is provided by more than 60,000 associates serving communities in Florida, Kentucky, Maryland, New York, Ohio, South Carolina and Virginia, as well as throughout Ireland.
- Bon Secours – Hampton Roads provides compassionate medical care through a network of hospitals, primary and specialty care practices, ambulatory care sites and continuing care facilities across the region, which includes Bon Secours Mary Immaculate Hospital, Bon Secours Maryview Medical Center, Bon Secours DePaul Medical Center and Bon Secours Southampton Medical Center. Consistent with its commitment to serve each patient with dignity, Bon Secours Mercy Health provides more than \$2 million per day in community benefit.
- The mission of Bon Secours – Hampton Roads is to extend the compassionate ministry of Jesus by improving the health and well-being of our communities and bring good help to those in need, especially people who are poor, dying and underserved.

Team Members

Role	Name	Job Function
Project Sponsor	Amy Carrier	Market President, Bon Secours Hampton Road
Team Leader	Moussa Sissoko, MD	Medical Oncologist /Hematologist
Facilitator	Marylou Anton, MSN, RN, OCN	Administrative Director, Oncology Service Line
Core Team Member	Debbie Johnson	Practice Administrator
Core Team Member	Debbie Szabo DNP, RN, OCN	Oncology Nurse Navigator
Other Team Members	Etrice Christian	Patient Service Representative
	Cindi Jedlowski	Practice Referral Specialist
	Twilia Lipscomb	Patient Representative
	Faren Frederick LMSW	Oncology Social Worker
QTP Improvement Coach	Laurie Kaufman	Support to team on science of QI and participation in the QTP

Problem Statement

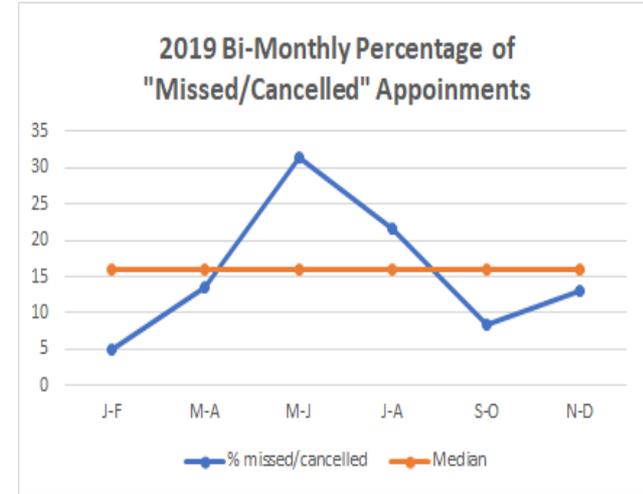
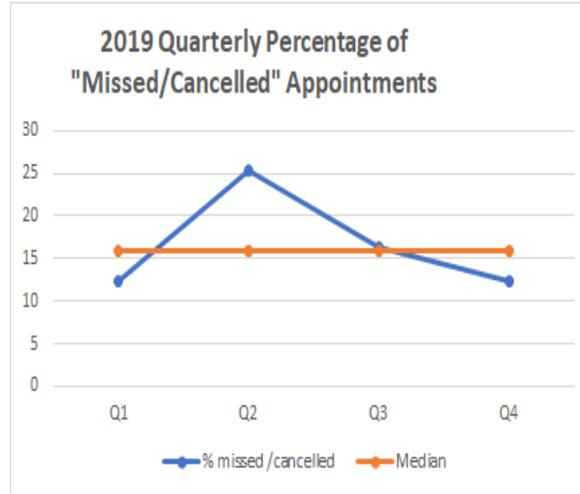
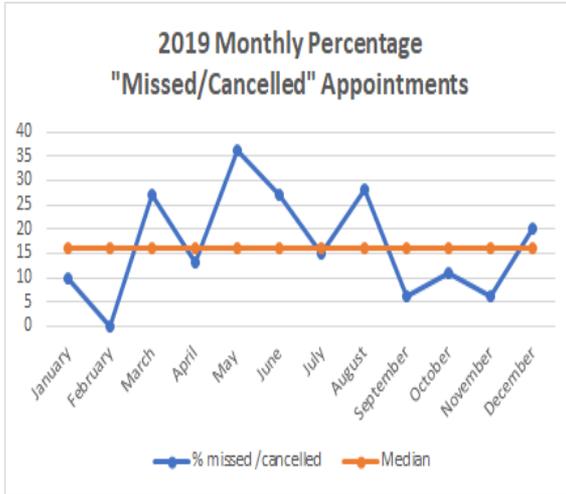
From January 01, 2019 to December 31, 2019 African American breast cancer patients at the Bon Secours Medical Oncology in Norfolk, VA had a 16% rate of missed/cancellations for both new patient and follow-up appointments. This impacts care by delaying diagnosis and treatment African American breast cancer patients.

Outcome Measure

Baseline data summary

Item	Description
Measure:	<ul style="list-style-type: none"> - Data retrieved from practice management software Athena for the calendar year 2019 - 2019 data was retrieved for 2 reasons: <ol style="list-style-type: none"> 1. 2019 was the last full year using Athena; in mid 2020 converted to EPIC scheduling and therefore unable to gain full year data 2. 2020 was skewed due to COVID affecting patient scheduling and visits - Data evaluated on AA Breast Cancer Patients for missed and cancelled as documented in system
Patient population: (Exclusions, if any)	African American women with breast cancer treated at Bon Secours Medical Oncology practice in Norfolk, VA in 2019.
Calculation methodology: (i.e. numerator & denominator)	Numerator: Missed/Cancelled Appointment Denominator: Total Appointments (patients seen, missed and cancelled)
Data source:	Practice Management Software /Athena
Data collection frequency:	CY 2019 : Monthly 2019 Bi -Monthly 2019 Quarterly 2019
Data limitations: (if applicable)	Small sample size: (157 patients/187 appointments)

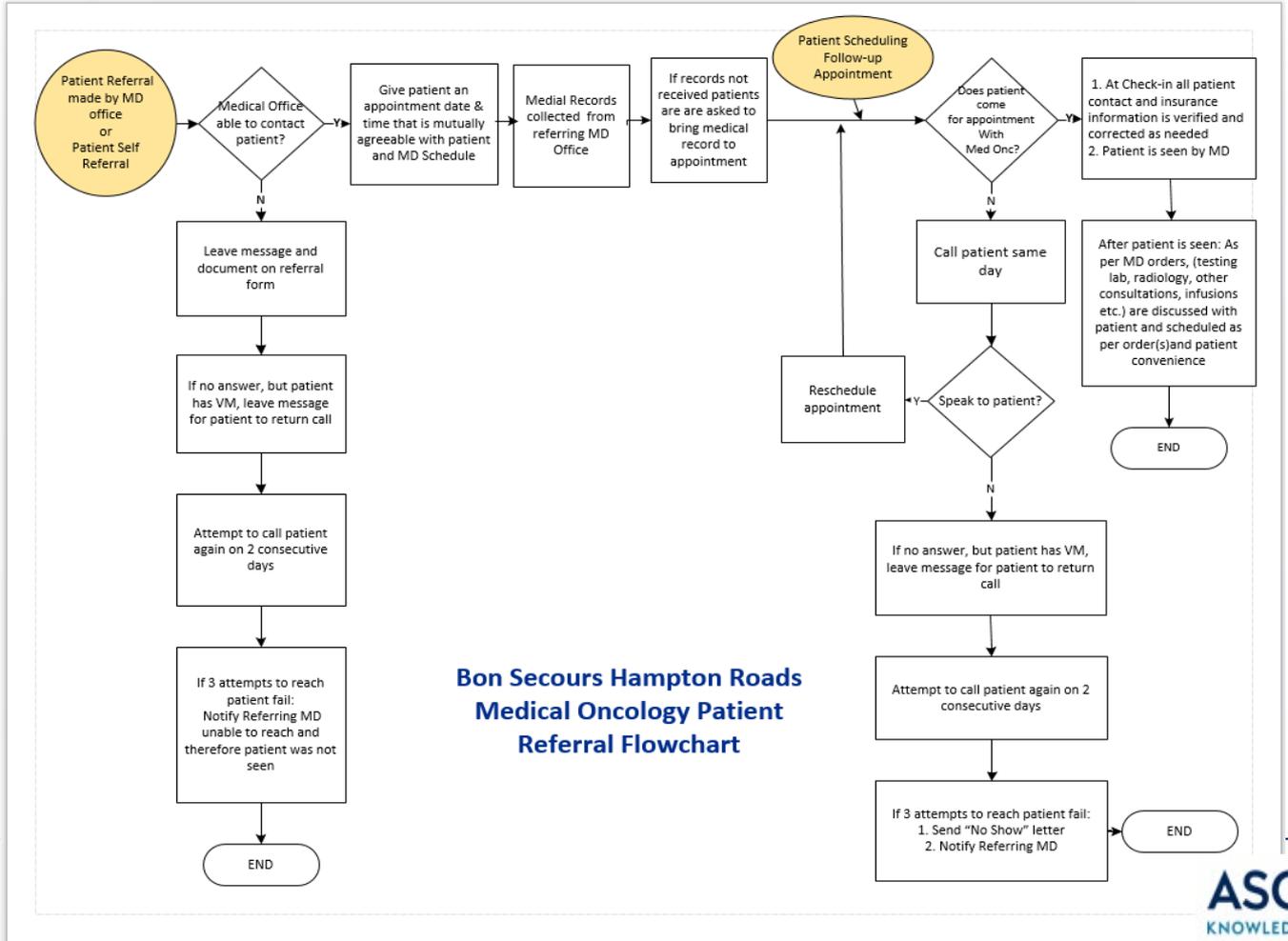
Outcome Measure Baseline data



Aim Statement

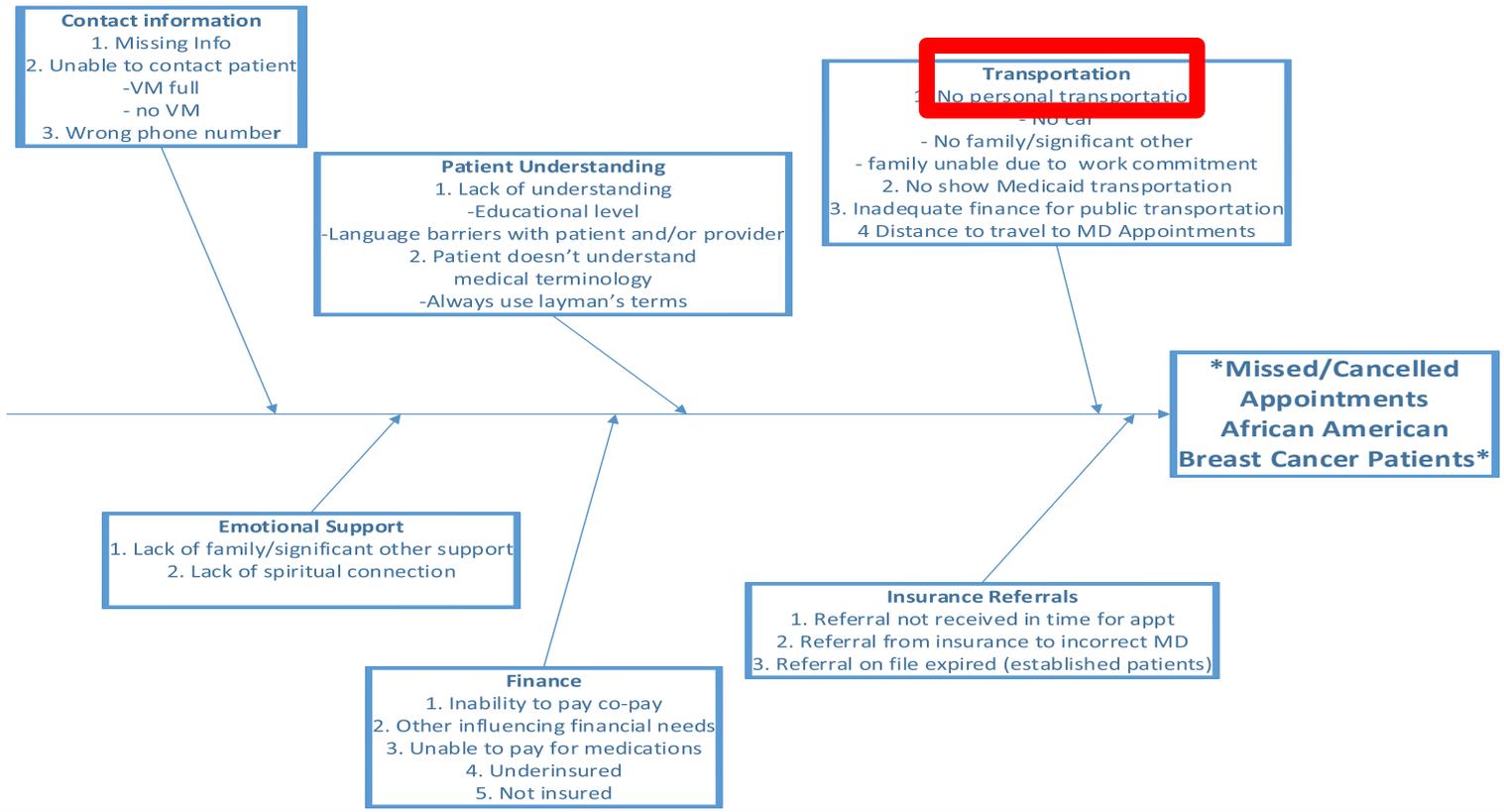
Decrease the missed/cancelled appointment rate of African American breast cancer patients for new and follow-up appointments from 16% to 10% within 6 months.

Process map



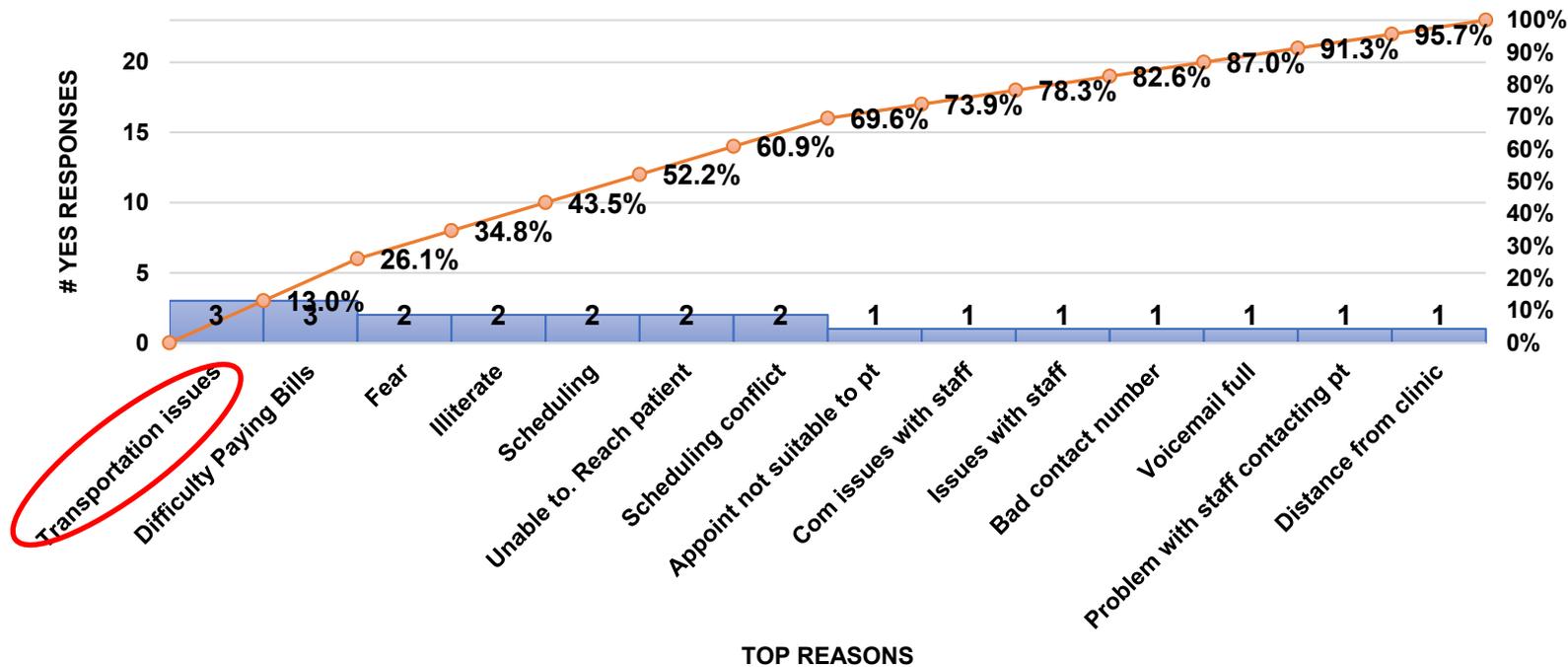
**Bon Secours Hampton Roads
Medical Oncology Patient
Referral Flowchart**

Cause and Effect diagram

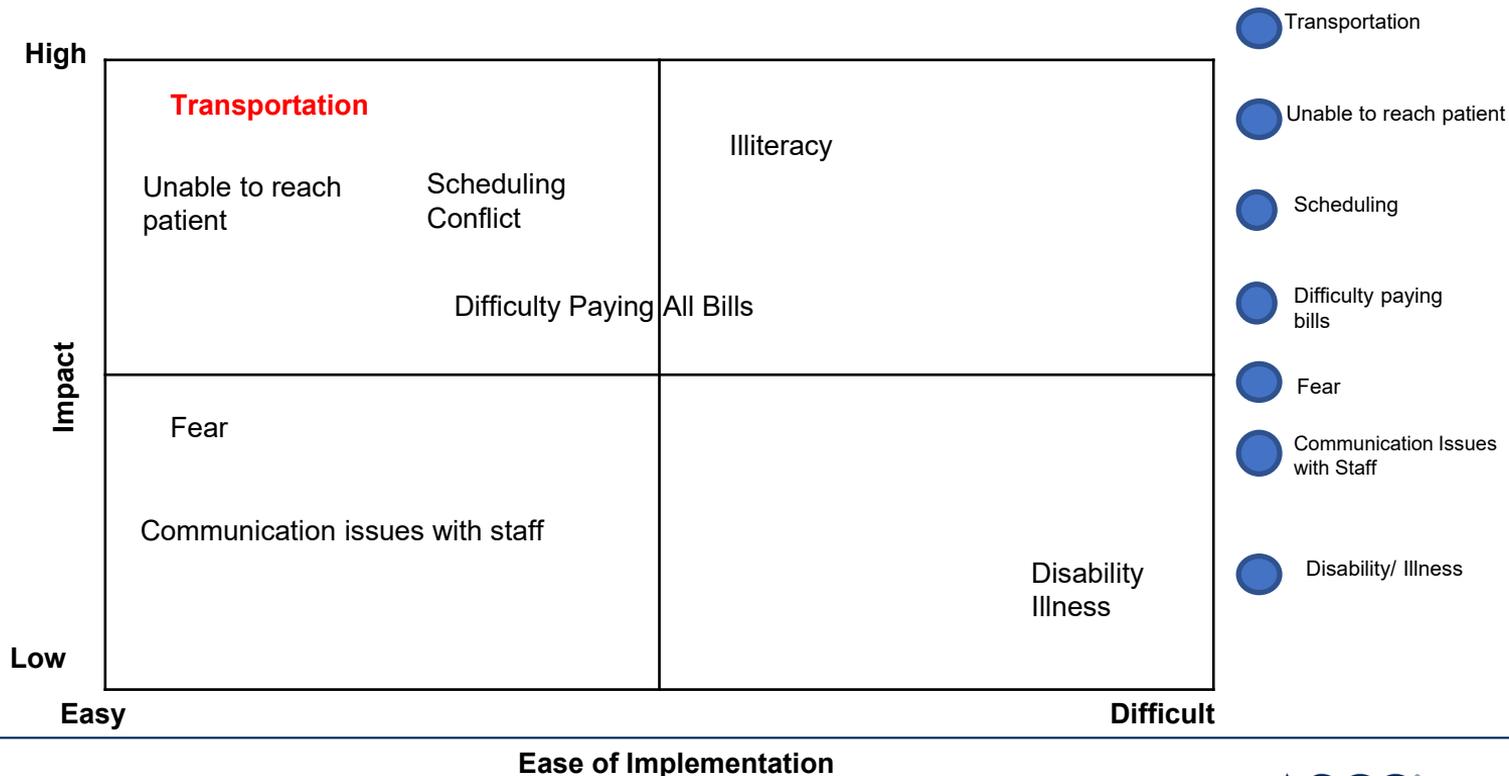


Pareto Chart: Patient Identified Top Barriers to Coming to Appointments

N=23



Priority / Pay-off Matrix Countermeasures



Process Measure

Diagnostic Data summary

Item	Description
Measure:	Percentage of African - American Breast Cancer Patients who participated in Weekly Transportation Barrier Assessment
Patient population: (Exclusions, if any)	African American women with Breast cancer treated at Bon Secours Medical Oncology practice in Norfolk , VA in April and May of 2021 identified as needing transportation
Calculation methodology: (i.e. numerator & denominator)	Numerator: Patients identified as needing transportation assistance Denominator: Total number of patients completing the steps of the process
Data source:	Nurse Navigator Barrier Needs Assessment SW Assessment
Data collection frequency:	April and May 2021: - Weekly
Data limitations: (if applicable)	Small sample size

Action Plan Form

Practice/Institution: Bon Secours Medical Oncology/Bon Secours Mercy Health

Unit/Dept: Norfolk Location

Project AIM: Identify transportation issues for all new and current African American Breast Cancer patients.

Changes to Test and Implement to Reach your Aim:

1. Barrier assessment for every new and current AA Breast Cancer patients.
2. Make appropriate referrals to Social Worker to intervene with transportation issues.
3. Educate patients, significant others and caregivers on all available resources.

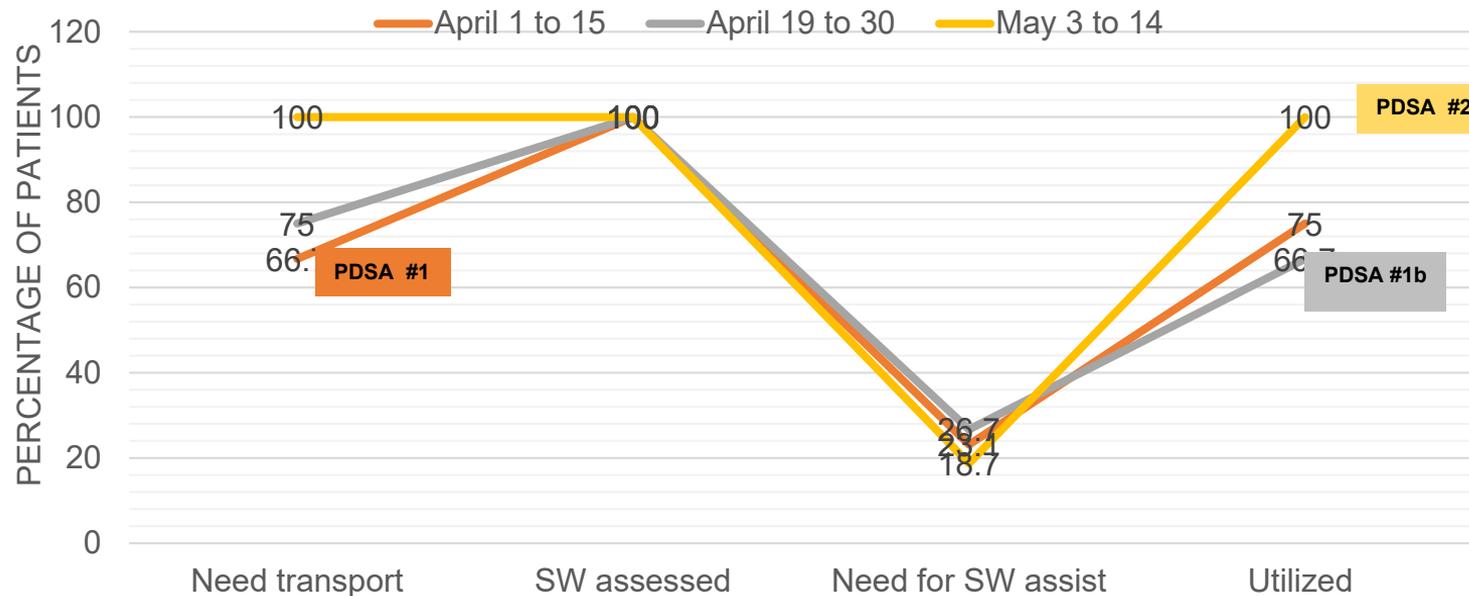
Measure(s) to Monitor Progress:

1. Percentage of patient that utilize the transportation assistance programs.
2. Percentage of AA Breast cancer patients who missed their appointments or cancelled.

Change #	PDSA Cycle Start and End Dates	Plan for Testing Each Change/Intervention Describe what you think will need to do to: A) Get ready to test this change B) How you will carry out the test (include prediction)	Person Responsible	Who Needs to be Involved?	Summary of Results
1.	4/1/2021	A. The Nurse Navigator will ensure all new and current patients will have a transportation barrier assessment completed within 7 days of their appointments. B. Social Worker to complete in depth assessment to evaluate transportation needs.	Debbie Szabo	Faren Frederick, Social Worker	122 patients(new and follow-up) evaluated (100%)
1b.	4/1/2021	A. Social Worker identifies resources for patients to make appropriate referral for transportation assistance. B. Social Worker to coordinate with resources(Lift, Medicaid Cab, Lees Friends and Community Resources).	Faren Frederick, Social Worker	Faren Frederick, Social Worker Debbie Szabo Practice Staff Patient/Caregiver	All patients who required assistance were assessed
2.	5/3/2021	A. Development of education materials for patients/caregivers/medical staff. B. Education materials provided to patients/caregivers.	Faren Frederick, Social Worker	Faren Frederick, Social Worker Debbie Szabo Practice Staff Patient/Caregiver	All materials were developed and utilized to help empower patients

Process Measure Change Data

Percentage of African-American Breast Cancer Patients who participated in Weekly Transportation Barrier Assessment



Summary of Patient Navigation Barrier Needs Assessment

Assessment of Needs:	
Financial	
Uninsured	
Transportation	
Communication	
Non Compliance	
Genetic Counseling	
Clinical Research	
Support Group	
Lymphedema	
Smoking Cessation	
Home Health	
Hospice	
Sexuality	
Nutrition	
Rehabilitation	
Palliative Care	
Emotional	
Religious	
Other	
Legal	
No Support	
ACS referral	

8 Question Transportation Assessment

Bon Secours Hampton Roads Oncology Social Worker Transportation Evaluation

Patient: _____ Date: _____

Reason for Transportation Assistance Request: _____

- 1. Do you have medical insurance?**
 - a. Medicare Advantage
 - b. Medicaid
 - c. Private Insurance
 - d. Uninsured
- 2. If insured, are you aware that you may have access to transportation benefits?**
 - a. Yes
 - b. No
- 3. If you are aware of the transportation benefits through your insurance provider, are you aware of how to make transportation arrangements?**
 - a. Yes
 - b. No
- 4. Are you aware that your insurance transportation benefit may also include the following?**
 - a. Reimbursement for gas and mileage for those transporting you
 - b. Bus passes
- 5. Do you have a car?**
 - a. Yes
 - b. No
- 6. Do you have family, friends, church or social groups that may be able to provide transportation assistance?**
 - a. Yes
 - b. No
- 7. Do you use or have you ever used public transportation to get to and from your medical appointments?**
 - a. Yes
 - b. No
- 8. Are you aware of transportation services such as I-Ride (60 & Older), Lee's Friends, or Paratransit Services through Hampton Roads Transit?**
 - a. Yes
 - b. No

Oncology Social Worker Mini Assessment

Bon Secours Hampton Roads Oncology Services Social Work Assessment

Patient name: _____

Date: _____

This form should be completed by the patient. Please check the areas of concern or need.

<p>Social work services are available to support you. Please review the following items/concerns and the social worker will contact you to assess for needs and provide information on available resources</p> <p>Best contact phone number: _____</p> <p>Email address: _____</p> <p>Address: _____ _____ _____</p>	<p>1. Practical Needs-I need support or information regarding the following needs:</p> <p><input type="checkbox"/> Food concerns</p> <p><input type="checkbox"/> Financial Concerns</p> <p><input type="checkbox"/> In home assistance</p> <p><input type="checkbox"/> Housing concerns</p>	<p>2. Emotional Support</p> <p><input type="checkbox"/> Support group information</p> <p><input type="checkbox"/> Counseling/Mental Health service referral</p>
<p>3. Insurance/Disability</p> <p><input type="checkbox"/> I am uninsured-I would like information on applying for Medicaid or Medicare.</p> <p><input type="checkbox"/> I am interested in information on applying for Social Security Benefits</p>	<p>4. Transportation</p> <p><input type="checkbox"/> I have difficulty getting to my appointments</p> <p><input type="checkbox"/> I need information on how to schedule transportation through my Medicaid or Medicare Advantage insurance plan</p> <p><input type="checkbox"/> I don't have Medicaid or Medicare Advantage and I need information on available transportation services</p>	<p>5. Social Work Services</p> <p><input type="checkbox"/> I have no needs at this time, but I would like to receive information on services provided by the social worker and how to reach the social worker if needed.</p> <p><input type="checkbox"/> I am not certain of my needs-please contact me.</p> <p><input type="checkbox"/> Please do not contact me</p>

Medicaid/Medicare Advantage Transportation Setup



Medicaid/Medicare Advantage Transportation Setup

- *Transportation should be arranged as soon as appointment information is known-Most companies require a 3-5 business day advance notice to schedule transport*
- Your Medicaid/Medicare Advantage MCO is _____
- Call Transportation at _____
- Provide your Medicaid/Medicare Advantage Number

- Provide appointment date, time, and address for your appointment.
 - Some common addresses:
 - Radiation Oncology-DePaul-155 Kingsley Lane Suite 100 Norfolk 23505 757-278-2200
 - Radiation Oncology-Harbour View-7185 Harbour Towne Parkway Suffolk 757-541-1400
 - Medical Oncology-DePaul-155 Kingsley Lane Suite 150 Norfolk 23505 757-278-2350
 - Medical Oncology-Harbour View-7185 Harbour Towne Parkway Suite 105 Suffolk 757-541-1300
 - Maryview Medical Center- 3836 High Street Portsmouth, VA 23707 757-388-2200

****See other side for additional information****

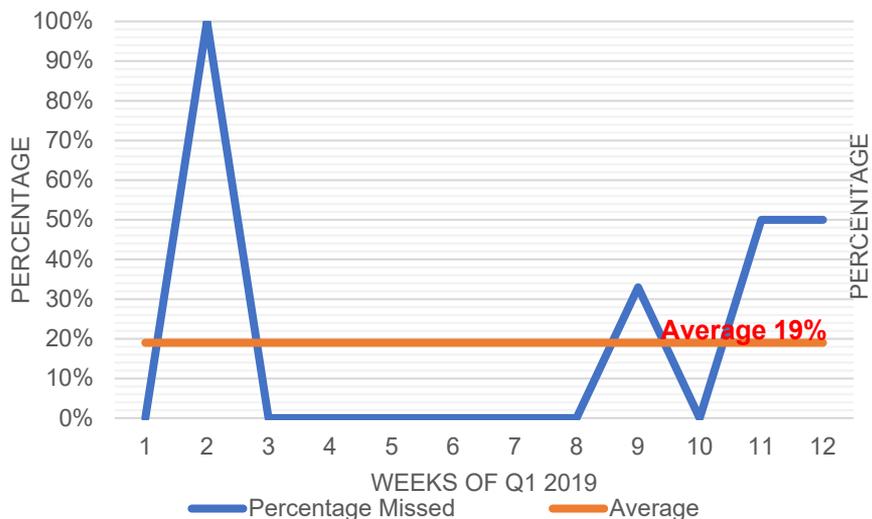


- Provide appointment purpose (Keep in mind that oncology appointments are considered urgent and advance notice requirements **MAY** be waived with confirmation of urgency from the office-transport is NOT guaranteed-they may be unable to find a provider on short notice)
- Provide the address where you will be picked up
 - This is usually your home address unless you will be picked up elsewhere
- Provide your best contact phone number
- Inform representative of any special needs you have getting in and out of the car and if anyone is going with you. Let them know if you use a cane, walker, wheelchair or oxygen.
- Inform representative if you will have someone riding with you (family member, caregiver)
- You may schedule a pickup time, or choose to call for pick up after completion of appointment
 - You may also be able to request mileage reimbursement for the rides given by friends/family members
 - You may also be eligible for bus tickets. If interested, please let the representative know.
- Always write down pick up time and confirmation number that you are given for each scheduled ride.
- Ask if there is a different number to call to request pick up for return ride or if your ride does not show up. Write that number below:

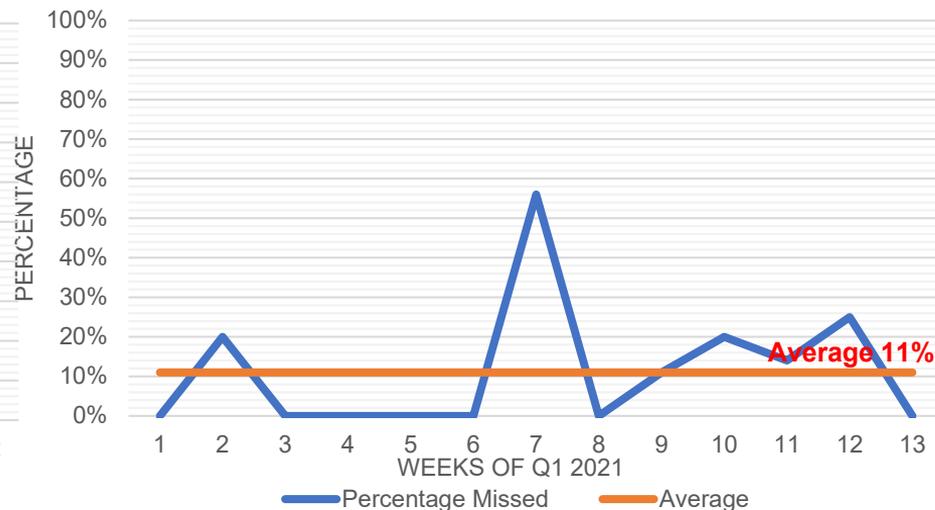
****Call your social worker at 757-278-2159 for extra help IF NEEDED****

Outcome Measure: Percent of Missed/Cancelled Appointments of African American Women with Breast Cancer at Bon Secours Medical Oncology Practice Weekly Comparison for Q1, CY 2019 and CY2021

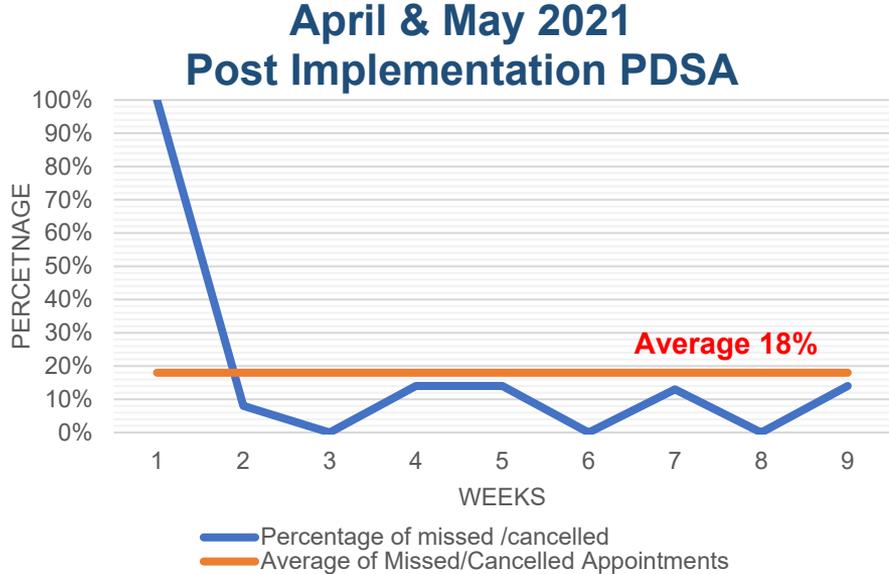
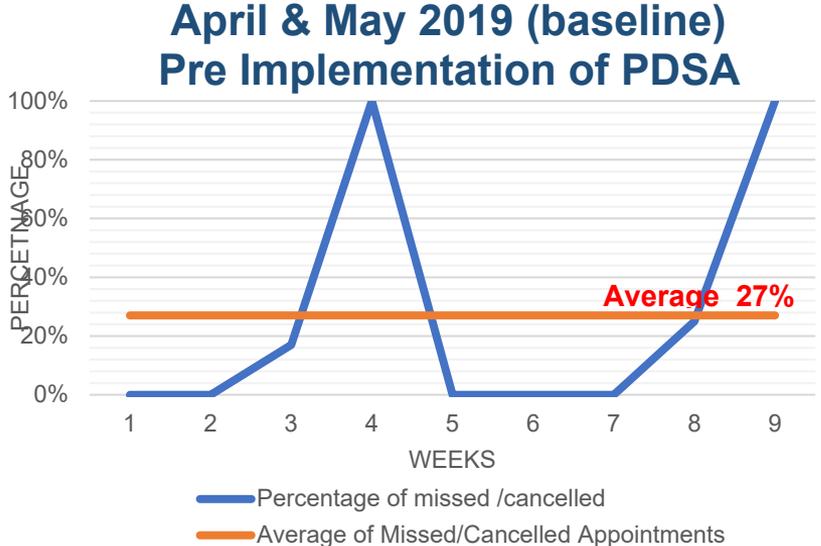
Q1 Weeks of 2019 Percentage Missed/Cancelled Appointments



Q1 Week of 2021 Percentage of Missed/Cancelled Appointments



Outcome Measure: Percent of Missed/Cancelled Appointments of African American Women with Breast Cancer at Bon Secours Medical Oncology Practice CY2021 (January – May) n=122



Outcome Measure: Percent of Missed/Cancelled Appointments of African American Women with Breast Cancer at Bon Secours Medical Oncology Practice CY 2021(January–May) n=122



Next steps Sustainability Plan

Next Steps	Owner
Share process with staff and provide team education and staff meetings	Debbie Johnson, Practice Administrator
Continue to track customer no-show trends	Debbie Johnson, Practice Administrator
Incorporate transportation assessment form into all new patient forms to be completed with each new patient and follow-up visit	Medical Practice Front Desk Associates
Initiate referral to oncology social worker when transportation need is identifies via Oncology Social Worker Mini Assessment form and/or transportation assessment form	Debbie Szabo and Practice RN

Conclusion

1. Expanded barrier to care assessment administered by nurse navigator from initial visit to all visits to better identify changes in patients' lives that could require social work intervention (i.e., transportation).
2. The strength of this intervention was that as staff were educated on this new process, they took ownership and carried it over for sustained change.
3. We were able to capture more patients needing referral to social worker for further evaluation. The social worker in turn empowered patients by teaching them how to access available tools and resources (i.e., transportation).
4. As a results of our intervention, patients who utilized the transportation resources increased, which led to decreased missed/cancelled appointments.