



2016 Commitment Award Recipient



Scottsdale Medical Imaging (SMIL)

TESTIMONIAL OF VALUE OF THE PERFORMANCE EXCELLENCE AWARD PROGRAM

"SMIL's commitment to Quality and Process Improvement for our business has moved our organization forward to achieve great past success. However, our driving quest for continual improvement led us to use the Baldrige criteria to perform a gap analysis and participate in the SWAE process to determine our practice method effectiveness and where we need to focus more energy for further progress in reaching our goals. Through this process and valuable feedback we were able to determine new paths to explore for improvement efforts in a systematic approach which will allow for further change and advancement allowing our goals to be greater reaching creating a bigger impact for those we serve."

- Jessica Montgomery, Chief Operating Officer

HIGHLIGHTS OF ORGANIZATION

SMIL's fellowship-trained subspecialty radiologists continually drive innovation throughout the organization. For example, the practice's "same day answers" program enables women to obtain the results of their screening mammograms just a few minutes after their exam.

Each month, over 2,500 patients complete an online Patient Satisfaction survey, and managers systematically review and address each patient's feedback. Patient input has resulted in many operational enhancements, including the creation of the Appointment Avenue online scheduling tool, improving workflows to minimize patient wait times, and making physical changes in the imaging centers to increase patient privacy.

COMPANY INFORMATION:

Highest Ranking Official:
Jessica Montgomery, Chief Operations Officer

Contact Person:
Stacy Harley, Director of Process Improvement
480-425-4140
sharley@esmil.com

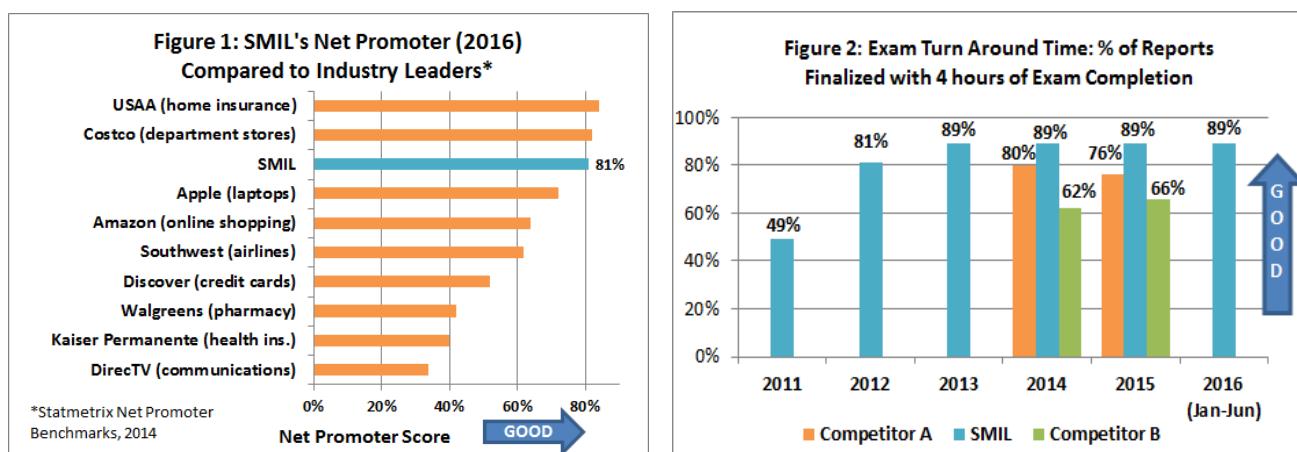
Type of work: Scottsdale Medical Imaging is a large comprehensive outpatient radiology practice serving the Valley community for the past 30+ years. SMIL's corporate mission to be leaders in medical imaging through excellence is impacted on a daily basis by its core values which include quality, defined as pursuing excellence in patient care and service.

Workforce: 350 Employees,
38 Radiologists (Physicians)

SMIL utilizes Net Promoter as the key measure of patient engagement, and the organization's results demonstrate very positive levels and comparisons to leading companies in multiple industries (Figure 1). To effectively communicate with patients, SMIL utilizes the Studer Group's AIDET (Acknowledge, Introduce, Duration, Explanation, Thank you) model.

Through a systematic application of data, SMIL demonstrates a fact-based approach to organize and manage its workforce to match staffing levels and employee skills to patient needs. SMIL prepares its workforce for increased patient volumes by cross-training employees, using a global staffing model, and utilizing managers who "pitch in" to help with day-to-day operations.

In order to provide timely and excellent patient care, SMIL tracks and trends a family of key quality and efficiency metrics. Exam Turn Around Time is an important metric because the quicker a radiologist finishes a diagnostic report, the sooner the patient's own physician can begin treating the patient. SMIL is outperforming key competitors in this area (Figure 2).



SMIL reviews and improves processes via the IMAGES (Identify, Measure, Analyze, Go Improve, Evaluate, and Sustain) methodology which is based on Lean Six Sigma DMAIC. SMIL's "Teal Belt" training program enables front-line employees to apply IMAGES to small-scale process improvement projects in their functional areas. Additionally, staff members submit improvement ideas to senior leadership through the SMIL Innovation Program.

SMIL's biggest asset is its people. Senior Leadership engages its employees through multiple pathways including regular rounding to all locations, the annual All Employee Meeting, and fun contests and events. The employee-run Shining Stars Committee recognizes and rewards team members who "above and beyond" to help patients or co-workers.

Since 2008, SMIL's Stewardship committee has sponsored service activities that allow the workforce "give back" to our community. For example, SMIL has made and donated thousands of sack lunches for the homeless, volunteered at the Ronald McDonald House, donated hundreds of school supplies to area Title I schools, and held fundraisers to raise money for the Make a Wish foundation.