

I-MED Network Radiology

New Radiology Information System workflow design & installation

I-MED is Australia's largest medical imaging clinic network offering all scans and radiology services including X-ray, PET, CT, MRI, Nuclear Medicine, Ultrasound, Mammography and Interventional Procedures.

The I-MED Network operates approximately 200 clinics covering all major metropolitan areas and significant parts of rural and regional Australia.

More than 4 million patient procedures are performed annually by their 300 radiologists, 50 nuclear medicine physicians, and 3,900 staff. The Network encourages and facilitates sharing of clinical knowledge and expertise enabling complex cases to quickly receive second opinions. The most up-to-date radiology equipment and technology allows them to store patient images indefinitely, which can be accessed from any of their clinics, and with the highest standard of radiologist expertise, covering all subspecialties, doctors



"Our experience with Renoir Consulting proved that they are specialists in managing change, and apply a proven methodology in defining and developing solutions tailored to their customer's needs whilst transferring these skills to my people."

"They have achieved the objectives set out in the scope of work to time & cost and have been praised by numerous individuals across our organisation including myself."

Bruce Potts
General Manager Operations

PROJECT GENESIS & SCOPE

I-MED was endeavouring to unify two disparate Radiology Information Systems (RIS) in six separate data bases used across the business, into one up-to-date IT system to provide an enterprise wide solution. One system across the whole business should present the same challenges and therefore the same resolutions.

I-MED knew that they needed a standardised and optimised process workflow as each clinic had varying workflows that had evolved over the years. Furthermore, the existing workflow resulted in lost billing and unnecessary cost.

Renoir Consulting was engaged for a period of 26 weeks to assist in the development and streamlining of I-MED's workflow processes for their clinics across Australia. This project formed part of an overall business objective in unifying and implementing a new Radiology Information System (RIS) and maximising the potential of the significant IT investment.

The two key objectives of the project were:

- Optimise I-MED's workflow (i.e. business systems and processes) for incorporation into the new booking /billing / medical records / workflow management software being installed.
- Provide assistance to I-MED in implementing its integrated RIS workflow and help create the behaviours required to realise and sustain the identified strategic improvements from the RIS rollout.

APPROACH

Key to the project's success were the following points:

- The right processes would be defined and developed prior to the implementation of the RIS software.

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Key Results

Completed In-depth "As Is" ClinicWorkflow

Mapping

Developed new 'To Be' Clinic Workflow integrated into Visage IT system application

Developed the RIS Workflow Standard Operating Procedures

Successfully implemented new 'To Be' Clinic Workflow

Developed internal and external customer service level agreements focused on turn around times within the workflow

- The processes would be optimally streamlined to deliver business efficiency, productivity and an improved customer experience.
- The workflow processes were integrated with the software development and ready for deployment into all the practices.
- The benefits identified from the unified RIS application were realised.
- There was effective Integration of the new workflow processes, the new RIS and the required behaviours for sustainable change.

This involved project consultants working closely and collaboratively with I-MED staff, across all levels, in a cooperative and coordinated manner with the software vendor, to define and develop, at a detailed and granular level, the required new workflow processes. A task force of two permanent I-MED employees were permanently dedicated to the project.

DELIVERABLES

- A clear set of current process and sub-process flows, showing the differences between the (old) As-Is State and the To-Be states.
- Identification of what was important and what is not in the current ways of working.
- Detailed assessment of what needed to be improved.
- Documented new process flows, for implementation within the workflow software.

KEY RESULTS

- Completed In-depth "As Is" Workflow Mapping in Visio after visiting 12 clinics in Victoria, NSW, Queensland and South Australia.
- Completed three SME Workshops with sign-off of 'To Be' workflow, a total of 30 subject matter experts equating to 720 man-hours.
- Radiologist and General Manager workshops completed with sign-off of 'To Be' workflow.
- Workflow integrated into the RIS application that resulted in numerous development priorities for the software vendor.
- Streamline and optimise workflow in the clinics to deliver improved patient experiences.
- Workflow designed on lean principles to minimise waste and cross role interdependencies.
- Produced detailed Standard Operating Procedure (SOP) documents.
- Training of two talented I-MED taskforce team members in business process improvement, managing change and project management.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

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