DMAIC

CONTROL PHASE

Revised FMEA

Item / Function	Potential Failure Mode(s)	Potential Effect(s) of Failure	Sev	Potential Cause(s)/ Mechanism(s) of Failure	Prob	Current Design Controls	Det	RPN	Recommended Action(s)	Responsibility & Target Completion Date	Actions Taken	New Sev	New Occ	New Det	New RPN
Calling member	Incorrect number for member	-Member will not know that CMO called -Potentially urgent information not making it to the patient on time is patient safety issue	4	-Member is homeless/housing at risk with no consistent phone contact information -Member got a new phone number and did not update CMO	9	Contact family members, PCP, other specialists for updated information	2	72	Flag member in system as incorrect number						
	Member does not pick up and there is no voicemail system		3	-Member's voicemail is full -Member does not know CMO planned to call	9	Document that call was placed but didn't go through, set reminder to call member again in 7 days	2	54	Contact PCP, Specialists to see if they have recent contact information for member						
	Employee does not properly document outgoing call to member	-Member may be called multiple times for the same reason	4	Employee is distracted by other tasks such as a different member calling during the documentation process	5	N/a	10	200	Reduce number of distracting/administrative tasks required by care managers to ensure focus						
	Someone picks up the phone but it is not the member, and member is not home	-Person who answers phone does not properly relay information to member -Potentially urgent information not making it to the patient on time is patient safety issue	3	Confusion about purpose of call	5	Document what information was given to family member, set reminder to call member again in 7 days	10	150	Contact other phone numbers, family members, PCP/Specialists to provide necessary information to member						
Sending letter	Incorrect mailing address for member	-Potentially urgent information not making it to the patient on time is patient safety issue -Member may become UTR	4	-Member is homeless/housing at risk -Member recently moved and did not update address with CMO	8	Contact family members, PCP, other specialists for updated information	2	64	Flag member in system as incorrect address						

Mistake Proofing

Shutdown: If a number is called that is incorrect or a letter is mailed that is returned, the contact information should immediately be removed from the member's file to ensure that this failure does not happen again.

Control: While it is not possible to eliminate the occurrence of failure in this process, it can certainly be reduced by eliminating the number of administrative tasks required by the care managers. By ensuring they are not interrupted by phone calls or asked to do menial tasks that could be completed by someone without an RN, this will allow the RN care managers to have better focus when contacting their members.

Warning: When a phone number is entered that is inconsistent with any phone numbers already in the patient's file (i.e. EPIC, AllScripts, etc.), an error should display and ask the care manager to double-check with the patient.

Control and Implementation Plans

The four techniques used for process control plans are:

- Standardization
- Documentation
- Monitoring Plan
- Response Plan

Standardization: The entire UTR process for all departments at CMO will follow one workflow (currently the workflow for ICM-Gen).

Documentation: All documentation for the phases of this project is included in the DMAIC framework. The process of implementation should also be documented, including documenting on the number of failures throughout the implementation phase.

Monitoring Plan: Data on the failures as noted in the FMEA should be collected biweekly and put into run charts for the first six months of the new standardized process.

Response Plan: Hold a kaizen event after the first six months of the new process is implemented to discuss failures/causes and how the new process is performing.

Tools Used:

- **Revised FMEA**
- **Mistake Proofing**
- **Control and Implementation Plans**