

Atlantic Health System

How we blend LEAN and Career Ladders in the Lab to Identify and Develop Future Leaders

ATLANTIC HEALTH SYSTEM

Atlantic Health System – Background

4 Hospitals – 1310 Beds

- Morristown Medical Center
- Overlook Medical Center
- Newton Medical Center
- Goryeb Children’s Hospital

Vital Statistics

- 11,348 Employees
- 2,852 Physicians
- 252 Medical Residents
- 1,310 licensed beds
- 70,034 Admissions
- 6,794 births
- 193,053 ED visits
- 803,458 OP visits





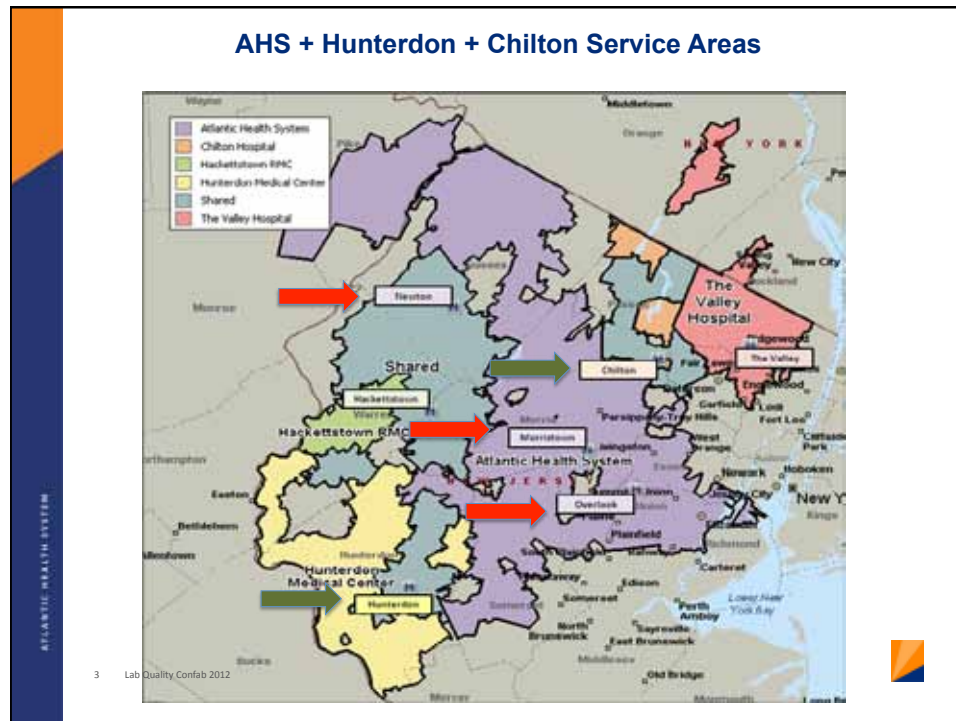






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AHS Laboratory Statistics

- Over 4.5 million tests performed annually
- Consolidated Services include:
Immunology, Molecular, Cytology,
Immunohistochemistry, and Client
Services
- Increase in outreach test volume in 2012
 - 57% increase in revenue
 - Over \$30 million YTD

Environmental Forces and Assumptions

- **Health Care Reform**
 - Quality/Outcomes as driver of reimbursement
 - Decreased payment
 - Moving away from fee for service to bundled payments
 - MD Alignment: ACO's, Physician Employment
 - Impact of EHR and Connectivity
- New Jersey
 - **Hospital Closures and Acquisitions**
 - New centers geared towards Outpatient
 - Physician alignment
- **Competition** for Anatomic Pathology by Physicians owning and operating own labs
- Impact of environment changes on volume, expense and role/structure of the lab.
 - Volume increases – **Baby Boomers**
 - Inpatient Test Utilization
 - Capitalize on outpatients.
- Pressure for **infection control** and increase in lab roles
- Continued **advances in technology** and automation options including molecular testing, **personalized medicine** and demands on staff.

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Lab Strategic Initiatives

- Develop Outreach
- Staff Development and Engagement
- Blood Management
- Facilities Consolidation
- Informatics and Technology
- Test Utilization
- Personalized Medicine

| 2011 Engagement Scores | |
|------------------------|----|
| MMC Lab | 93 |
| OMC Lab | 90 |
| NMC Lab | 77 |
| Lab Overall | 92 |
| AHS Overall | 88 |

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Staff Engagement

- Focus groups as a follow up to Engagement surveys
- Quarterly Town meetings
- Lab Newsletters
- PACT – Career Ladder
- LEAN projects-inter and intradepartmental

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Sample Lab LEAN projects since 2002

- Microbiology cost per test
- Reference lab
- Histology turnaround time
- Pathology-slide/block filing
- Blood Bank automation
- Courier/Specimen Transport
- Implementation of Positive Patient ID
- Green Lean
- Outpatient phlebotomy
- Newton lab pre-analytic processes
- Newton AP lab

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Example: Newton Medical Center

- Small, community based hospital in Sussex County
- 148 licensed beds
- 6,520 admissions
- 138,417 outpatient visits
- Merged with Atlantic Health April 2011

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LEAN/Career Ladder and Newton

CINDY SHARI MARILYN

JANE RAITA

MARIA ASHA

TIESHA JANICE

NANCY M. NANCY C.

NAYANA

CARLEEN SALLY


DEBBIE ANNMARIE

SANDRA

- Keys
 - Capitalize on LEAN Experience at MMC and OMC
 - Career Ladder Program emphasizes LEAN
 - Benefit Multiple sites
 - Crash Course in Current Culture
 - Peer to Peer Evaluation
 - Financial Goals (\$750,000 removed from NMC Budget in 18 months)

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Pre-Merger Environment

- Staff not involved in decision making
- Poor communication, worked in silos
- Inefficient operations
- Reactive vs. Proactive environment
- No prior experience with LEAN

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Staff Feedback

- Need more people
- Need more space
- Too much work

Ideal situation to engage employees in
LEAN

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Newton-Where we started

- Pre-analytic process
 - Phlebotomy
 - Patient Service Centers
 - Couriers
 - Add ons
 - Manual processes
 - Job responsibilities
 - Who did what, when and how



Challenges

- Lack of IT support
- Lack of Process improvement tools (LEAN, Six Sigma)
- Inaccurate reports/statistics
- Pushback from Lab Management
- Lack of IT equipment at patient service centers



Changes accomplished within 18 Months

- Phlebotomy
 - Defining Duties, Hours of Operation
- Office Staff
 - Redefine staff to clinical lab assistants
 - Increase in duties
- IT- Standardization
 - Build, Training, Implementation Go-Live in 6 months
 - Better monitor for volumes, revenue and productivity
 - Move to consolidated testing
 - Specimen Tracking
 - Phone calls to central location
- \$750,000 removed from Budget
- Decreased TAT by 25%



Pre LEAN Lab Layout

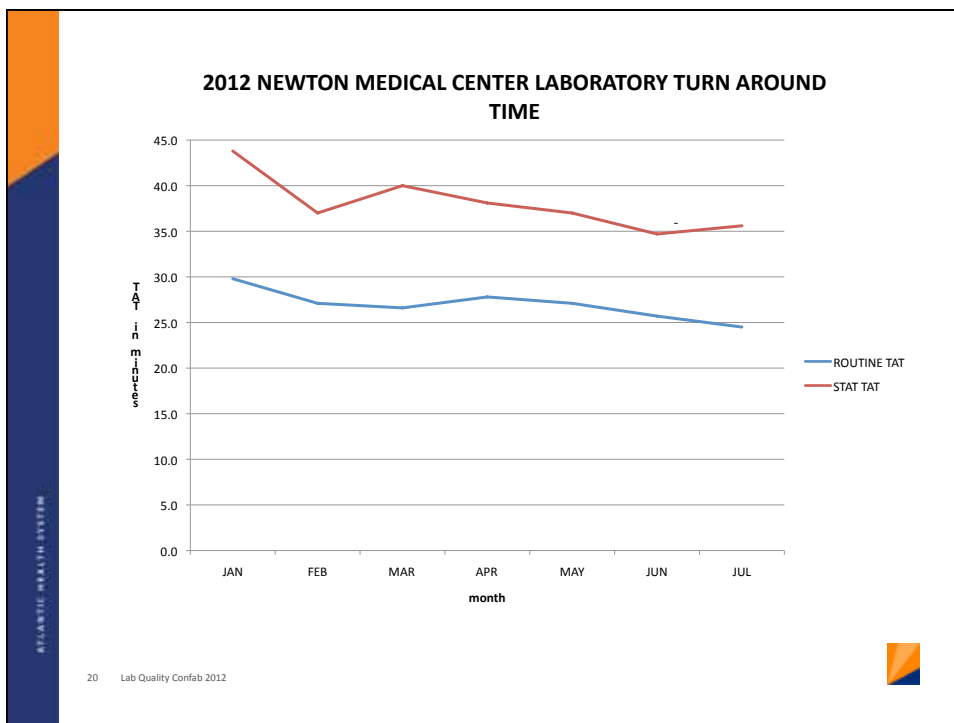
- Poor lab design/floorplan
- Wall separated Chemistry from Hematology
- Unorganized supplies
- Excess inventory



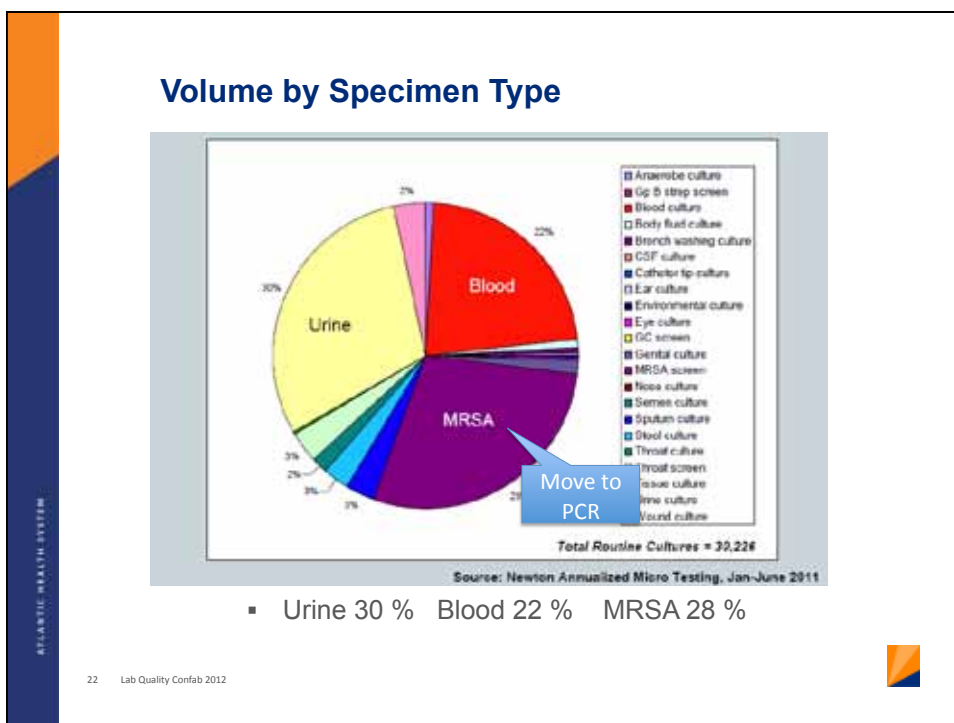
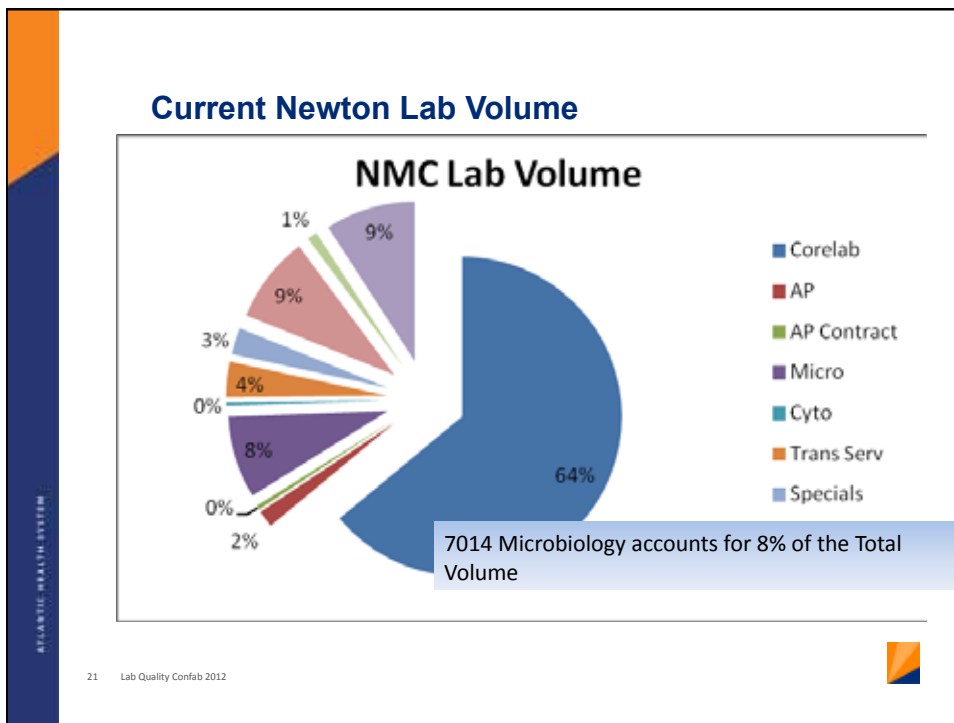




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24/7 Microbiology

- Read cultures on three shifts
- Technical expertise available around the clock
- Blood cultures stay at Newton-monitor 24/7
- Positive bottles are sent to Morristown to be worked up after gram stain result is reported
- Microscope equipped with camera at Newton allows Morristown to view gram stains remotely if needed
- Reduce costs
- Decrease turn around time by at least a day for most cultures
- Move to rapid molecular testing
- Standardize and improve collection procedures
 - Urine move to closed system with preservative
 - E-swab (flocked swab with multipurpose media)
 - Urinalysis with reflex to culture

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LEAN/Career Ladder and Newton

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 - Career Ladder Program emphasizes LEAN
 - Benefit Multiple sites
 - Crash Course in Current Culture
 - Peer to Peer Evaluation
 - Financial Goals (\$750,000 removed from NMC Budget in 18 months)
 - Operational Goals – Decreased TAT

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Atlantic Health Laboratory PACT Program

- **What is PACT?**
 - Professional Advancement Career Track
 - Voluntary professional development program, to:
 - promote professional advancement of lab personnel
 - support the professional goals of the laboratory
 - enhance laboratory standards
 - develop leadership skills of lab personnel
 - Recognition of personnel who contribute to laboratory excellence
 - Meet objectives “above and beyond” the normal day to day job responsibilities.
- Based on the RN PACT Program
- Laboratory PACT implemented in 2007

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Laboratory PACT Program – Eligibility/Compensation

Who is eligible?

- Full time or Part Time (22.5 hrs)
- Professional Staff: CLS, MLS, MLT, HT, CT
- Supervisory staff : Coordinators, Lead Techs
- Clinical Lab Assistants

Individual Criteria:

- Acceptable Performance Appraisal
- Employee is not on a Performance Improvement Plan or Written Warning
- Employee consistently arrives to work on time (meets AH standards for tardiness)
- Employee meets the AH Attendance requirements

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Laboratory PACT Program – Eligibility/Compensation

Compensation Levels:

- **Professional and Supervisory Staff**
 - Three Levels on the PACT Ladder
 - » Progressive levels of difficulty
 - » Supervisory Staff is not eligible for Level 1
 - Bonus at the end of the year for level completed
 - » \$1,000 - \$1,500 - \$2,000
- **Clinical Lab Assistants**
 - One Level only = \$750

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Laboratory PACT Program – Criteria


- **PROFESSIONALISM** - Act as a resource demonstrating our knowledge, expertise, and skills in clinical laboratory science through interactions with patients, physicians, and other caregivers to affect care.
- **RESPECT** - Recognize that everyone has or makes a contribution and we will strive to develop a culture of honesty, courtesy, and integrity
- **INVOLVEMENT** - Work together by sharing responsibility, empowering staff, and partnering with others on the patient care team
- **DIGNITY** - Conduct ourselves in a professional, supportive, and respectful manner; focusing on quality and going beyond accepted standards exceeding our customers' needs.
- **EXCELLENCE** - Exceed expectations in technical excellence by delivering accurate, timely, value driven diagnostic, theranostic, and prognostic laboratory information and services.

P R I D E

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Laboratory PACT Program – Process

- Submit Letter of Intent
- 27 different objectives in each Level
- Five Categories 
- Must complete total of 10 objectives
- At least one from each category
- May complete an objective in a higher category for lower Level
- One year to meet objectives
- Policy, Criteria, Timeline, Forms – available on AH Lab Intranet site.

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Examples: Professionalism

- Research, analyze and recommend one cost containment project which is implemented during the current PACT period
- Assist coordinator in revising 1 policy, procedure, or section based competency
- Participate in a Performance Improvement project or formal Lean Project
- Participate in the implementation of a new procedure, instrument, equipment, LIS upgrade

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Example: Interdisciplinary Lean Project

Lean Project #: 435
Project Title: Reducing Duplicate Lab Orders on Jefferson 1 N&S and Franklin A
Project Start Date: October 2011
Expected Completion Date: January 2012
Sponsor: Trish O'Keefe
Lean Proj. Lead: Michelle Downing, MPA, RN-BC
Black Belt: Wendy Rothenberg
Team Members:
 •Candice Patton (LT)
 •Bethany White (LT)
 •Jeanne Giaquinto (LT)
 •Janet Walker (LT)
 •Marie Daly (LT)
 •Keith Moureaux (LT)
 •Debbie Chin
 •Steve Green
 •Barbara Markt
 •Lauren Screnci

Project Objective: To reduce the number of duplicate nurse collect lab orders on the units. To develop a process that is replicable to all units and supports the future adoption of CPOM._

Scope:
IN: All nursing collect lab orders on J1 N&S and FA, 24x7.
Out: All lab collect orders.

Key Performance Indicator (kpi) To Be Measured: Number of duplicate orders per day

KPI Comparison:

| | KPI Baseline | KPI Goal | KPI After |
|------------------------------------|--------------|----------|-----------|
| Number of duplicate orders per day | 21 | 11 | 2 |

We are very happy to report that we exceeded our goal, and have improved our process by about 90%. We currently are in the process of implementing the pilot to other nursing units.

Examples: Respect

- Coordinate one activity within your lab section to improve morale
- Actively participate on a formal committee for no less than 6-9 months, must attend 80% of the meetings and complete one project.
- Use a collaborative approach to a lab-wide issue or regarding other hospital departments and lab or other sites.
- Assume a leadership role in lab section for a minimum of 5 occurrences.

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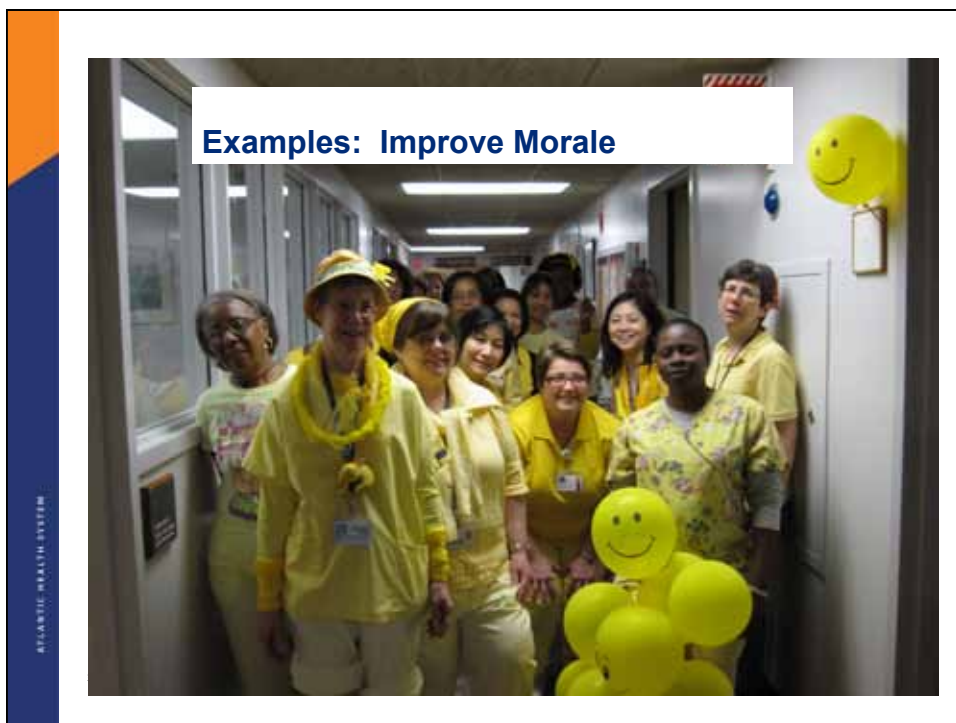
Examples: Committee Participation



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Examples: Involvement

- Present on unit in-service, journal article, or newsletter, to the lab staff inclusive of all shifts
- Perform staff training within your lab section
- Be responsible for lab section Quality/Safety monitoring
- Evaluate, investigate and provide follow up to at least 5 lab services “incident reports”

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Examples: Unit Inservice

Overlook
Medical Center
ATLANTIC HEALTH SYSTEM

**The Blood Storage Lesion:
Fact or Fiction**

When: Thursday, September 15, 2011
8:00 am, 11:00 am, 3:30pm

Where: Lab Conference Room

Presented by: Vicki Wille, MT (ASCP) SE

All are invited to attend
Light Refreshments will be served

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Examples: Poster



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Examples: Dignity

- Demonstrate customer service by achievement of 2 of the following in one year: ACE or other employee award, written acknowledgement from customer or mention in Press Ganey
- Identify, research and present an opportunity for improvement of a customer satisfaction problem
- Participate in community projects that promotes the laboratory, blood donor service, AHS or healthcare for a minimum of 4 hours
- Show commitment to lab success and foster positive interdepartmental relationships by participating in a multidisciplinary committee or acting as a liaison between departments to foster solutions.

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Examples: Recognition



This comes to let you know just how much I appreciate your kindness and your special thoughtfulness.

*Thank you for all the great work you do.
Neil Nguyen MD
neil.n Nguyen, MD
neil.n Nguyen, MD*

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Examples: Blood Drive



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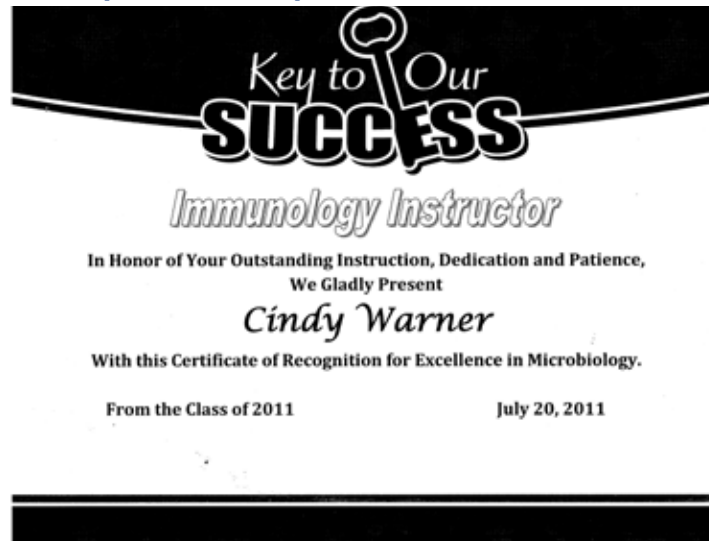


Examples: Excellence

- Attain 8 Continuing Education Contact hours
- Participate in teaching in the AHS School of Medical Laboratory Science, Phlebotomy or Histology Programs
- Participate in a minimum of 1 formal AHS development course
- Be enrolled in a college course and take at least 3 credits, or attain a AA, or BS degree during PACT year
- Attain or maintain current Packaging and Shipping Certification

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Examples: Participation in MLS School



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Examples: MLS School




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PACT - Timeline


| ACTIVITY | DUE BY |
|--|-------------------------------------|
| AHS Lab PACT Activity Period | Oct 1, 2012 – Sept. 30, 2013 |
| Statement of Intent to Lab Mgr. | Feb 1, 2013 |
| Approval of Statement of Intent | Feb 27, 2013 |
| Mid-Year Review Luncheon | May 2013 |
| Portfolio Submitted to Mgr. | Oct 1, 2013 |
| AHS Lab PACT Review Committee | Oct 2 – 31, 2013 |
| Letters for resubmission or acceptance | 2 weeks after notification |
| Awards Luncheon/Ceremony | November, 2013 |

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Career Ladder Keys

- Formalize Criteria but be Flexible – Criteria, Eligibility
 - Questions regarding criteria can either be sent to the Manager, or in some cases the management group.
“If there’s a question, Ask”
 - Make Forms and Set Rules/Requirements
- Incentive must be great enough to encourage:
Above and Beyond Current Duties
- Use as a way to identify and mentor future leaders, succession planning
- Encourage Multi-disciplinary projects
Break out of the Lab Tech Black Box

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Questions?

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