From 1 Star to 5 Stars in 14 Months: The Northdale Case Study

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Introduction

• Northdale is a district hospital with a tertiary laboratory facility
• Amalgamation of Greys Laboratory Microbiology department with Northdale Laboratory
• New staff dynamics
Our SLMTA Experience:
How did we find the 3 workshop, 6+ IPs and all compulsory activities & site visit program?

Serious but Satisfying
Long hours but Lovable
Mind wrecking but worth the Money ($$LMTA)
Tough but Tasty
Activity packed and Achievable

And all of this contributed to Strengthening Laboratory Management Towards Accreditation
QI what?

PDCA?
QIP?
Extremely valuable
Embarked on the following QIPs:
Test Rejection
Inventory Management
Competency Assessment
Equipment Maintenance

These had a major positive impact in the workplace
Quality Improvement Projects

• Assumption was the creator of all mistakes by management e.g. completing bin cards => resulted in training with compliance checks now being done at monthly Quality & Technical (Q&T) reviews

• Staff attitude was difficult to change but we had support from HR department

• Time-lines to be realistic e.g. competency took 6 vs 3 months to reach target > 80%

• All final reports were presented to staff graphically
Holy Lab Manual

• It is a critical QMS orientation document
• It was portal to document control laboratory specific logs & procedures
• Required input from all departments and had multiple editions
Out of the Box

- Tag team approach in each department
- Both supervisor and technician/deputy share the responsibility and are present at Q&T meetings
# Q&T Reviews

NOTE: Please use following templates for Quality Indicators and Log Review at next Q&T Review Meeting

## Quality Indicators

<table>
<thead>
<tr>
<th>AREA</th>
<th>Stock outs</th>
<th>Equip Down Time</th>
<th>Service Interruption</th>
<th>EQA</th>
<th>OTL</th>
<th>Staff Complement</th>
<th>Spec Rejection</th>
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## Log Review

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<thead>
<tr>
<th>AREA</th>
<th>Dept Check List</th>
<th>Temperature Log</th>
<th>Decon Log</th>
<th>Referral Log</th>
<th>Reception Work Stat report</th>
<th>IQC Trend Analysis</th>
<th>IQC Logs</th>
<th>Reagent Load Log</th>
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<tr>
<th>AREA</th>
<th>Collection of Results by HCW Log</th>
<th>10% Check</th>
<th>Thermometer calibration</th>
<th>Equipment Maintenance Logs</th>
<th>Telephone Log (Critical values/reject)</th>
<th>Courier Trip Sheets</th>
<th>Messenger Route Logs</th>
<th>Bin Cards Walk Thru dept</th>
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Competitive Team Work

- Healthy competition stimulates staff
- Chem vs Micro vs Haem vs Reception vs Stores vs Management
- Trended at Q&T meetings
Other tricks and tools!

The Northdale Strategy (To send or not to send?)

Management Calendar
Lab organization
QI monitoring (define first)
Duty rosters and task allocation
Forecasting & Stock control
Management Calendar
P + S = O
People + SLMTA = Outstanding Results
P + S = O
People + SLMTA = Outstanding Results
Lab Organisation – Before & After
Lab Organisation - After
Improvement Projects (IPs)

Q I Monitoring

Trend analysis
What made SLMTA effective?

Content – management tasks made clear i.e. what we needed to do to achieve desired outcomes

We knew what to do

Hands on training activities – “Thinkers are great but doers change the world”

We knew how to do it

Improvement projects – Truly added tremendous value

We did it

Accreditation checklist – Training linked to Accreditation checklist

Proof that we’ve done it!!
SLIPTA Audit Trend Analysis

Section 1 Documents & Records
Section 2 Management Reviews
Section 3 Organization & Personnel
Section 4 Client Management & Customer Service
Section 5 Equipment
Section 6 Internal Audit
Section 7 Purchasing and Inventory
Section 8 Process Control and Int and Ext QC
Section 11 Occurrence Management & Process Improvement
Section 10 Corrective Action
Section 12 Facilities & Safety

Baseline April 2013 (Month 1) vs Exit April 2014 (Month 12) vs ASLM July 2014 (Month 14)
SLMTA Impact @ Northdale

• Exit Score – Baseline score = Impact
• From 1★ to 5★
• in 14 months!
Challenges

- Choosing the SLMTA team
  - Consultative vs authoritative
  - Technologists vs technicians

- Staff attitude

- Multi-tasking, teamwork & time management to assist other dept’s e.g. Microbiology

- No defined staffing norms to assess staff
Highlights

• Change of staff attitude & mindset: volume of work vs. quality of work
• Accountability: Staff are now gate-keepers for assessing quality
• Monthly Q&T meetings
• Networking with colleagues from other Business Units
• Presenting QIP reports to Laboratory Managers in other NHLS Laboratories

• Attaining 4 stars (Baseline of 1 star)
• Attaining 5 stars (ASLM)
Take Home Message

- Do not assume staff know what is required to improve the QMS in the lab

- The SLIPTA checklist offers bite size chunks for laboratory staff to digest

- Quality is achievable if staff are rewarded for their hard work under difficult circumstances

- Teamwork and staff involvement is a critical requirement
Acknowledgement

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