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

Praneel Budhu

Laboratory Manager

NHLS Northdale

Contents

- Introduction
- Our SLMTA Experience
- QI What?
- Quality Improvement Projects
- Holy Laboratory Manual
- Out of the Box
- Competitive team work
- Other Tricks & Tools
- Challenges
- Highlights
- Take home message

NATIONAL HEALTH LABORATORY SERVICE

Introduction

- Northdale is a district hospital with a tertiary laboratory facility
- Amalgamation of Greys Laboratory Microbiology department with Northdale Laboratory
- New staff dynamics

NATIONAL HEALTH LABORATORY SERVICE

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

NATIONAL HEALTH LABORATORY SERVICE

QI what?

PDCA?

QIP?

Extremely valuable
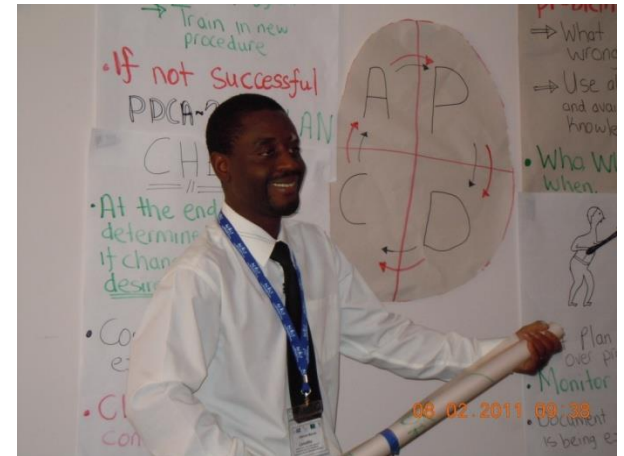
Embarked on the following QIPs:

    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

NATIONAL HEALTH LABORATORY SERVICE

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

NATIONAL HEALTH
LABORATORY SERVICE

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
-

NATIONAL HEALTH LABORATORY SERVICE

Q&T Reviews

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

Quality Indicators

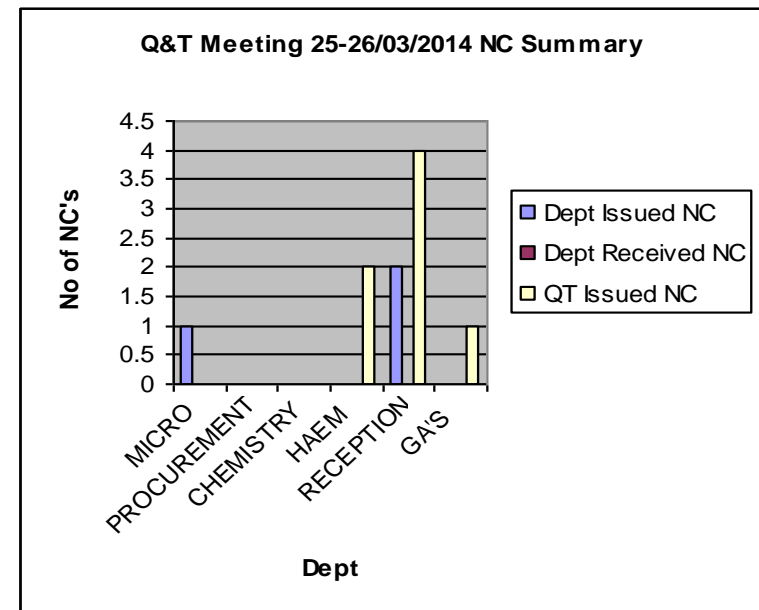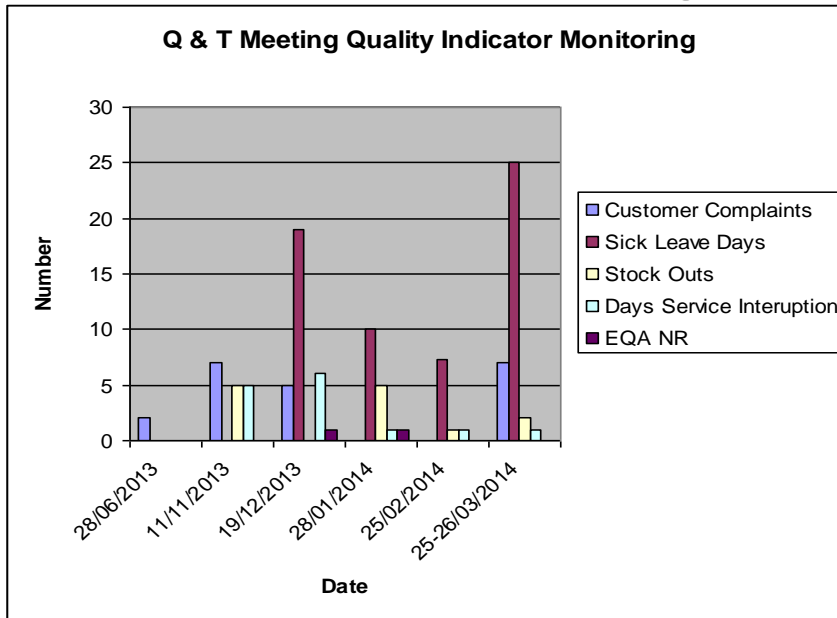| AREA	Stock outs	Equip Down Time	Service Interruption	EQA	OTL	Staff complement	Spec Rejection
Chemistry (Ash)							
Haematology (Musa)							
Microbiology (Nadira)							
Reception (Balan)							
Stores (Ashish)							

Log Review

AREA	Dept Check List	Temperature Log	Decon Log	Referral Log	Reception Work Stat report	IQC Trend Analysis	IQC logs	Reagent Load log
Chemistry (Ash)								
Haematology (Musa)								
Microbiology (Nadira)								
Reception (Balan)								
Stores (Ashish)								

AREA	Collection of Results by HCW Log	10% Check	Thermometer calibration	Equipment Maintenance Logs	Telephone Log (Critical values/reject)	Courier Trip Sheets	Messenger Route Logs	Bin Cards Walk Thru dept
Chemistry (Ash)								
Haematology (Musa)								
Microbiology (Nadira)								
Reception (Balan)								
Stores (Ashish)								

Competitive Team Work

- Healthy competition stimulates staff
- Chem vs Micro vs Haem vs Reception vs Stores vs Management
- Trended at Q&T meetings

Q & T Meeting Quality Indicator Monitoring

Legend:
- Customer Complaints
- Sick Leave Days
- Stock Outs
- Days Service Interuption
- EQA NR

Y-axis: Number (0–30)
X-axis: Date — 28/06/2013, 11/11/2013, 19/12/2013, 28/01/2014, 25/02/2014, 25-26/03/2014

Q&T Meeting 25-26/03/2014 NC Summary

Legend:
- Dept Issued NC
- Dept Received NC
- QT Issued NC

Y-axis: No of NC's (0–4.5)
X-axis: Dept — MICRO, PROCUREMENT, CHEMISTRY, HAEM, RECEPTION, GAS

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
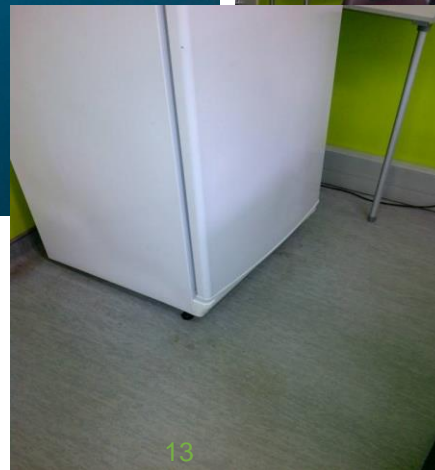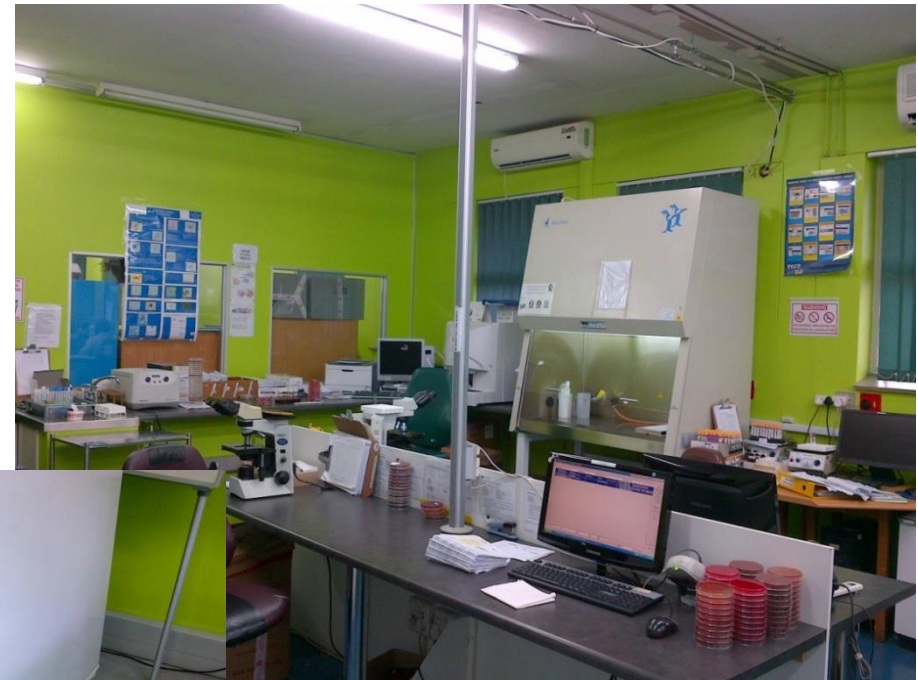
P + S = O
People + SLMTA = Outstanding Results

P + S = O
People + SLMTA = Outstanding Results

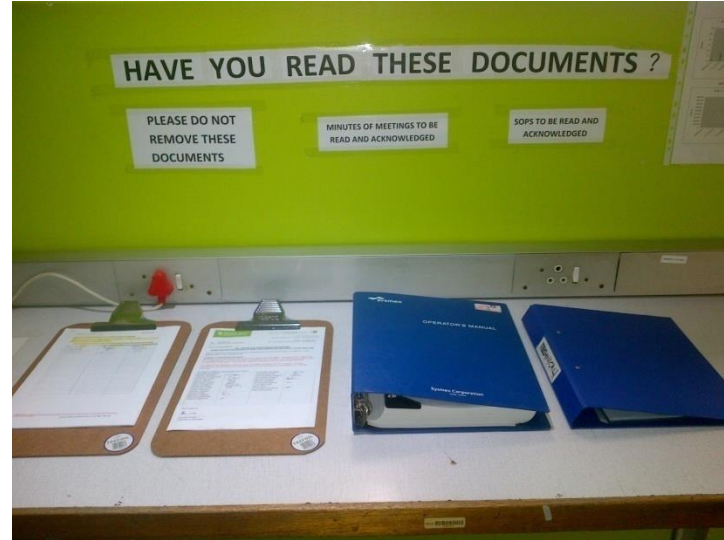NATIONAL HEALTH
LABORATORY SERVICE

Lab Organisation – Before & After

HEALTH
SERVICE

Lab Organisation - After

Improvement Projects (IPs)

Q I Monitoring

Trend analysis

NATIONAL HEALTH
LABORATORY SERVICE

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"
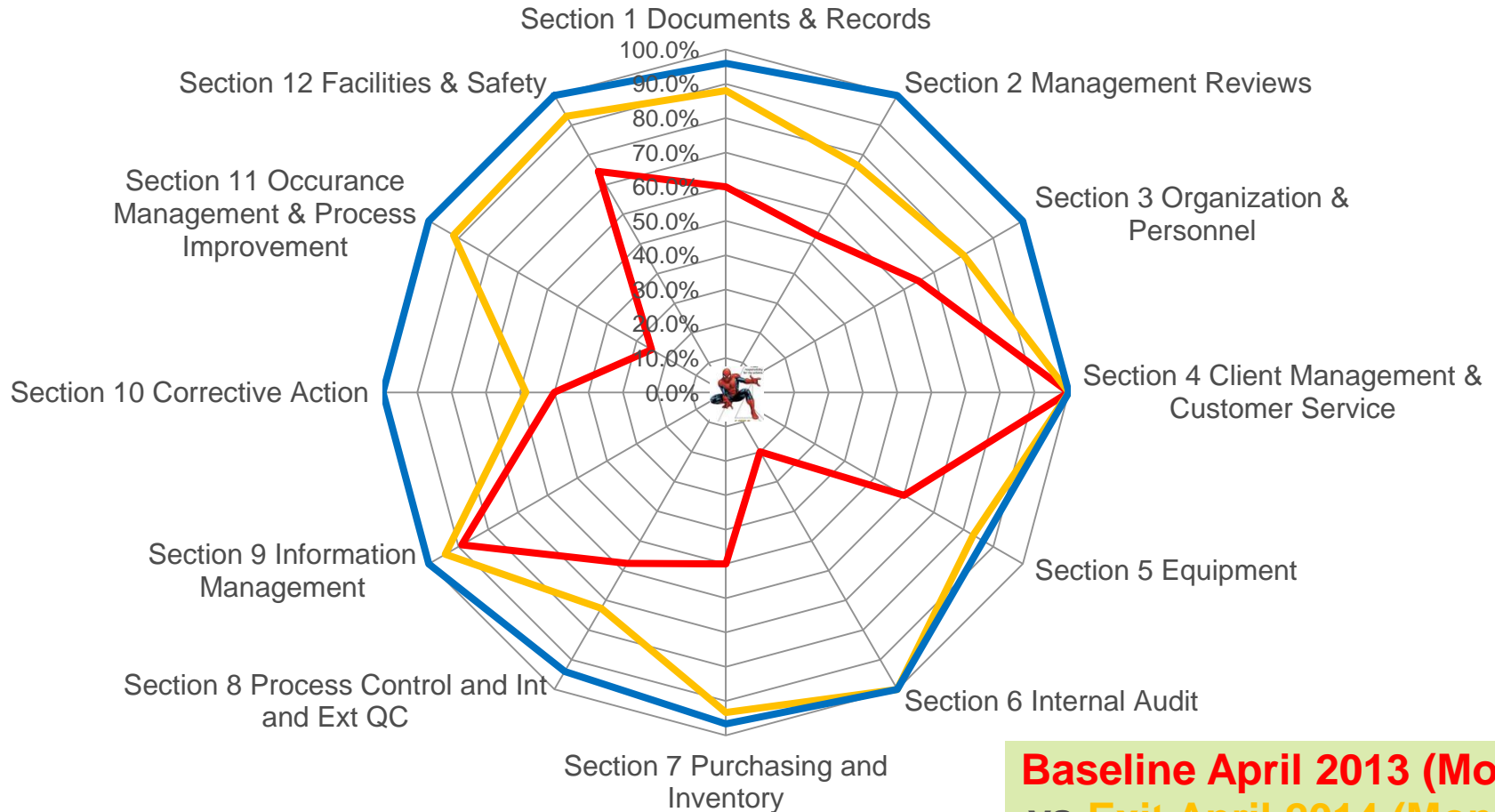
We knew how to do it

Improvement projects – Truly added tremendous value

We did it

Accreditation checklist – Training linked to Accreditation checklist

Proof that we've done it!!

17

NATIONAL HEALTH
LABORATORY SERVICE

SLIPTA Audit Trend Analysis

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!

SLMTA
Reaching for the Stars

ASLM Exit
★ ★ ★ ★ ★

251 Month 14

Exit
★ ★ ★ ★

221 Month 12

Baseline
★

156 Month 1

NATIONAL HEALTH LABORATORY SERVICE

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

NATIONAL HEALTH LABORATORY SERVICE

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)

NATIONAL HEALTH
LABORATORY SERVICE

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

NATIONAL HEALTH LABORATORY SERVICE

Acknowledgement

This activity is supported by NICD/NHLS and the President's Emergency Plan for AIDS Relief (PEPFAR) through the Centers for Disease Control and Prevention (CDC) under the terms of [5U2GPS001328].