Centralized Quality Service Model:
How to Achieve the Impossible
Jen Ord, System Quality Director

October
2019

Topics of Discussion

Who are We?

Who am I?

What is Quality to Us?

What are the Challenges?

What are the Solutions?

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Laboratory Sciences of Arizona

Who are We?

Banner Health®

Quest Diagnostics™

Laboratory Sciences of Arizona, LLC

Management Group

Joint-Venture: Banner Health & Quest Diagnostics

Sonora Quest Laboratories, LLC
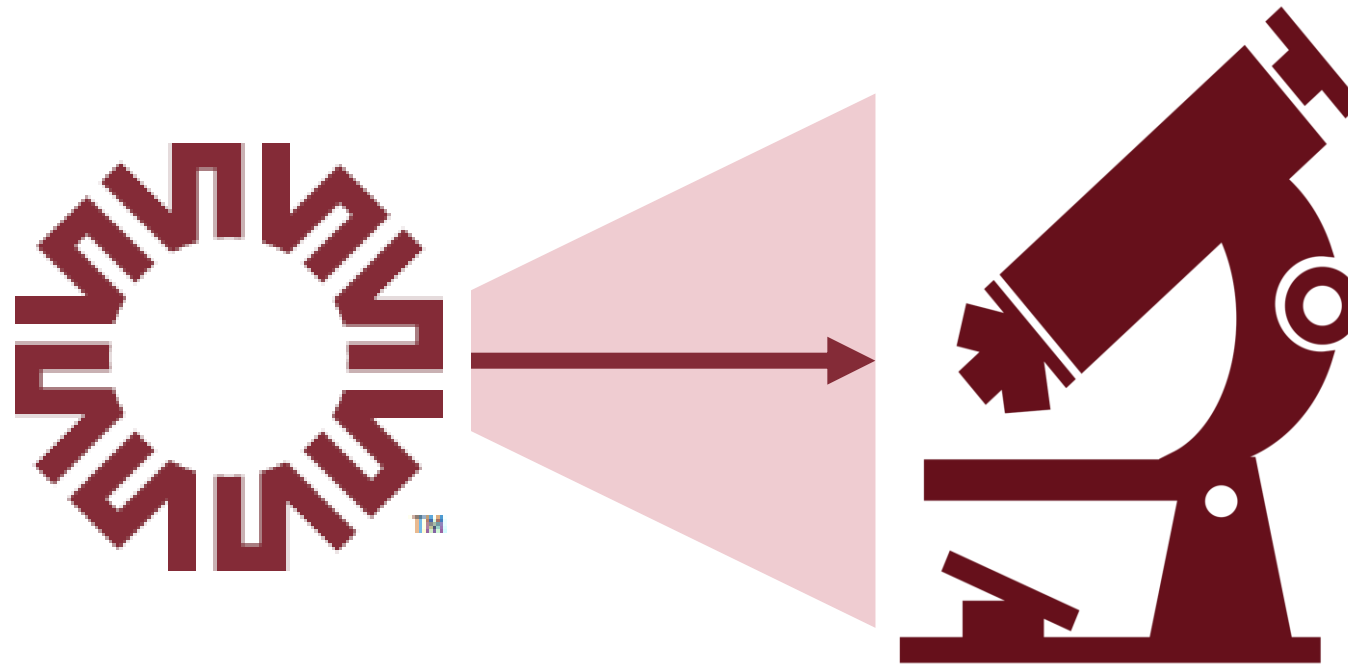
Laboratory Sciences of Arizona

- 18 Commercial Laboratories
- 75+ Patient Service Centers
- 400+ Inter-Office Phlebotomy Locations

- 18 Hospital Laboratories
- *11 Hospital Laboratories + 1 Commercial Laboratory (Acquisitions in 2019)*

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Logo

Sonora Quest Laboratories™
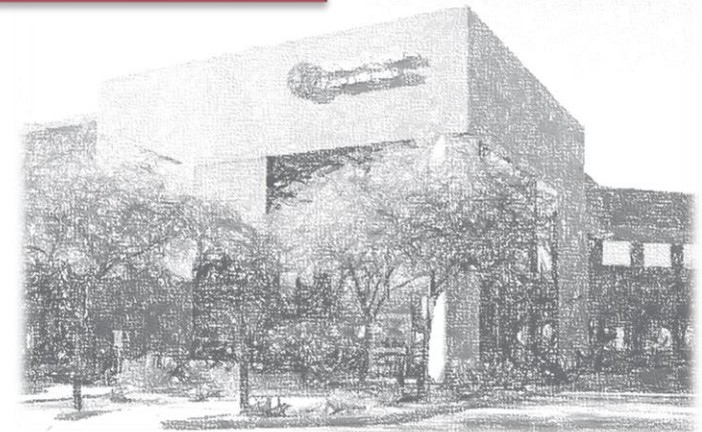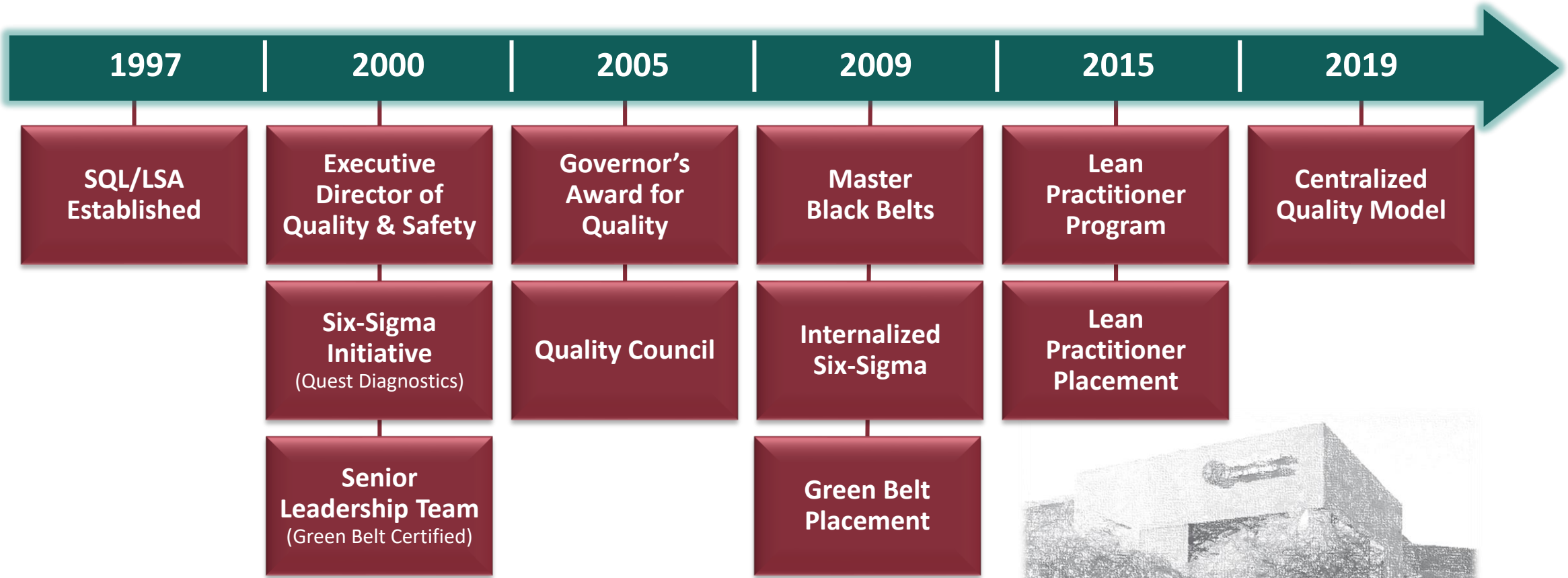
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Who am I?

Career Highlights

- Medical Laboratory Scientist for 18 years

- Core/Blood Bank/Microbiology

- 14 Military & Civilian Laboratories

- 5 States

- Favorite Food: Bacon

- Management Roles:
  - Non-Commissioned Officer In Charge
  - Quality Informatics Coordinator
  - Director of Laboratory Services

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What is Quality to Us?

1997	2000	2005	2009	2015	2019
SQL/LSA Established	Executive Director of Quality & Safety	Governor's Award for Quality	Master Black Belts	Lean Practitioner Program	Centralized Quality Model
	Six-Sigma Initiative (Quest Diagnostics)	Quality Council	Internalized Six-Sigma	Lean Practitioner Placement	
	Senior Leadership Team (Green Belt Certified)		Green Belt Placement		

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What is Quality to Us?

Challenge: Healthcare Environment

PAMA
Protecting Access to Medicare Act of 2014

Clinical Laboratory Improvement Amendments

FDA
U.S Food and Drug Administration

FIGURE 1
Rural hospitals closures have increased
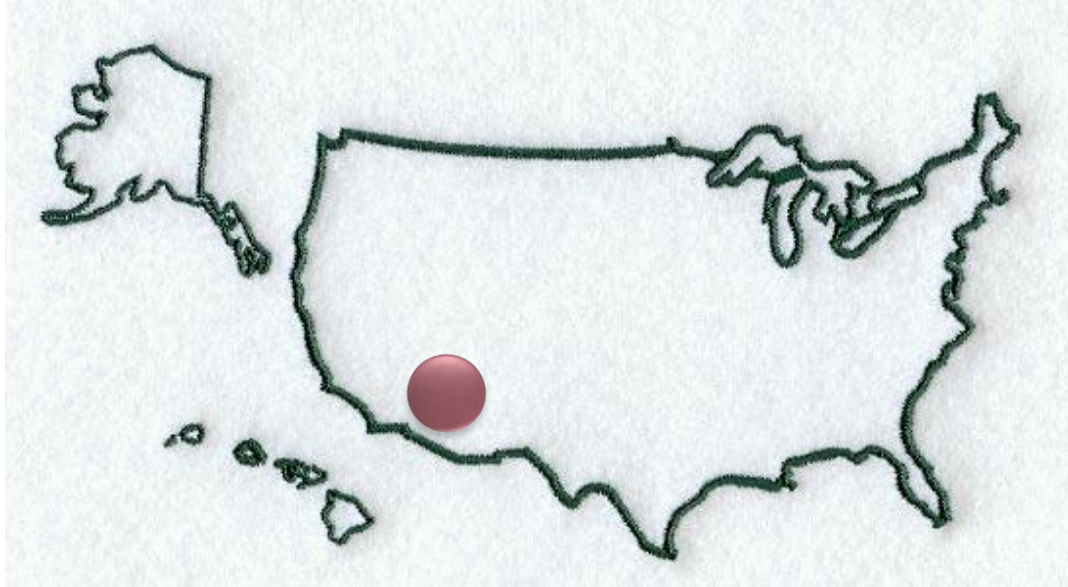Nationwide rural hospital closures, 2008–2017
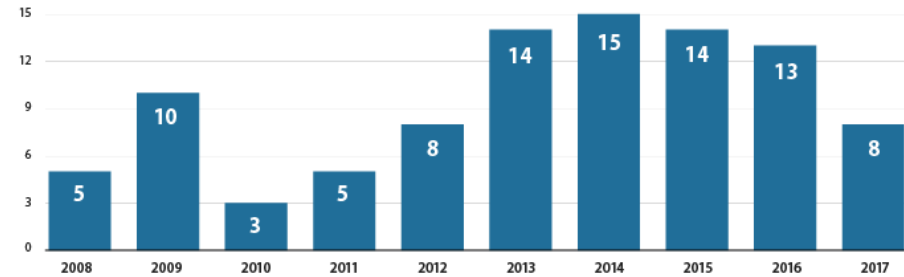
Source: U.S. Government Accountability Office, "Rural Hospital Closures: Number and Characteristics of Affected Hospitals and Contributing Factors" (Washington: 2018), available at https://www.gao.gov/assets/700/694125.pdf.
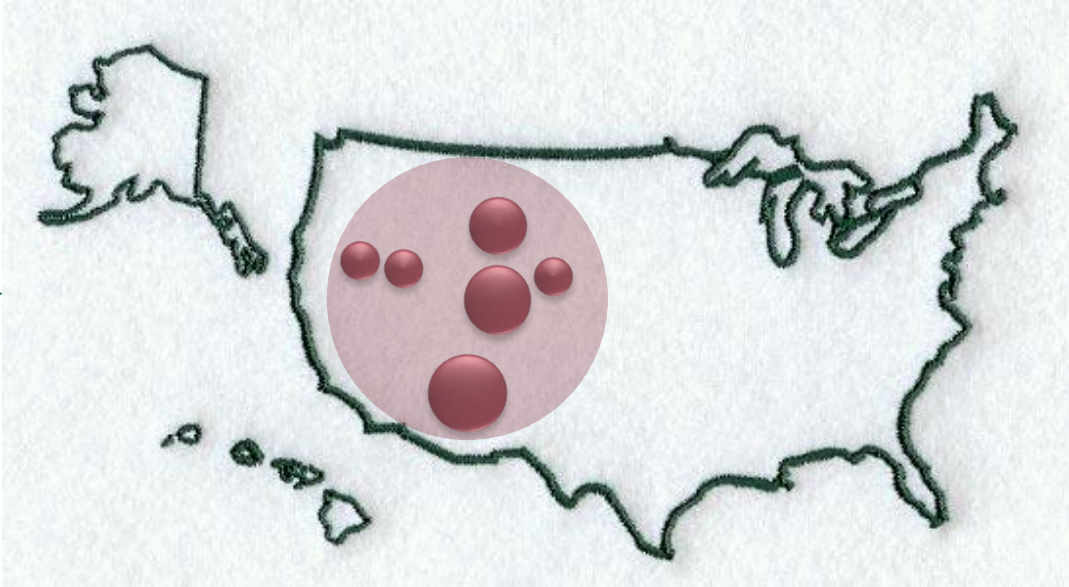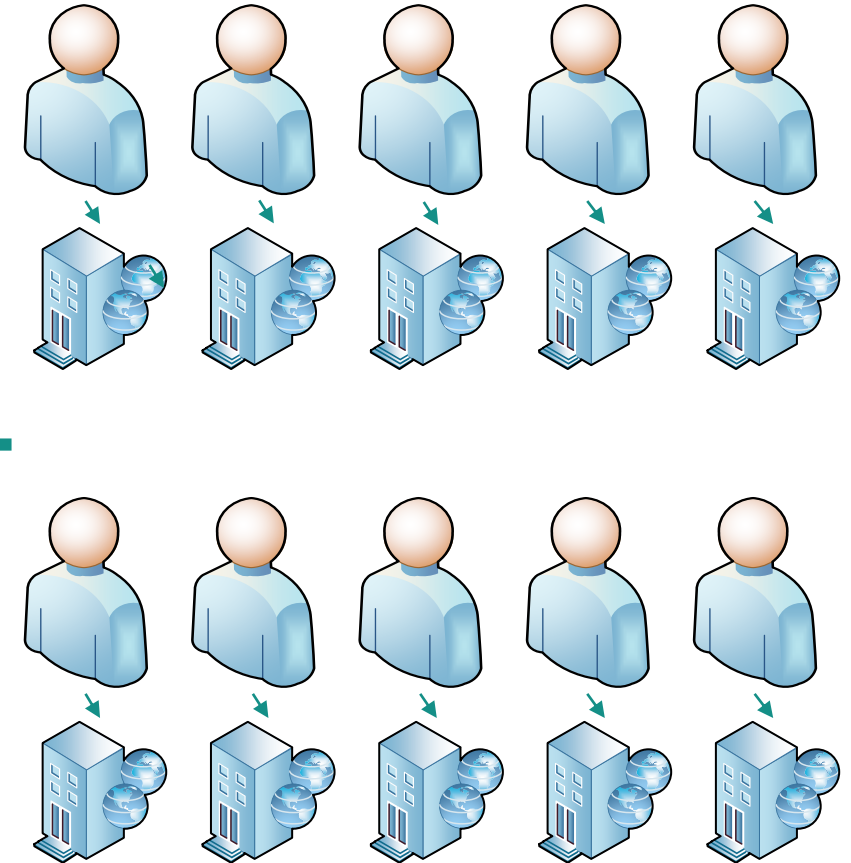
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Source: Rural Hospital Closures

Challenge: Acquisitions

2018 State:
36 CLIA Licenses
1 State

2019 State:
48 CLIA Licenses
6 States

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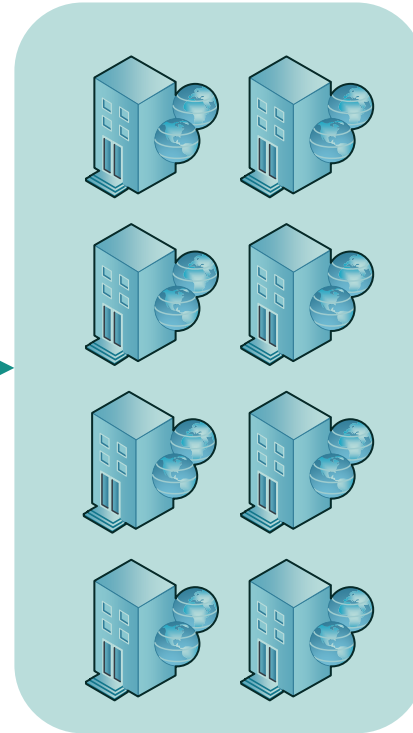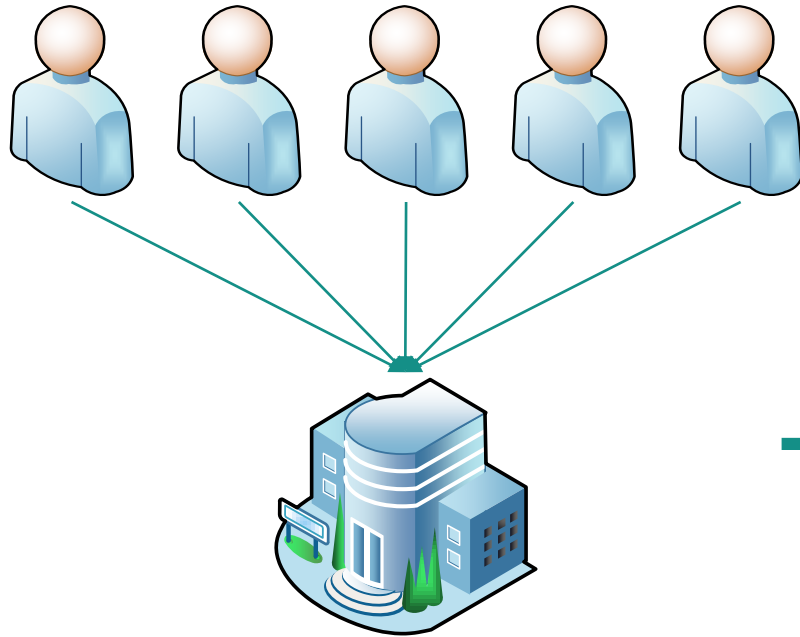
Highlights:
- Different Job Functions
- Different Job Scopes
- Same Knowledge Base

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Solution: Plan

Creating a Successful Plan

1) Observations

2) Voices of the Customer

3) Voices of the Team

4) Understanding History

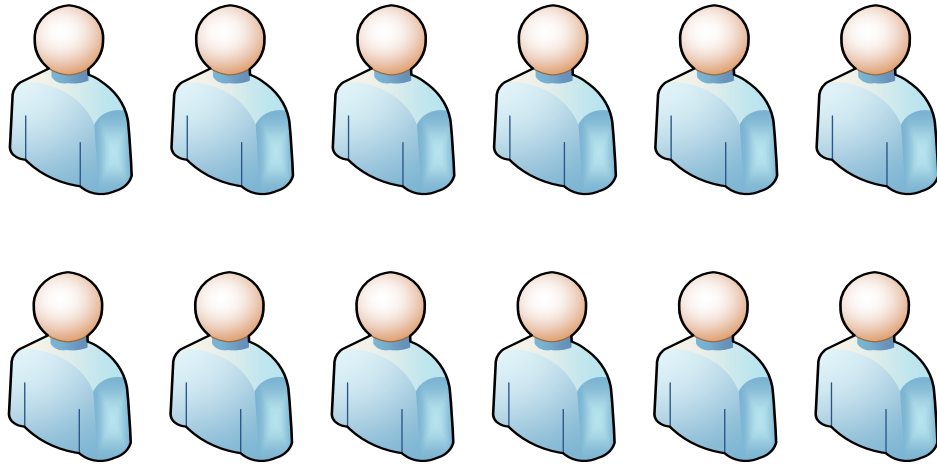5) Timeline

6) Establish Goals

Executing a Successful Plan

1) Communication

2) Visual Representation

3) Presence

4) Follow Timeline

5) Reflection

6) Again...Communication

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Solution: Personnel Structure
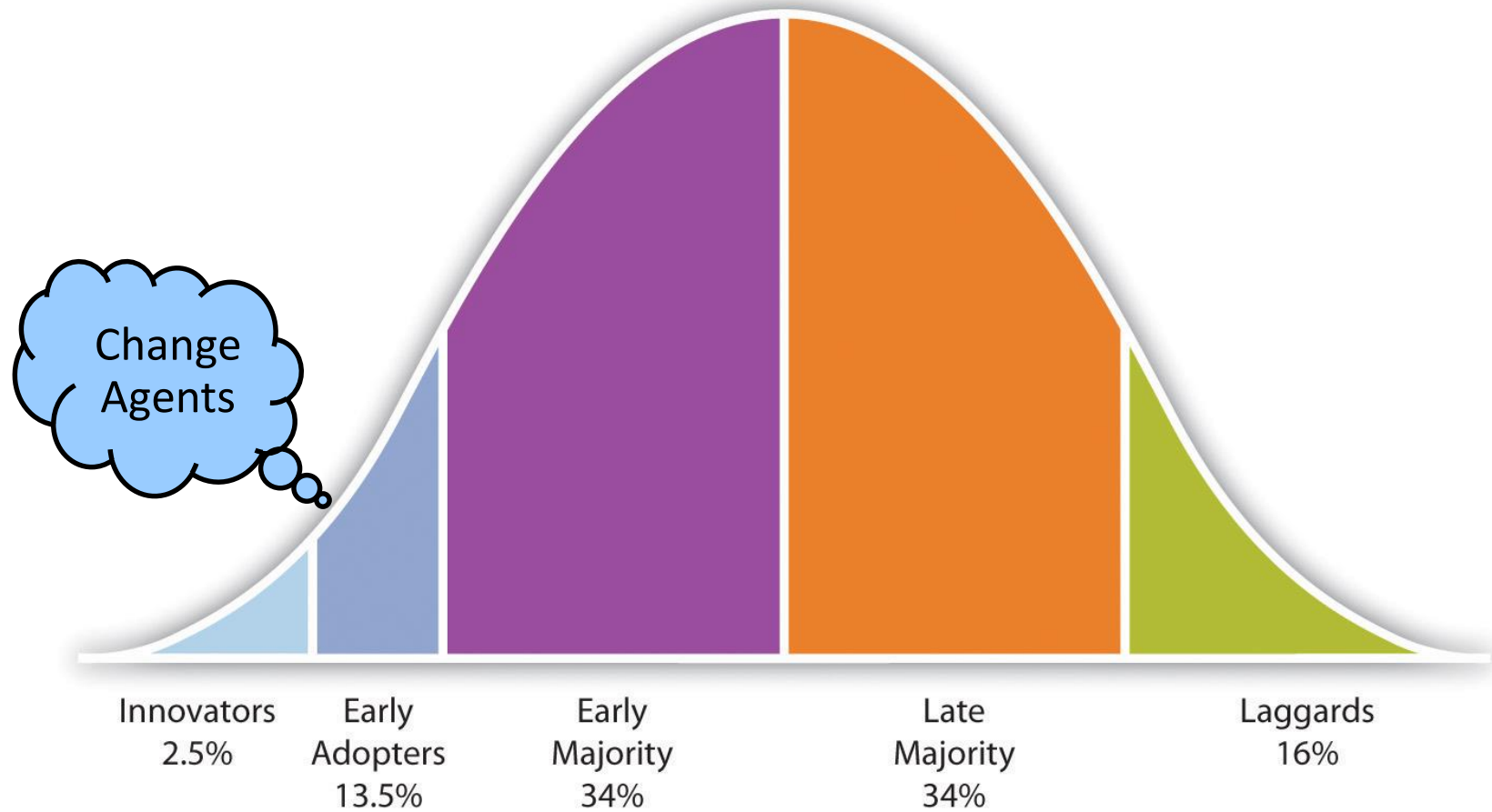

Complete Restructure for Quality

Highlights:
- Same Job Functions
- Same Job Scopes
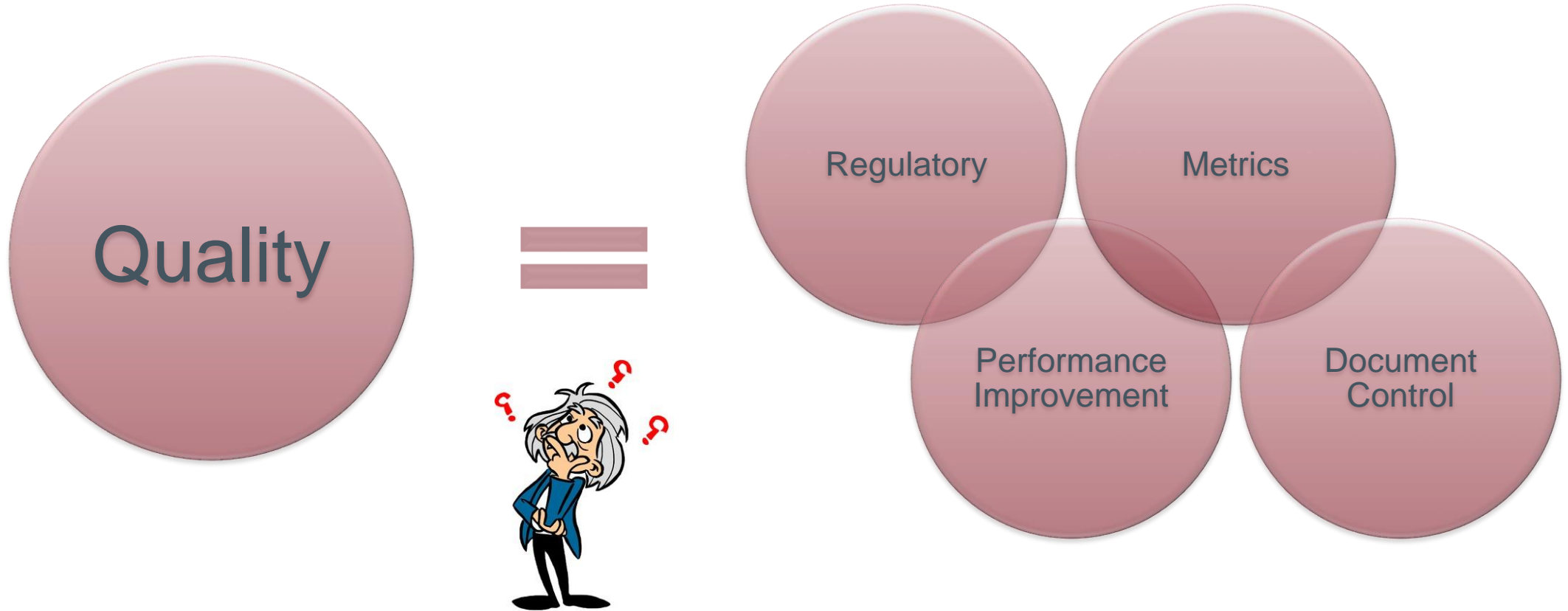- Focused Tasks

X 48 Laboratories

Solution: Change Agents

Source: Diagram

Solution: Simplicity

Quality =

Regulatory

Metrics

Performance Improvement

Document Control

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Solution: Details

Regulatory

- Inspection Readiness
- CAP/COLA Resource
- Inspection Oversight
- System Inspection
- Peer Inspection
- Report Content Review
- Change in Medical Director
- Investigation Audit

Performance Improvement

- Quality Site Walkthroughs
- Hospital Event Reporting
- Commercial Event Reporting
- Lean/Six-Sigma Project Management
- Root Cause Analysis
- Critical Client Concerns

Metrics

- Annual Quality Management Plan
- Key Indicator Report
- Action Plan Management
- Client Quality Report
- Proficiency Testing Performance

Document Control

- Centralized Electronic Document Control Program
- Training Reports
- Program Back-Ups
- Quality Policy & Procedure Review
- Delegation of Responsibilities Management
- Laboratory Testing Personnel List Management

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Achieving the Impossible!

What does it take?

Support

Focus

Energy

Achieving the Impossible!

What does it take?

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Thank you!