Finding answers, providing solutions

Using Robust Software in Tandem with Process Improvement to Lift Performance Across All Service Activities in the Clinical Laboratory

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PAML Senior Vice President, Chief Operations Officer

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About PAML

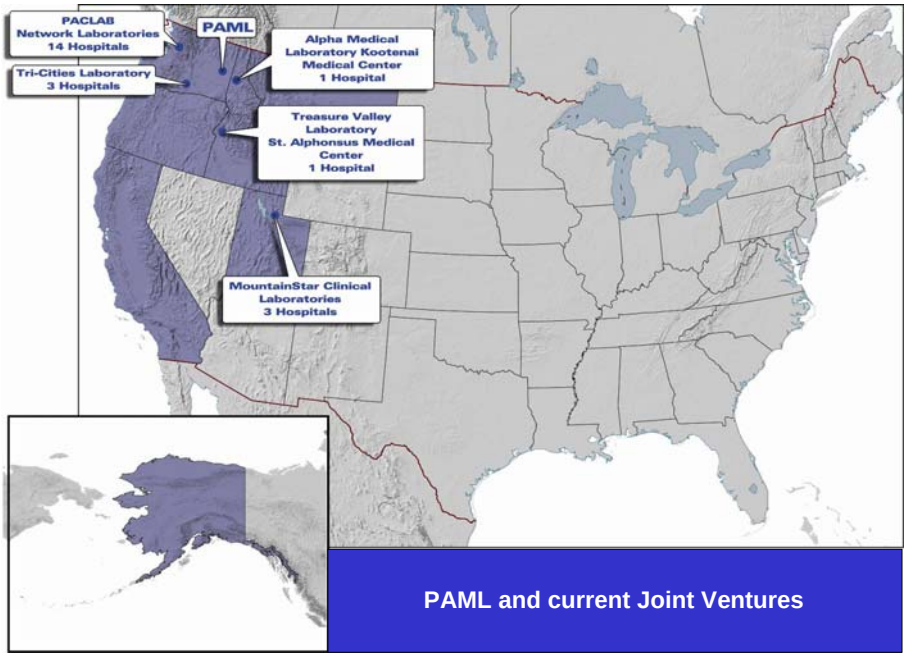
- **Founded in 1958.**
- **Among the ten largest laboratories in the United States**
- **For-profit lab owned wholly by not-for-profit hospital systems – PH&S and CHI**
- **Most comprehensive esoteric test menu in the Northwest. Provide reference testing services to over 112 hospitals throughout the West.**
- **Community-focused by partnering with hospitals to maintain local testing, reduce lab cost per test and increase testing acumen.**
- **Have a history of successful laboratory outreach Joint Ventures.**

PAML Enterprise Statistics

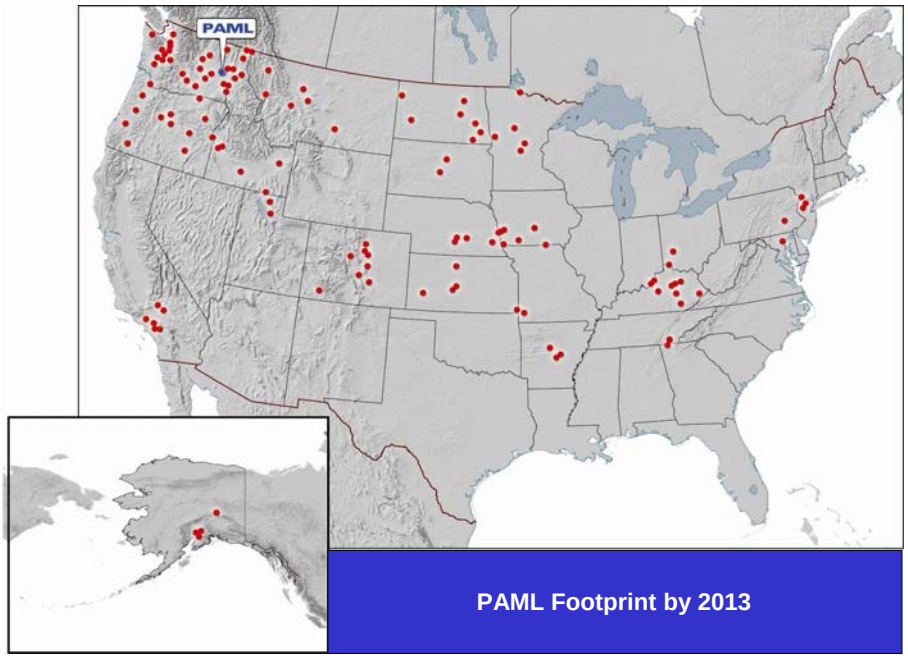
- 1,500 employees
- 450,000 + calls per year handled by central client services
- 3,457,134 miles driven per year
  - 140+ logistics routes
  - 120+ fleet cars
- 50,364 stat pick-up and delivery calls handled last year
- 192 Patient Service Locations

PAML Enterprise Statistics

- Interfaced to 12 different LIS systems representing 112 hospitals and multiple large clinics.
- 14 databases
- 17 different types of EMR interfaces – 600+ completed and growing at a rate of 140 per year
- 4 web products (Clinician, DocLinks, ChartConnect and Atlas) 800+ providers
- 7 million patients in Enterprise Master Patient Index (EMPI) – represents 46% of core service area population
- Over 200 million test results in PAML's data base



PAML and current Joint Ventures



PAML Footprint by 2013

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Scheduling at PAML

Scheduling an employee was rarely an isolated event. We had to simultaneously juggle a wide variety of factors.

- **Different types of positions and/or skill sets.**
- **Multiple locations**
- **Clients with unique needs**
- **"One-to-One" staffing a must in some areas**

The job was never done, people always complained and the schedules were outdated the minute they were posted.

Leadership had no formal training or tools to be able to carry out this critical part of their job.

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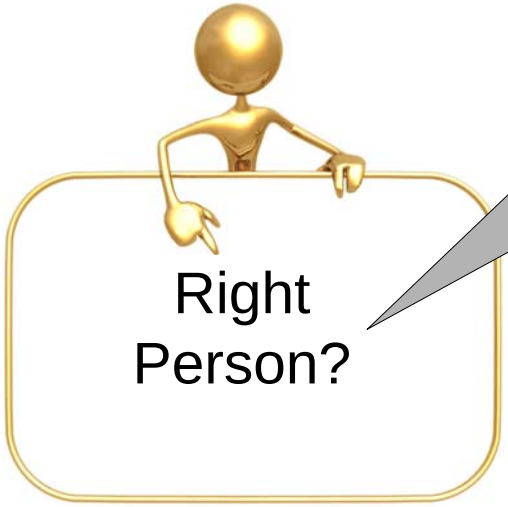
State of the Art

WEEK OF: FEBRUARY 5-FEBRUARY 12

	SUNDAY 5	MONDAY 6	TUESDAY 7	WEDNESDAY 8	THURSDAY 9	FRIDAY 10	SATURDAY 11
RIVERSIDE MAIN CLINIC	BOB	SUSAN B LAUREN MARYANNE	SUSAN B LAUREN MARYANNE	SUSAN B LAUREN MARYANNE BOB	SUSAN B PHYLLIS GINA	SUSAN B LAUREN GINA	BOB KAREN
RIVERSIDE EAST		SANDRA HARRY	SANDRA HARRY	SANDRA HARRY	SANDRA HARRY	SANDRA HARRY	
RIVERSIDE WEST		SUSAN Q SANDY	SUSAN Q SANDY	SUSAN Q SANDY	SUSAN Q SANDY	SUSAN Q SANDY	
FAMILY MEDICAL CARE		ROBERT	ROBERT	ROBERT	ROBERT	PHYLLIS	
NORTHSIDE MEDICAL BUILDING		CAROLINE PHYLLIS SUSAN L ANITA	CAROLINE PHYLLIS SUSAN L ANITA	CAROLINE RACHEL SUSAN L ANITA	CAROLINE PHYLLIS SUSAN L ANITA	CAROLINE RACHEL SUSAN L ANITA	JOSIE MILLIE PHYLLIS

Right Person



- Qualified
- Trained
- Certified
- Competent
- Available

Right Place

➢Error-prone scheduling resulted in understaffed or unstaffed locations or even unintentional double staffing.

➢Finding a staff member who was willing to work overtime, with little to no notice, was often the only option.

➢Not providing the service was not an option.

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Right Time

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The Solution: Software

Our ideal software would…

- **Create a schedule with just a few clicks of the mouse**
- **Provide the additional layers of information that paper lacked (start times, end times, partial work days, work roles, various types of leaves).**
- **Know which employees have which skill sets**
- **Accommodate vacation requests with a "best-fit" schedule**
- **Require minimal set up and maintenance.**

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Desired Outcomes

- **Significant time-savings in schedule generation due to automatic generation, data storage, templates and employee vacation access**
- **Better control of OT and holes in schedule**
- **Eliminated confusion around requests coming in**
- **Eliminated 'revolving door' syndrome of employees regularly checking on vacation status**
- **Improve employee communication in regards to scheduling**
- **Easy to use and navigate**
- **Right person, right time, right place**
- **Inspection ready**

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Skills

Skill sets are now retained in the solution.

Each scheduled position knows the requirements of that particular job.

This makes us able to shift or respond quickly when changes happen.

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Training

Training checklists are now retained in the solution.

Each staff member has a standardized program.

Training is completed in a timely manner.

Documentation is kept to assure the training was effective.

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Competencies

Required competencies for each position are now retained in the solution

These are automatically updated each year…...

Supervisor has dashboard view of outstanding items.

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Employee Satisfaction

Employees now have better access to information regarding schedules, vacations and shift-swapping.

Employees now have the ability to predict optimal times to put-in for vacations due to online vacation calendar.

Increased employee satisfaction.

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Less Time Spent

Employees can view personal assignments or outstanding action they need to take when they log into the web-based system.

Schedules are generated automatically.

Leadership can easily and quickly change a schedule that has already been created.

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Inspection Ready

All the information on each staff member is in one location.

Ended the last minute "hussle" before inspection time.

Alerts indicate outstanding items that need attention.

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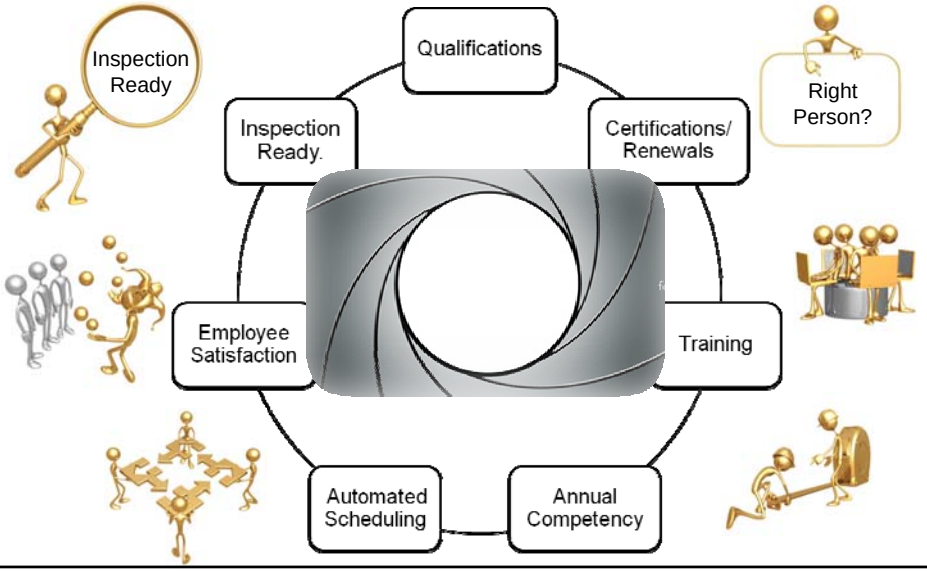
The PAML Solution



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What would we have done differently?

Rolled out in a standardized way.

Deployed more widely in other enterprise locations sooner.

Rolled out too much at once – would have staged or completed in phases.

More regular focus.

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Outcomes

Significant time saved in the overall scheduling process.

Improved employee morale due to better employee access.

Better tuned schedules; fewer errors.

Short-and-long-term ROI.

Better business analysis due to centralized scheduling data. Pushes key data to stakeholders rather than them having to pull or search for action items needing attention.

Solution tailored to the specific needs of a laboratory.

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Outcomes

Inspection readiness got easier. Process became continuous rather than just before inspection time.

Especially important during these times of unannounced inspections.

There is no longer a collegial feeling to inspections. Inspectors are digging deeper looking for deficiencies. They like our continuous and paperless solution.

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Return on Investment – Two Examples

Challenge - A large California laboratory system

- **Inefficient scheduling practices.**
- **Hours spent each month generating / managing schedules.**
- **Multiple phone calls, emails, paper forms and in-office visits.**

Solution

- **Piloted ScheduleLabs in 2008 (120 employees).**
- **Focused on real-time savings in time spent scheduling.**

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California laboratory system, cont'd

Results

Over the past year, the pilot group has recognized savings in the following areas:

•Emails:	100% reduction
•Paper leave request processing:	100% reduction
•In-office visits:	100% reduction
•Phone calls:	95% reduction
•Time spent scheduling:	75% reduction

Return-on-Investment

Estimated yearly scheduling costs:	$72,000.00
Yearly investment in ScheduleLabs:	$12,000.00

Estimated Savings to Date: $56,000.00

ROI recognized: Within 2 months (out of a 12-month subscription)

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PAML ROI

Department of Approximately 200 Employees	Annual Savings
Paper and Supplies for Records - Cost Avoidance	$ 200.00
Annual Competency Checklist - Time Saved	$ 2,200.00
Reduced Inspection Deficiencies - Cost Avoidance	$ 2,600.00
Annual Competency Exam - Time Saved	$ 1,000.00
Clinical Microscopy Challenges - Time Saved	$ 550.00
Annual TB Skin Test Records - Time Saved	$ 350.00
Transporting and Preparing Records for Inspections - Time Saved	$ 1,300.00
Annual Savings Realized, InspectionReady:	$ 8,300.00

Savings in Supervisor Time	$ 6,900.00
Staff Overtime Reduction	$ 9,300.00
Annual Savings Realized, ScheduleLabs:	$ 16,200.00

Total Annual Savings:	$ 24,500.00

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Application Review

How does it work?

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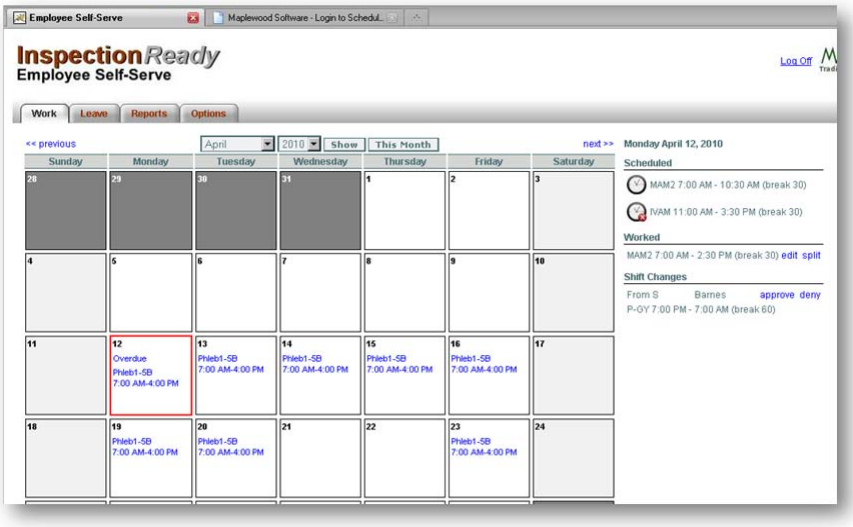
Employee Self Serve



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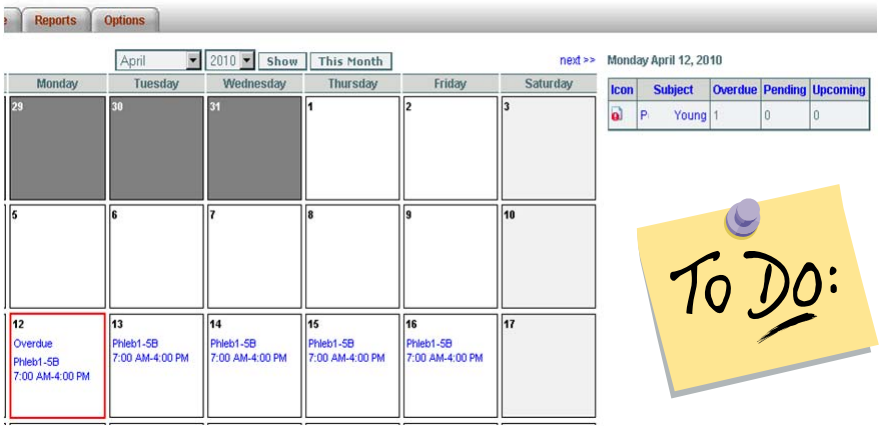
Employee Self Serve, continued



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Scheduling Advantages - Staff

- **SaaS (Software as a Service) model means that staff can access the schedule from any PC with an Internet connection.**
- **Application can also be accessed with many mobile devices.**
- **Employees can have soccer, school and spouse schedules all in front of them before making time-off requests**
- **Leave Request calendar promotes self-editing of requests.**

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Scheduling Advantages - Supervisor

- The schedule updates automatically as each time-off request is approved.
- Future scheduling solutions begin generating even before the time-off request is approved.
- Different views of the schedule allow for rapid review of how to handle unexpected absences.
- Supervisor is alerted to unfilled positions on the schedule.

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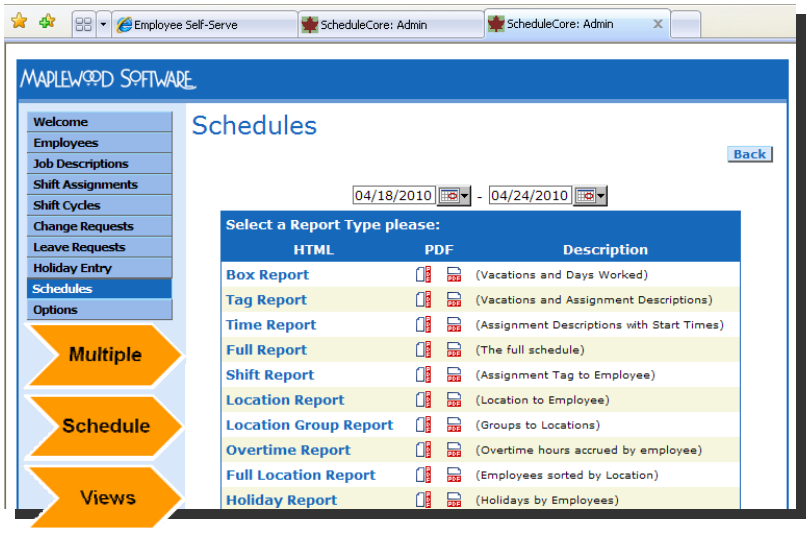
Schedule View



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Schedule View

ScheduleLabs — 2010

Published April 14, 2010	Apr 11	Apr 12	Apr 13	Apr 14	Apr 15		
Name	Sun	Mon	Tue	Wed	Thu		
Abbie Smith		GVE-CLA1 8:00a 3:00p	GVE-CLA1 8:00a 3:00p		Phleb2-5 B 8:00a 5:00p		
Anita Bremer		Phleb5-NPT 8:00a 5:00p	Phleb5-NPT 8:00a 5:00p	Phleb5-NPT 8:00a 5:00p	Phleb5-NPT 8:00a 5:00p		
Annette Godfrey		TE-CHAM-SFFC 7:30a 4:30p	TE-CHAM-SFFC 7:30a 4:30p	TE-CHAM-SFFC 7:30a 4:30p	TE-CHAM-SFFC 7:30a 4:30p	7:30a 4:30p	
Beth LaCombe		TECH-SHFM 8:45a 5:45p	TECH-SHFM 8:45a 5:45p	TECH-SHFM 8:45a 5:45p		TECH-SHFM 8:45a 5:45p	

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Competencies

InspectionReady
Job Title Manager

Phlebotomist Browse

Competencies | Credentials | Certifications | Employees | Options

- Phlebotomist
  - 1. Receptionist
  - 2. Specimen Collection
  - 3. Specimen Processing/Label
  - 4. Report Distrib/Spec Pick
  - 5. Work Area
  - 6. Other Duties

Folder		New
1. Receptionist	Open Folder	Delete
2. Specimen Collection	Open Folder	Delete
3. Specimen Processing/Label	Open Folder	Delete
4. Report Distrib/Spec Pick	Open Folder	Delete
5. Work Area	Open Folder	Delete
6. Other Duties	Open Folder	Delete
TB Skin Tests	Open Folder	Delete
Toxicology Initial Training	Open Folder	Delete
Toxicology Refresh Train	Open Folder	Delete

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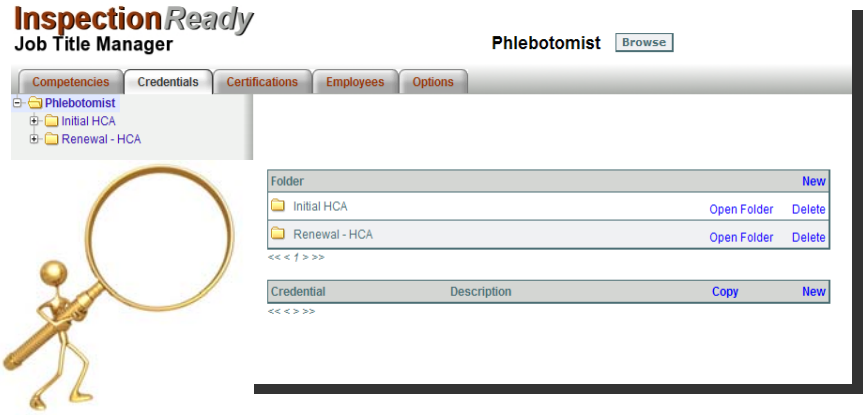
Certifications, Credentials



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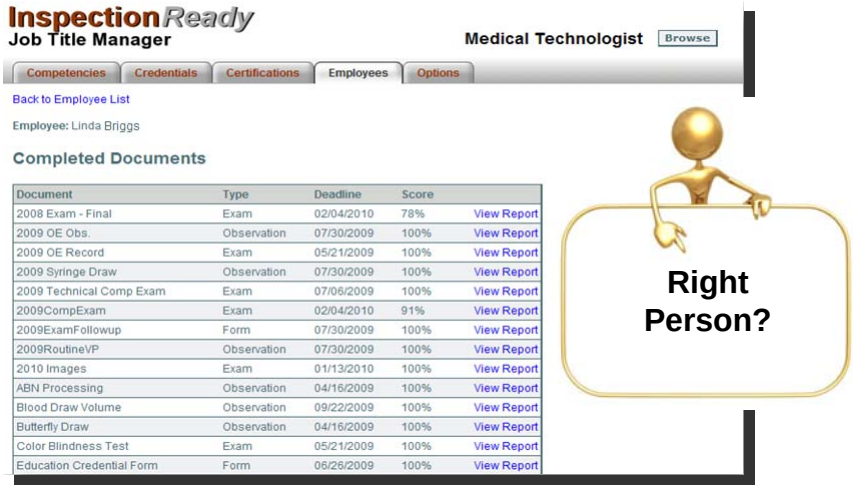
Reporting



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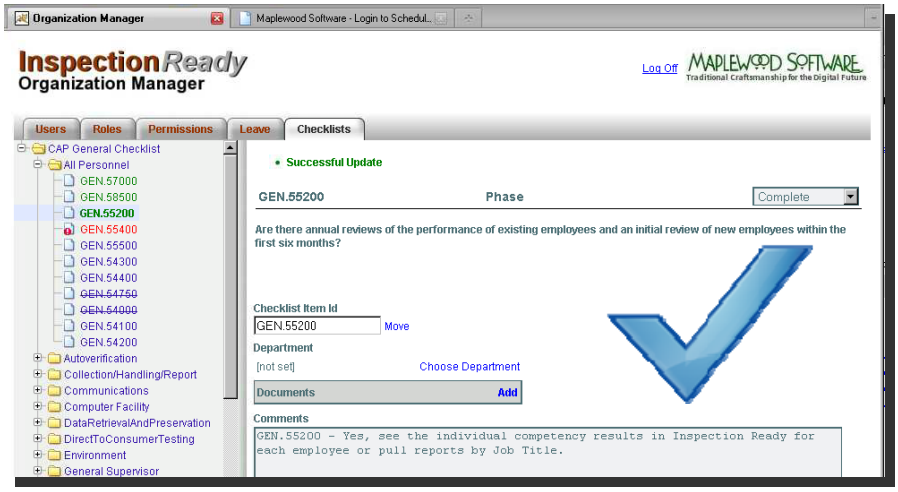
Checklist Capabilities



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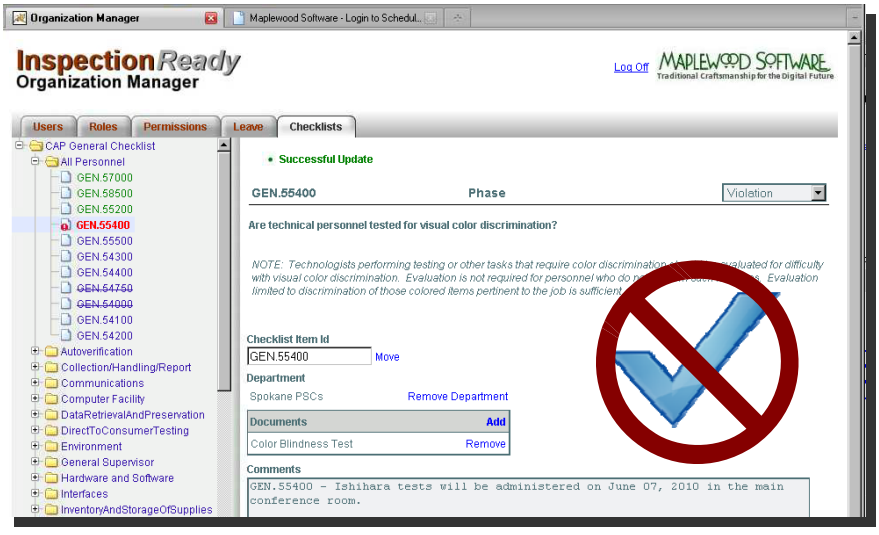
Checklist Capabilities



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Thank you
Questions?

Contact information
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