

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



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.**





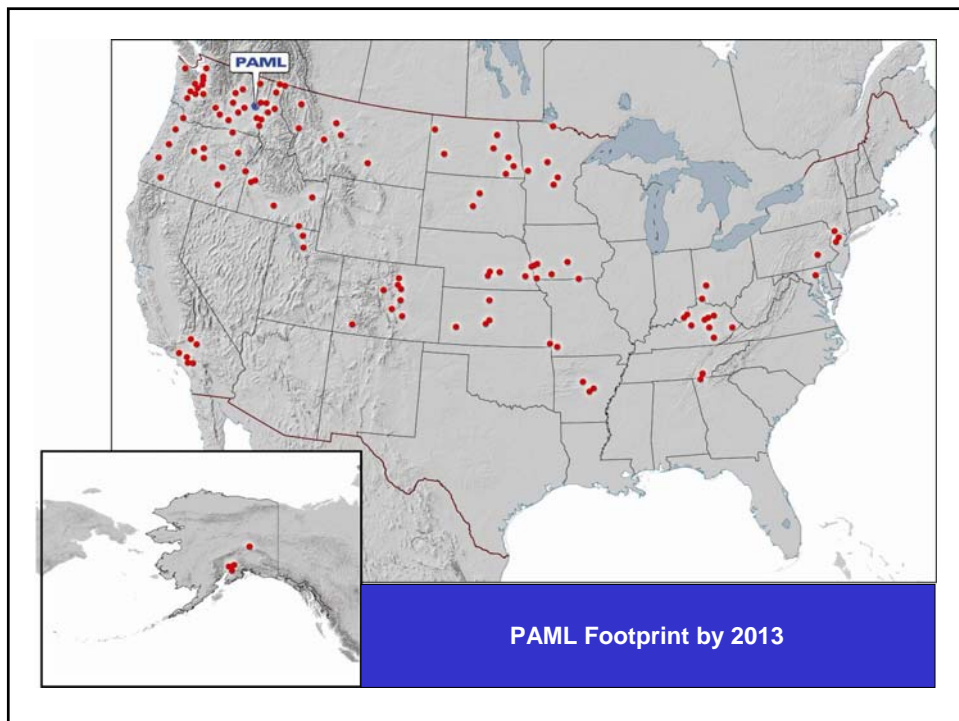
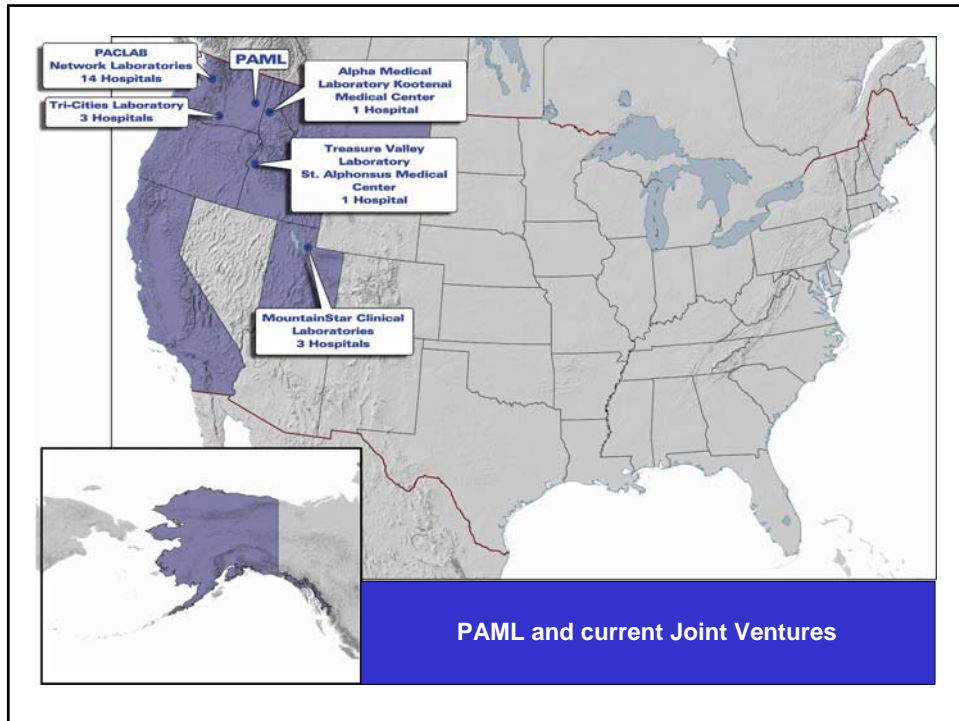
PAML Enterprise Statistics

- **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**



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The job was never done, people always complained and the schedules were outdated the minute they were posted.

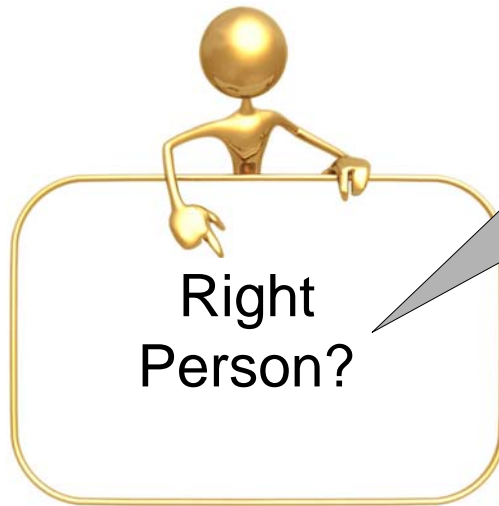
Leadership had no formal training or tools to be able to carry out this critical part of their job.

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

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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

A photograph of a white sign for 'FIRST CARIBBEAN INTERNATIONAL BANK' with a logo at the top. The sign lists the 'HOURS OF OPENING' for each day of the week. The sign is hanging from a chain and is slightly tilted.

	OPEN	CLOSED
Monday	10:00am	2:00pm
Tuesday	CLOSED	
Wednesday	CLOSED	
Thursday	10:00am	2:00pm
Friday	CLOSED	
Saturday	CLOSED	
Sunday	CLOSED	

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.**

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**

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.

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.

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.



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.



Inspection Ready

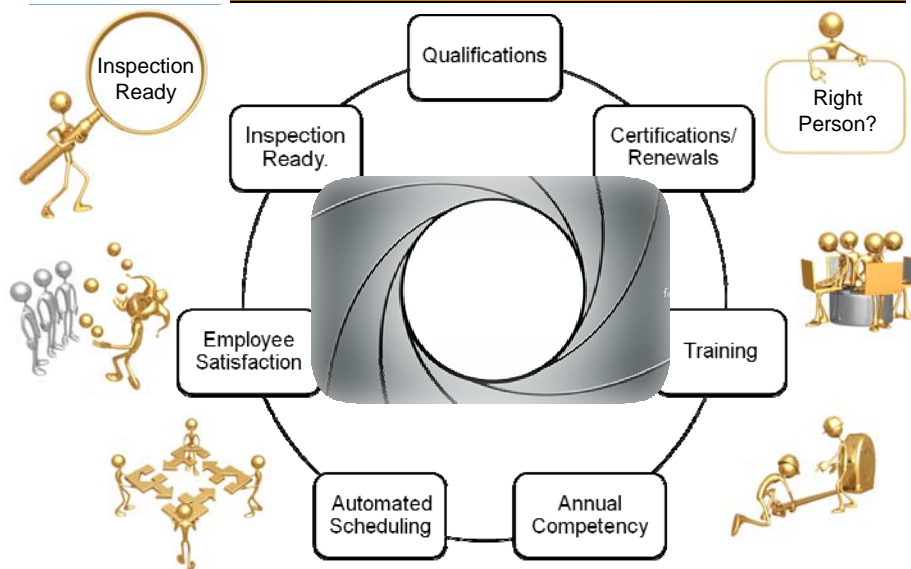


All the information on each staff member is in one location.

Ended the last minute “hussle” before inspection time.

Alerts indicate outstanding items that need attention.

The PAML Solution



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.



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.

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.



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)



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

Application Review

How does it work?



Employee Self Serve

Employee Self-Serve

Maplewood Software - Login to Schedul...

InspectionReady
Employee Self-Serve

Log Off

Work Leave Reports Options

<< previous April 2010 Show This Month next >> Monday April 12, 2010

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12 Overdue Phleb1-SB 7:00 AM-4:00 PM	13 Phleb1-SB 7:00 AM-4:00 PM	14 Phleb1-SB 7:00 AM-4:00 PM	15 Phleb1-SB 7:00 AM-4:00 PM	16 Phleb1-SB 7:00 AM-4:00 PM	17
18	19 Phleb1-SB 7:00 AM-4:00 PM	20 Phleb1-SB 7:00 AM-4:00 PM	21	22	23 Phleb1-SB 7:00 AM-4:00 PM	24

Scheduled

- MAM2 7:00 AM - 10:30 AM (break 30)
- IVAM 11:00 AM - 3:30 PM (break 30)

Worked

MAM2 7:00 AM - 2:30 PM (break 30) [edit](#) [split](#)

Shift Changes

From S Barnes [approve](#) [deny](#)
 P-GY 7:00 PM - 7:00 AM (break 60)

Employee Self Serve, continued

Reports Options

April 2010 Show This Month next >> Monday April 12, 2010

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31	1	2	3
5	6	7	8	9	10
12 Overdue Phleb1-SB 7:00 AM-4:00 PM	13 Phleb1-SB 7:00 AM-4:00 PM	14 Phleb1-SB 7:00 AM-4:00 PM	15 Phleb1-SB 7:00 AM-4:00 PM	16 Phleb1-SB 7:00 AM-4:00 PM	17

Icon	Subject	Overdue	Pending	Upcoming
	P. Young	1	0	0

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.**

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.

Schedule View

MAPLEWOOD SOFTWARE

Welcome
 Employees
 Job Descriptions
 Shift Assignments
 Shift Cycles
 Change Requests
 Leave Requests
 Holiday Entry
 Schedules
 Options

Multiple
 Schedule
 Views

Schedules

04/18/2010 - 04/24/2010

Select a Report Type please:

HTML	PDF	Description
Box Report		(Vacations and Days Worked)
Tag Report		(Vacations and Assignment Descriptions)
Time Report		(Assignment Descriptions with Start Times)
Full Report		(The full schedule)
Shift Report		(Assignment Tag to Employee)
Location Report		(Location to Employee)
Location Group Report		(Groups to Locations)
Overtime Report		(Overtime hours accrued by employee)
Full Location Report		(Employees sorted by Location)
Holiday Report		(Holidays by Employees)

Schedule View

ScheduleLabs		2010				
Published		Apr	Apr	Apr	Apr	Apr
April 14, 2010		11	12	13	14	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
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

People in
Places?

Competencies

InspectionReady Job Title Manager

Phlebotomist

Competencies	Credentials	Certifications	Employees	Options
<div> <div> <div>Phlebotomist</div> <div> <div>1. Receptionist</div> <div>2. Specimen Collection</div> <div>3. Specimen Processing/Label</div> <div>4. Report Distrib/Spec Pick</div> <div>5. Work Area</div> <div>6. Other Duties</div> </div> </div> <div> </div> </div>				
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		

Certifications, Credentials

InspectionReady Job Title Manager

Phlebotomist

Competencies Credentials **Certifications** Employees Options

- Phlebotomist
 - Initial HCA
 - Renewal - HCA



Folder		New
Initial HCA	Open Folder	Delete
Renewal - HCA	Open Folder	Delete
<< < > >>		
Credential	Description	Copy
<< > >>		

Reporting

InspectionReady Job Title Manager

Medical Technologist

Competencies Credentials **Certifications** Employees Options

[Back to Employee List](#)

Employee: Linda Briggs

Completed Documents

Document	Type	Deadline	Score	
2008 Exam - Final	Exam	02/04/2010	78%	View Report
2009 OE Obs	Observation	07/30/2009	100%	View Report
2009 OE Record	Exam	05/21/2009	100%	View Report
2009 Syringe Draw	Observation	07/30/2009	100%	View Report
2009 Technical Comp Exam	Exam	07/06/2009	100%	View Report
2009CompExam	Exam	02/04/2010	91%	View Report
2009ExamFollowup	Form	07/30/2009	100%	View Report
2009RoutineVP	Observation	07/30/2009	100%	View Report
2010 Images	Exam	01/13/2010	100%	View Report
ABN Processing	Observation	04/16/2009	100%	View Report
Blood Draw Volume	Observation	09/22/2009	100%	View Report
Butterfly Draw	Observation	04/16/2009	100%	View Report
Color Blindness Test	Exam	05/21/2009	100%	View Report
Education Credential Form	Form	06/26/2009	100%	View Report



Checklist Capabilities

Organization Manager | Maplewood Software - Login to Schedul...

InspectionReady
Organization Manager

Log Off | MAPLEWOOD SOFTWARE
Traditional Craftsmanship for the Digital Future

Users Roles Permissions Leave Checklists

CAP General Checklist

- All Personnel
 - GEN.57000
 - GEN.58500
 - GEN.55200
 - GEN.55400
 - GEN.55500
 - GEN.54300
 - GEN.54400
 - GEN.54750
 - GEN.54000
 - GEN.54100
 - GEN.54200
- Autoverification
- Collection/Handling/Report
- Communications
- Computer Facility
- DataRetrievalAndPreservation
- DirectToConsumerTesting
- Environment
- General Supervisor

Successful Update

GEN.55200 Phase Complete

Are there annual reviews of the performance of existing employees and an initial review of new employees within the first six months?

Checklist Item Id: GEN.55200 Move

Department: [not set] Choose Department

Documents: Add

Comments: GEN.55200 - Yes, see the individual competency results in Inspection Ready for each employee or pull reports by Job Title.

Checklist Capabilities

Organization Manager | Maplewood Software - Login to Schedul...

InspectionReady
Organization Manager

Log Off | MAPLEWOOD SOFTWARE
Traditional Craftsmanship for the Digital Future

Users Roles Permissions Leave Checklists

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 - GEN.54000
 - GEN.54100
 - GEN.54200
- Autoverification
- Collection/Handling/Report
- Communications
- Computer Facility
- DataRetrievalAndPreservation
- DirectToConsumerTesting
- Environment
- General Supervisor
- Hardware and Software
- Interfaces
- InventoryAndStorageOfSupplies

Successful Update

GEN.55400 Phase Violation

Are technical personnel tested for visual color discrimination?

NOTE: Technologists performing testing or other tasks that require color discrimination shall be evaluated for difficulty with visual color discrimination. Evaluation is not required for personnel who do not perform such tasks. Evaluation limited to discrimination of those colored items pertinent to the job is sufficient.

Checklist Item Id: GEN.55400 Move

Department: Spokane PSCs Remove Department

Documents: Color Blindness Test Remove

Comments: GEN.55400 - Ishihara tests will be administered on June 07, 2010 in the main conference room.



PROVIDENCE HEALTH & SERVICES
CATHOLIC HEALTH INITIATIVES

Thank you
Questions?

Contact information

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