



Chapter Two of Our Lab Division's Journey to Become Best in Class

How We Shifted the Culture to Empowerment and Engaged Our Pathologists to Boost Quality and Productivity

Introductions

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ARUP's Pathology Division



Anatomic Pathology is a complex system that consists of ten interdependent departments: AP Processing, Gross Dissection, Autopsy, Research Histology, Immunohistochemistry, Cytopathology, Flow Cytometry, Special Hematology, and Anatomic Pathology Administration. We have a staff of 152 who are located at two locations, ARUP's central facility and the Huntsman Cancer Hospital, located about a mile apart. Over the past several years the departments have grown immensely and now cover locations in two hospitals as well as the ARUP main facility. The complexity of specimen travel between all of the locations has also grown and it is now time to look into lean processes and other process improvements that will allow us to more efficiently support this growth.

Best in Class

Easier, Better, Faster, Cheaper...

accomplished by implementing the tools of lean, one department at a time to create a lean organization.

- Shingeo Shingo -

Best in Class

- What's important for a winning model?
 - Dedicated Leaders with a Vision
 - Management that buy into the Vision
 - Management that empowers Employees
 - Employee empowerment and recognition

Outcome: A culture of Continuous Improvement

D'Angelo *Advantage* LLC

Getting Started...

- Concerns about implementing Best in Class:
 - Would staff buy in?
 - Would supervisors support?
 - Would pathologists get it?
- What was working in our favor:
 - Vision
 - Supportive medical director
 - Plan (kind of) 😊

the journey

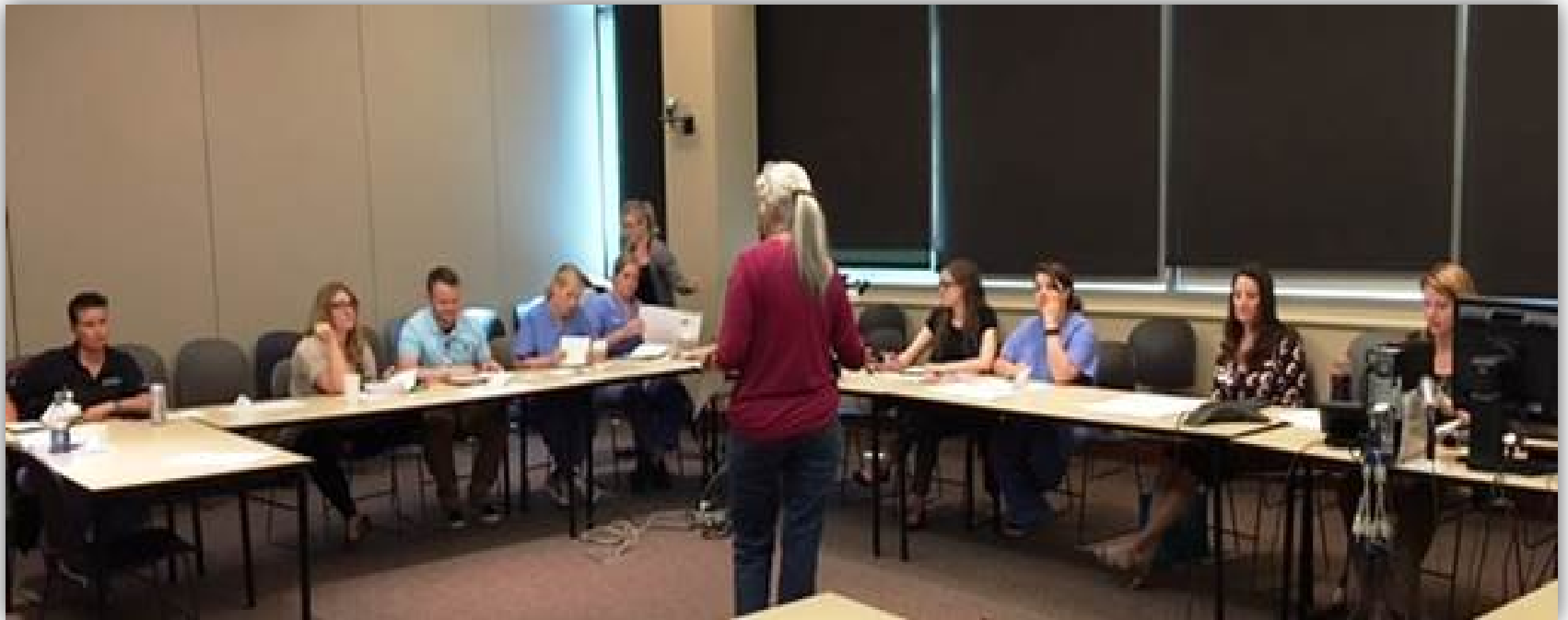
A long, straight asphalt road stretches into the distance, flanked by green fields and mountains under a dramatic, cloudy sky. The road has a dashed yellow center line and solid white edge lines. The sky is filled with large, billowing clouds, and the sun is low on the horizon, creating a warm, golden light. The mountains in the background are rugged and partially covered in snow.

Training and Empowerment

- Staff-led projects
- Previous method of only training leadership did not work
- Supervisors were too busy to pass this knowledge onto staff effectively

Training and Empowerment

Focus on the empowered and engaged staff instead of piling on leadership.



Training and Empowerment



Differentiating for Success



AP SPECIFIC MARKETING

Brand EVERYTHING that has to do with best in class: posters, emails, communications, EVERYTHING!



BIC JOURNALS

These allowed staff to carry with them something that continued to build recognition continually reminding them of our mission.



TRAIN EVERYONE

With the help of engineering, it was decided that ALL staff, not just management, should be trained in all aspects of process improvement.

Marketing



ACHIEVE PEAK PERFORMANCE

easier, better,
faster, cheaper

BEST IN CLASS

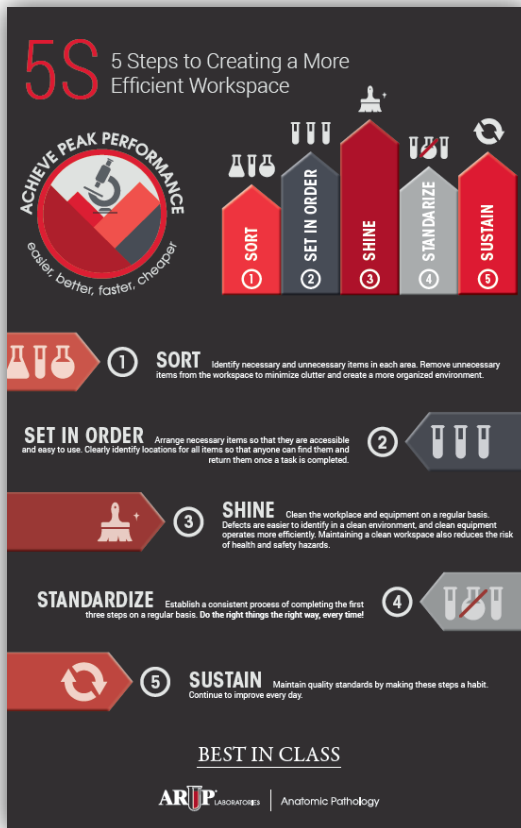
ARUP[®] LABORATORIES

Anatomic Pathology

ARUP[®] LABORATORIES

Anatomic Pathology

Marketing



5S PROCESS

Sort, Set in Order, Shine Standardize, Sustain



PROJECT OVERVIEW

The main theme of the Best in Class Project, which includes more than just 5S – although this is our foundation.



VSM

Visualizing work and aligning leadership for organization transformation.

Kick-off



5S Project



LAB SPACE



AP OFFICES



CYTOLOGY OFFICES



GROSSING LAB

5S Project



STAFF WORKSTATIONS

Staff workstations were cleared of clutter and clearly labeled bins were placed in areas that were less disruptive.

5S Project

Before:



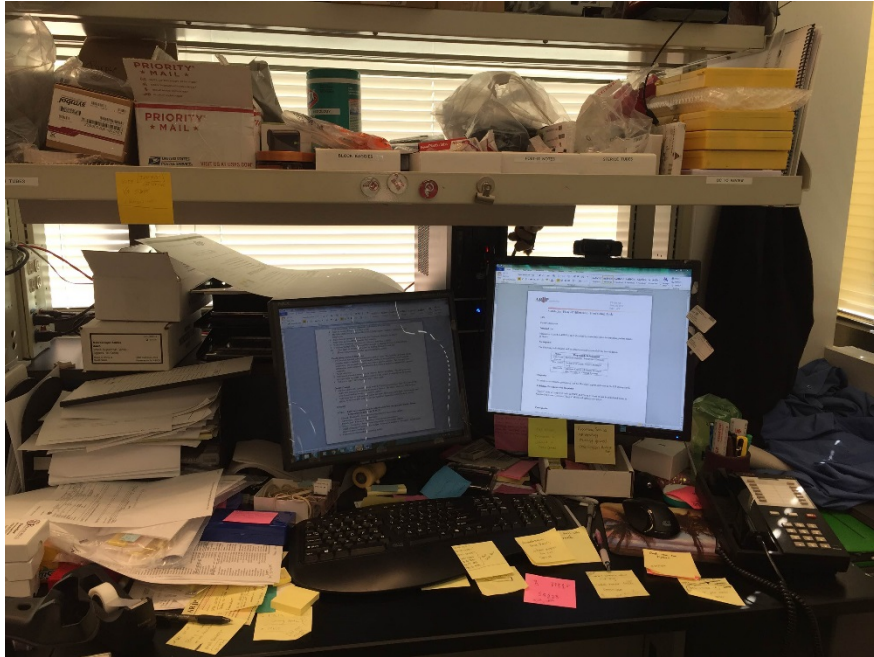
After:



GROSSING LAB

Everything "extra" was discarded. The incoming and outgoing stations were streamlined to provide ease of use for both those in the department as well as our customers.

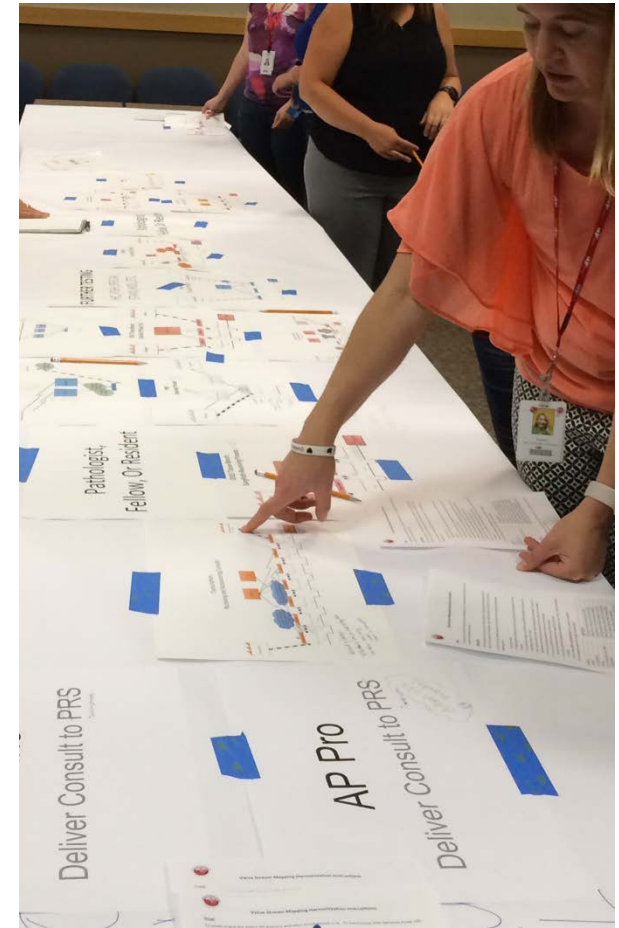
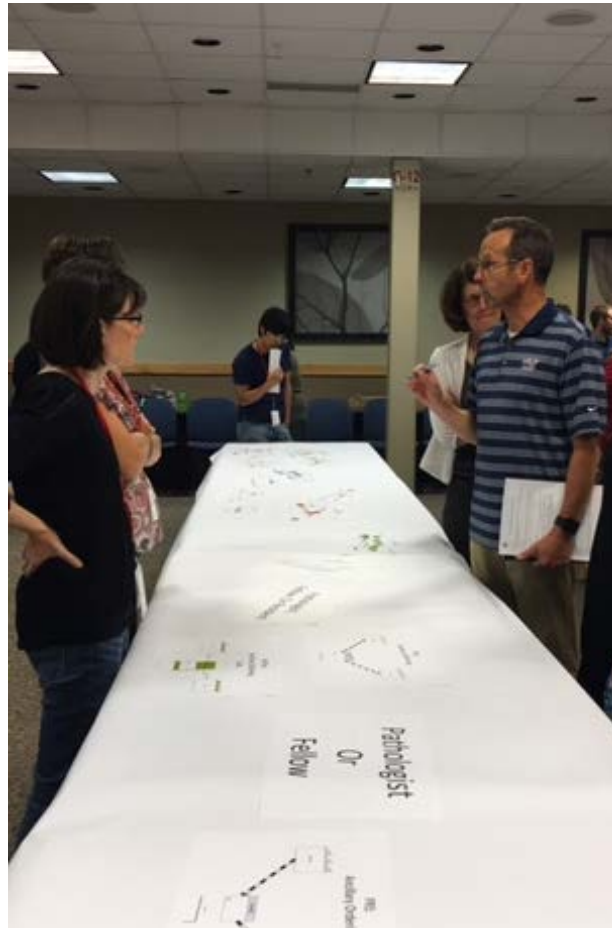
5S Project



HISTOLOGY LAB

The lead technologist desk area in Histology was where projects and tasks converged for the lab and built up. During the 5S initiative, the lead was able to sort through her area and find a better way to organize the space to ensure her projects were not forgotten and were moving forward.

Value Stream Mapping



Projects Galore!

- Staff were EXCITED
- Over 180 “projects” from all departments
- Much of this was better described as “feedback”
- Managers were overwhelmed



Projects

- Quick wins
- Addressing the “feedback” and tasks
- Increased communication



Another Lesson...

**NO GOOD
DEED GOES
UNPUNISHED.**



Taking a Step Back

STOP



SIMPL Tool

(Simple Improvement Project List)

- Staff's voices are heard
- Real-time ideas are captured
- Managers are notified
- Ability to easily prioritize



SIMPL TOOL

Staff

QUICK LINKS

Report a
Quality Issue

Report
Breach

Submit
Fax Request

Submit
Helpdesk Request

Submit Work
Order Request

UCard/Epic
Access Request

U of U Parking
Pass Request

Faculty
Sign-Out Schedule

AP
Phone List

Medical Directors
Photographs

Authorized Deviation
from SOP



Submit
an Idea!

Anatomic Pathology SIMPL Tool



ACHIEVE PEAK PERFORMANCE

easier, better,
faster, cheaper

Have questions or issues with this form? [Contact Us!](#)

Submission ID

concat(Created, IdeaProjectName)

Employee Name

Horrocks, Christian F. ;



Department:

Technical Ops - Pathology

Name this idea/project

Briefly describe the problem you want to solve

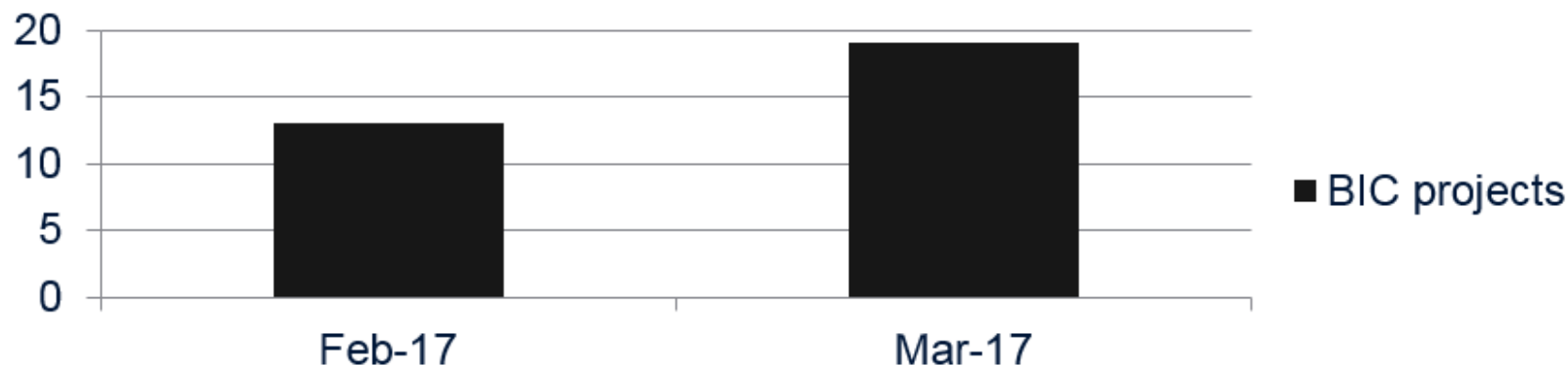
Getting Pathologists Involved



Getting the Pathologists Involved

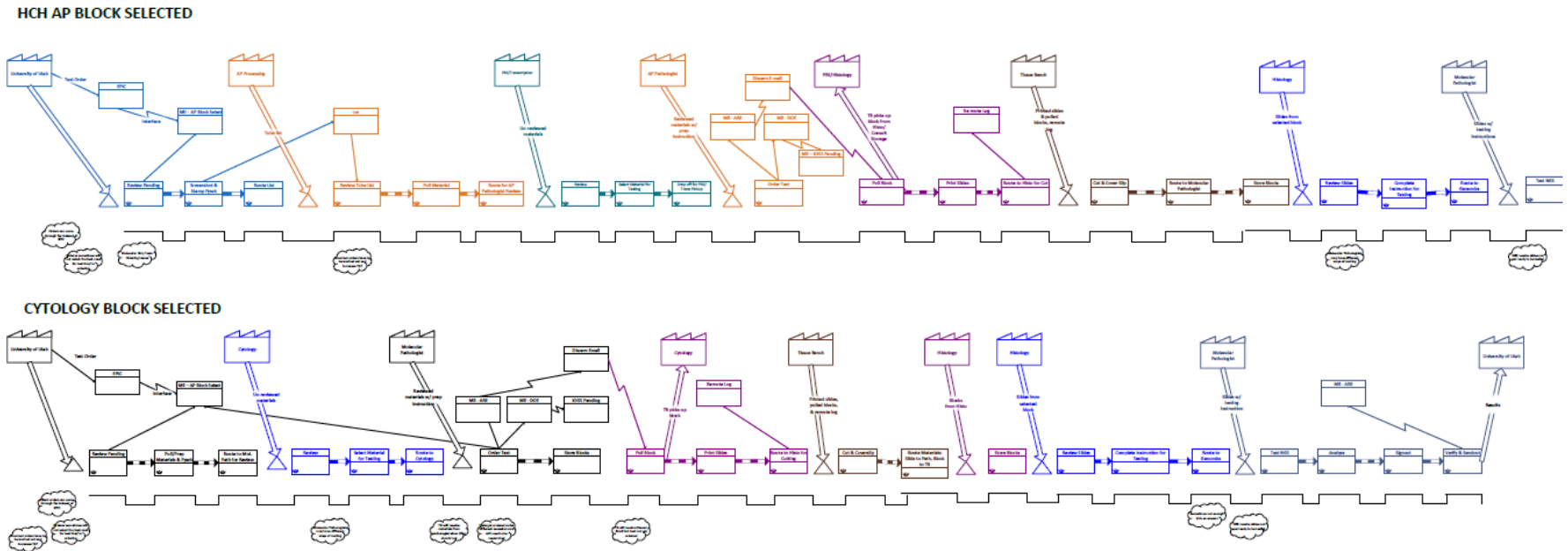


Faculty-Led Best in Class Projects

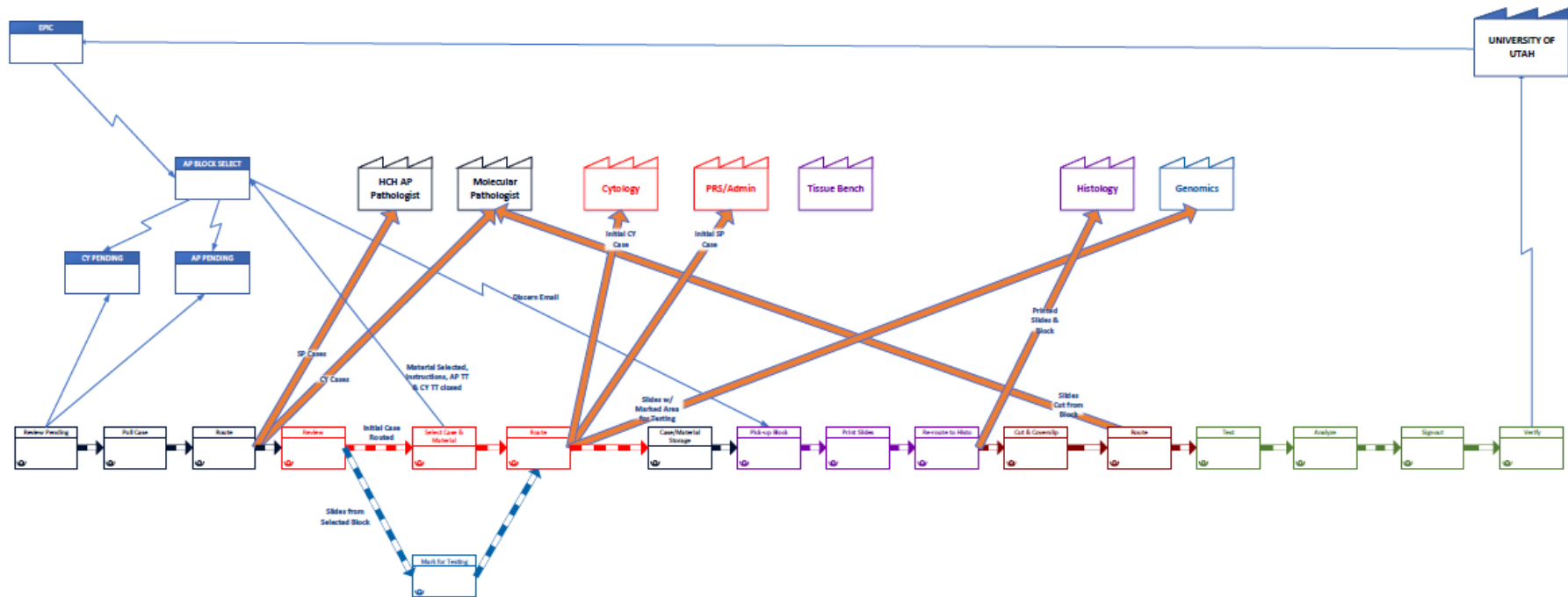


Project	Team/Medical Director
NGS workflow	Georgios Deftereos
Cytology workflow	Staff project
ICL/Histology pending	ICL/HT staff team
Seamless Pt to Pathologist process	Dan Albertson
Frozen section process	Evin Gulbahce, Eric Swanson
Rush biopsy process	Ting Liu
Subspecialty faculty on call staffing	Maria Pletneva
Aperio digital imaging archiving and access	Josh Sonnen

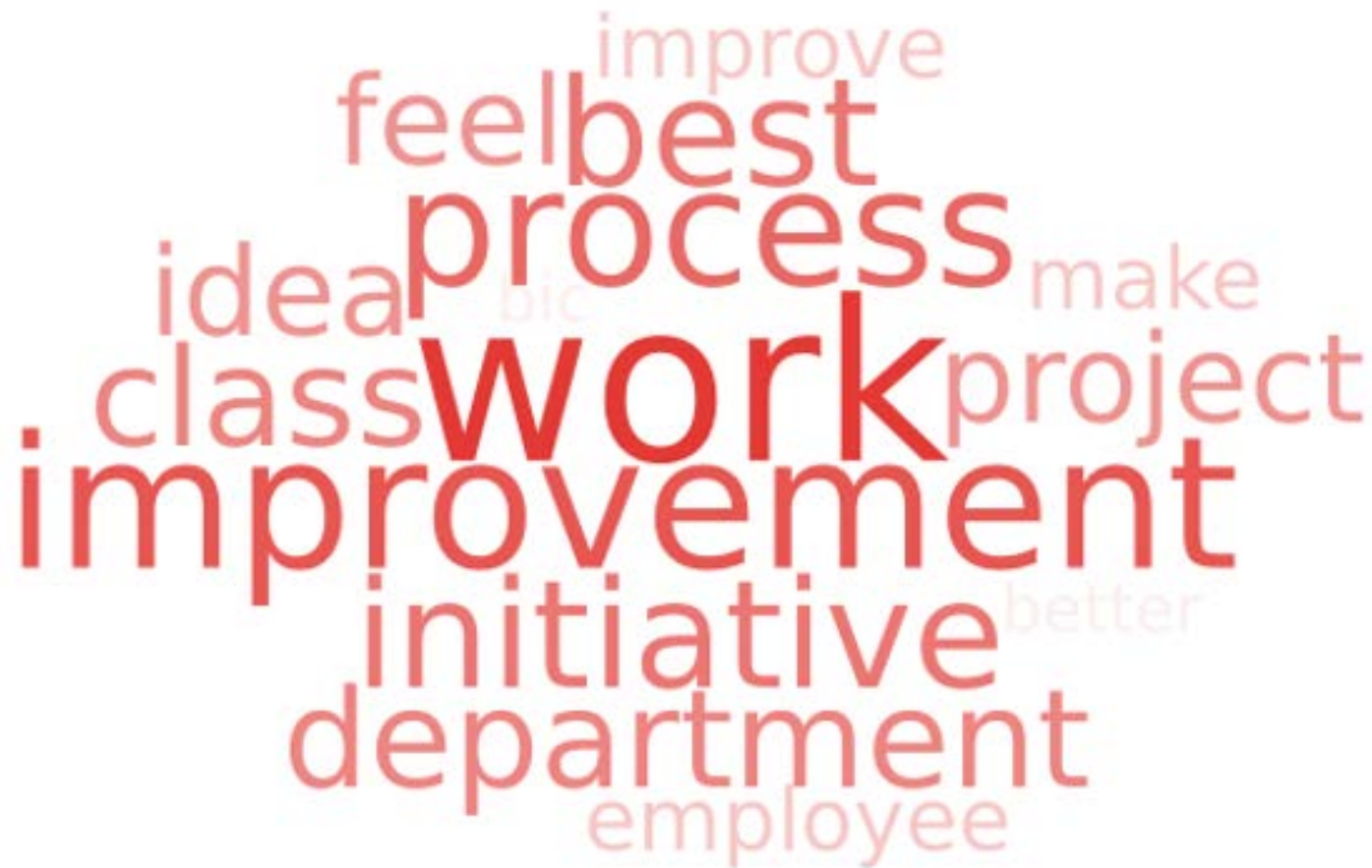
Example NGS Workflow: Before



Example NGS Workflow: After

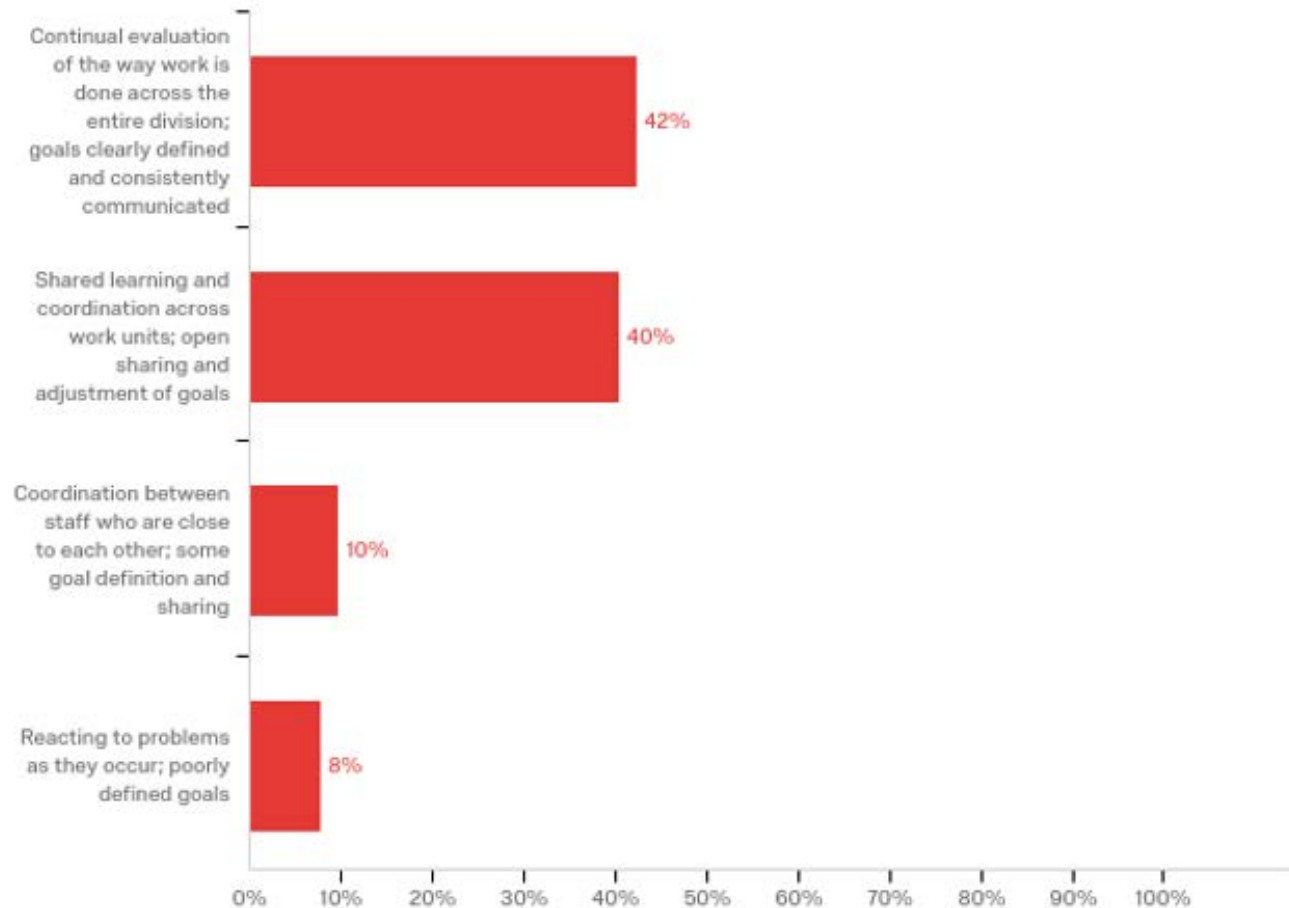


Engagement Survey

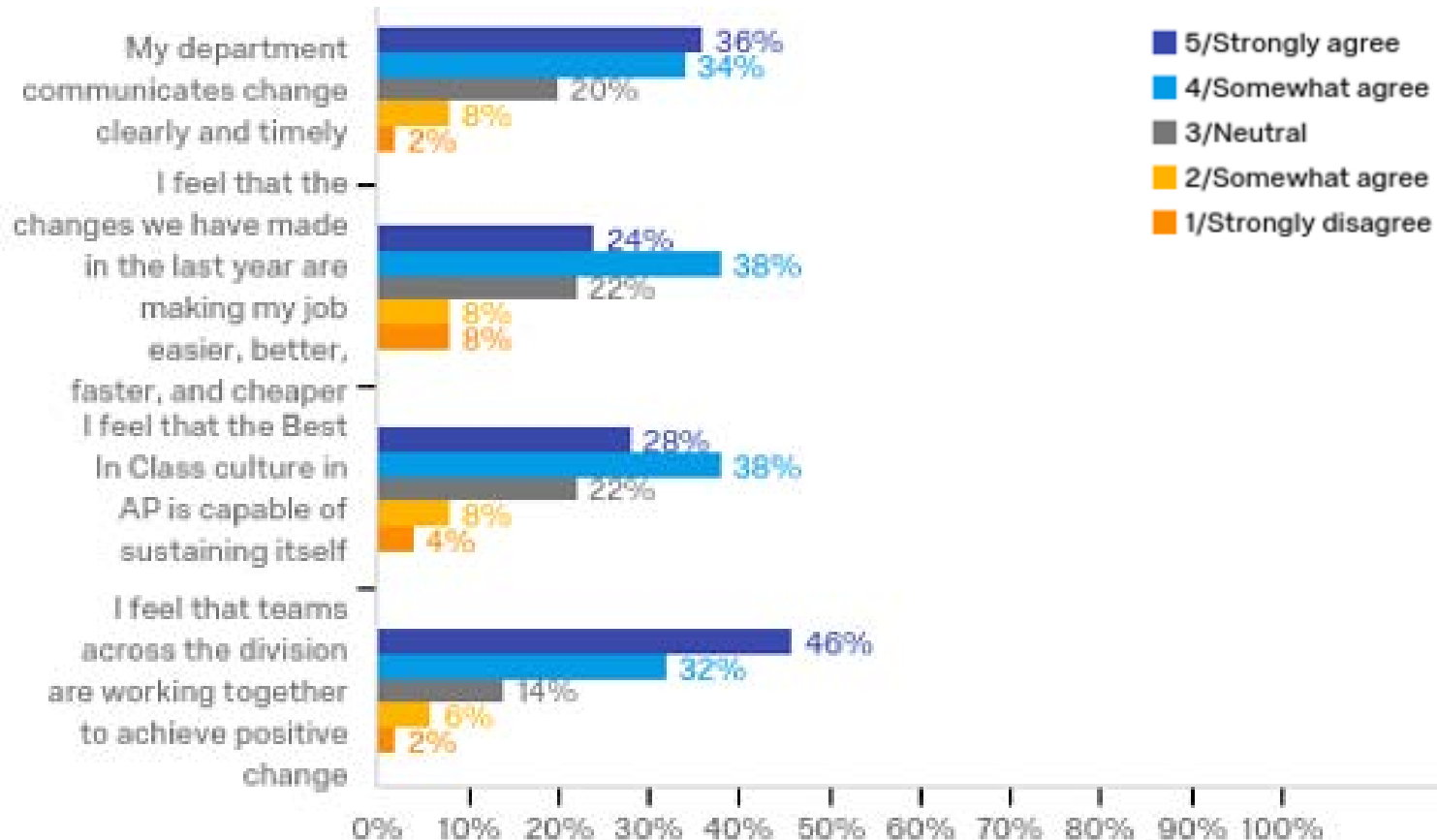


Engagement Survey

Q6 - How would you describe the current process for achieving change in the AP division?



Engagement Survey



Engagement Survey

“The BIC initiative is great way to ensure our ideas are being discussed and implemented. Issues are also being addressed instead of being set aside. I like how anyone can submit a BIC initiative and it will be taken seriously. In my department alone, we have had several major improvements that made one of our processes so much more efficient.”

“The Best in Class program has empowered the individual employees to make an impact on the changes within the company. Allowing employees, other than management, to have their voices heard. That has created a work place of mutual respect between management and staff members.”



Questions?

