



THE BLOOD CENTER

Serving you for life!

From Boardroom to Bench Infusing Lean Throughout the Lab

With Huddle Meetings, Kaisen
Events, Metrics, and More!

Nelson Hellwig, MBA

Vice President & Chief Financial Officer

AGENDA

- Who we are and the services we provide
- Changes in healthcare / blood banking created need for action!
- Initial Assessments / Lean Implementation
- Decision to “Institutionalize” Lean throughout organization
- Examples of Large Projects and Benefits of Each
- Implementation of Huddle Meetings
- Engaging and Sustaining at Every Level
- Kaizen of the Month Program
- Securing Grant Funding for Lean Initiatives
- What We Learned

QUICK FACTS



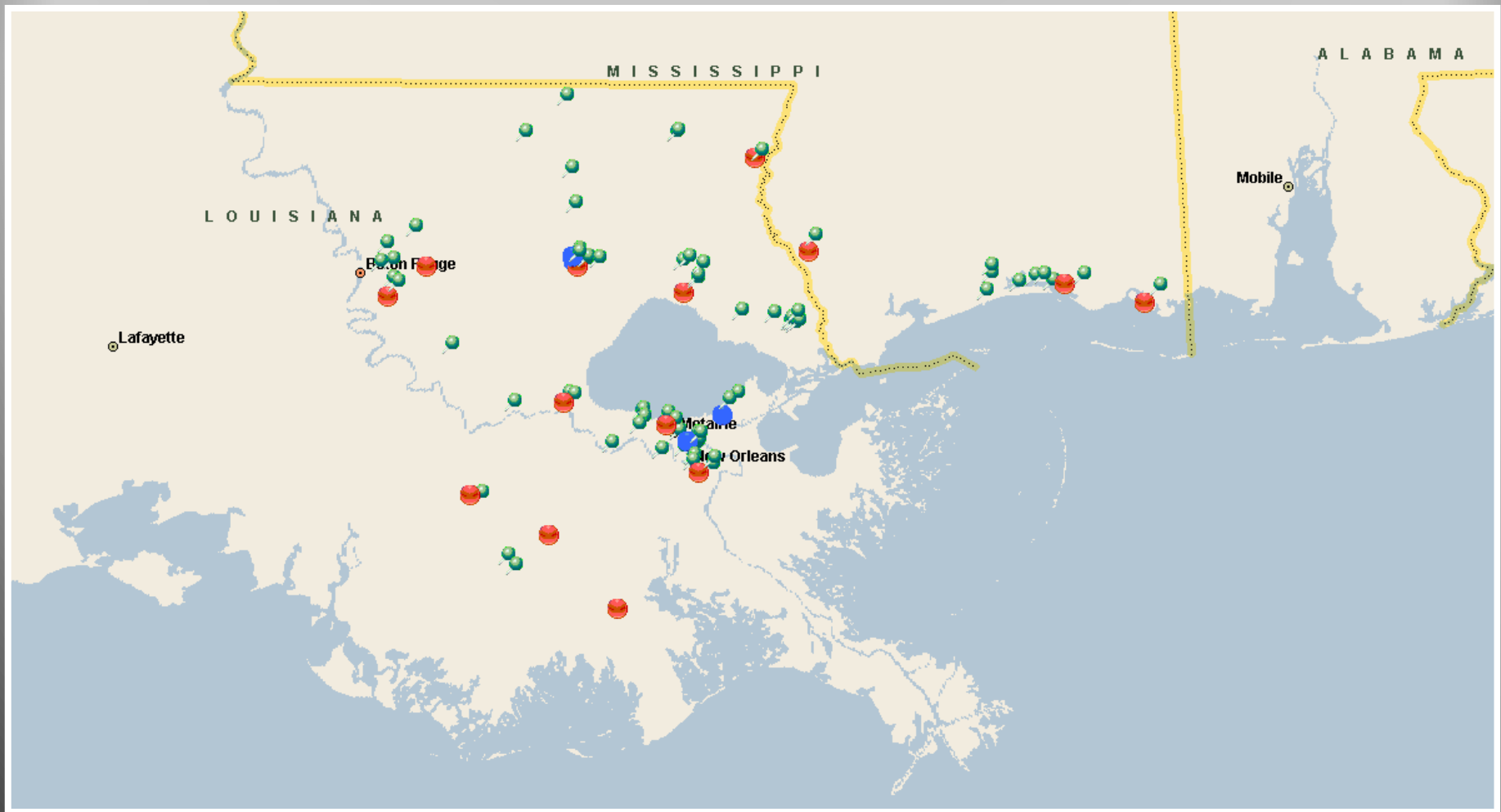
- Established in 1960
- 501(c)(3) non-profit guided by a volunteer Board of Trustees
- Serving 50 hospitals and outpatient transfusion services in Louisiana and Mississippi
- Perform RBC Genotyping
- 24 hr., 7 day a week Distribution and Reference Lab services
- One of 54 Immunohematology Reference Laboratories in the U.S.
- 15 donor collection sites; Collections of 200+ units daily
- Licensed and regulated by the Food & Drug Administration (FDA), accredited by the American Association of Blood Banks (AABB)
- Nursing teams perform therapeutic apheresis procedures at client hospitals (direct patient care)
- Collect dendritic cells for cellular therapy treatments



THE BLOOD CENTER

Serving you for life!

SERVICE AREA



THE BLOOD CENTER

Serving you for life!

QUICK FACTS

Immunohematology Reference Lab (New Orleans)

Component Processing Lab (New Orleans)

Infectious Disease Testing Lab (Hammond)
Serologic & Nucleic Acid

Component Processing Lab (Hammond)

Reference Lab (Hammond)

Molecular Lab (Hammond)

QUICK FACTS

- Hepatitis B surface antigen (HBsAg)
- Hepatitis B core antibody (anti-HBc)
- Hepatitis C virus antibody (anti-HCV)
- HIV-1 and HIV-2 antibody (anti-HIV-1 and anti-HIV-2)
- HTLV-I and HTLV-II antibody (anti-HTLV-I and anti-HTLV-II)
- Serologic test for syphilis
- Nucleic acid amplification testing (NAT) for HIV-1 and HCV
- Nucleic acid amplification testing (NAT) for West Nile virus
- T. cruzi (Chagas') antibody (anti-T. cruzi)

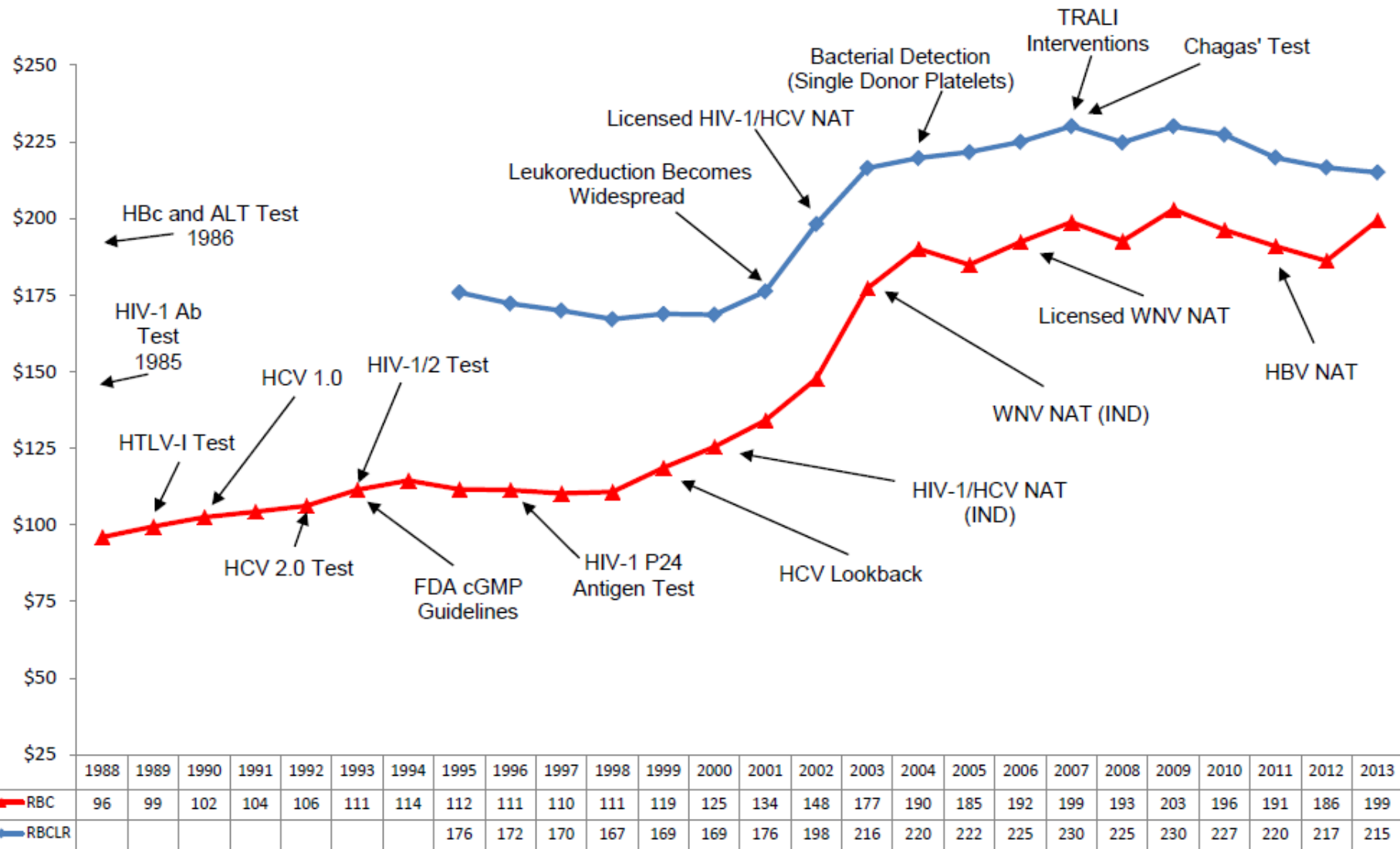
CHANGES IN HEALTHCARE

- Blood Centers charge hospitals a service fee for blood products
- Depending on size and services offered, blood products can account for up to 15% of a hospital's supply costs
- Affordable Care Act and changes to reimbursement
- Hospitals and hospital systems putting blood products and related services out to bid through RFPs
- Blood product pricing is dropping; necessary to reduce costs wherever possible

America's Blood Centers

Safety Measures and Median Red Cell Service Fees in Current Dollars

1988 - 2013

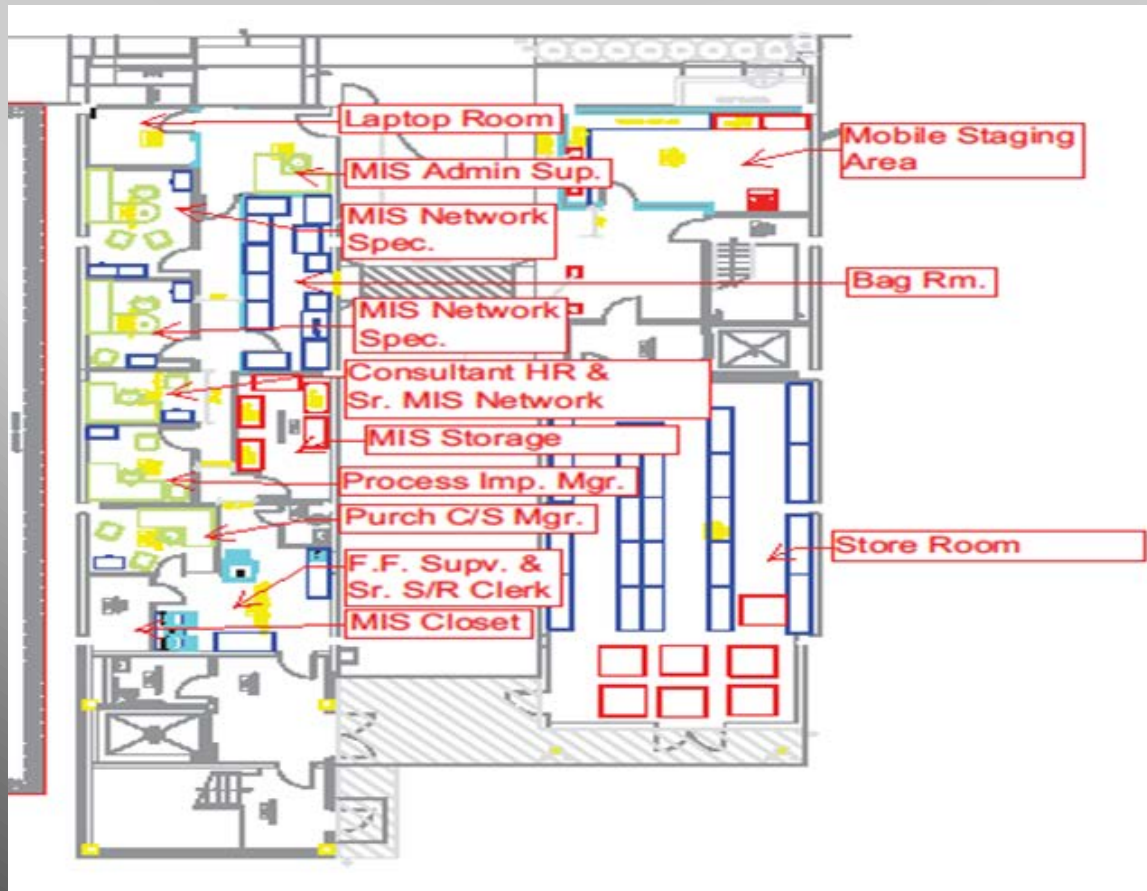




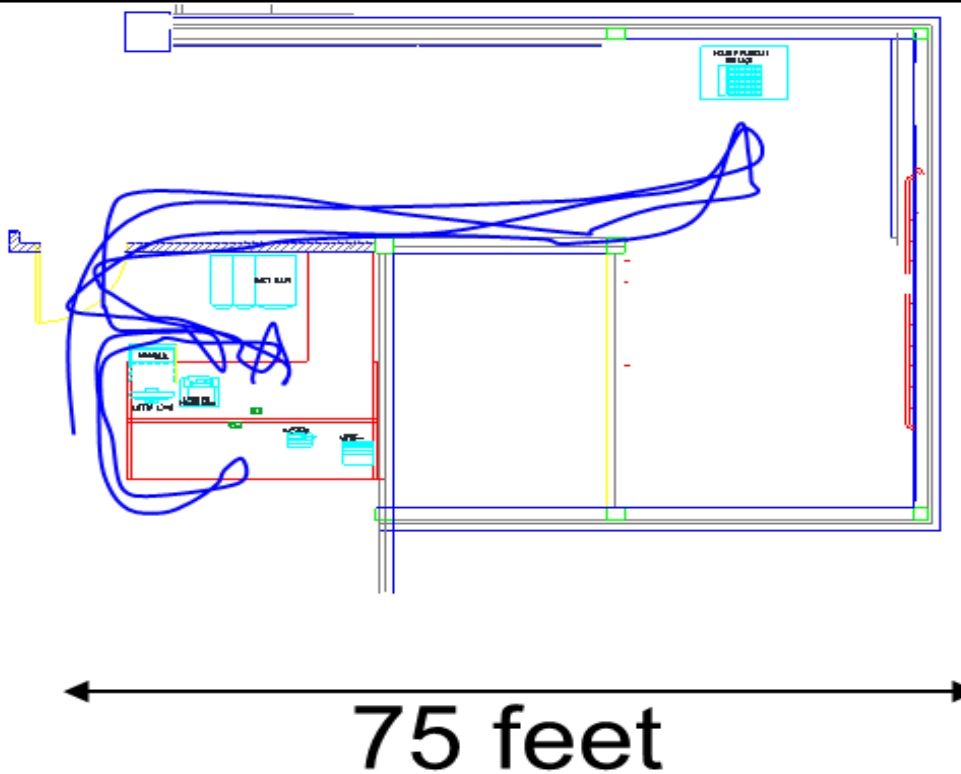
PROJECT

Storeroom Size Reduction

- New building had smaller storeroom footprint
- Making that work impacted staging for blood drives, ordering of product and deliveries to remote blood donor collection sites.



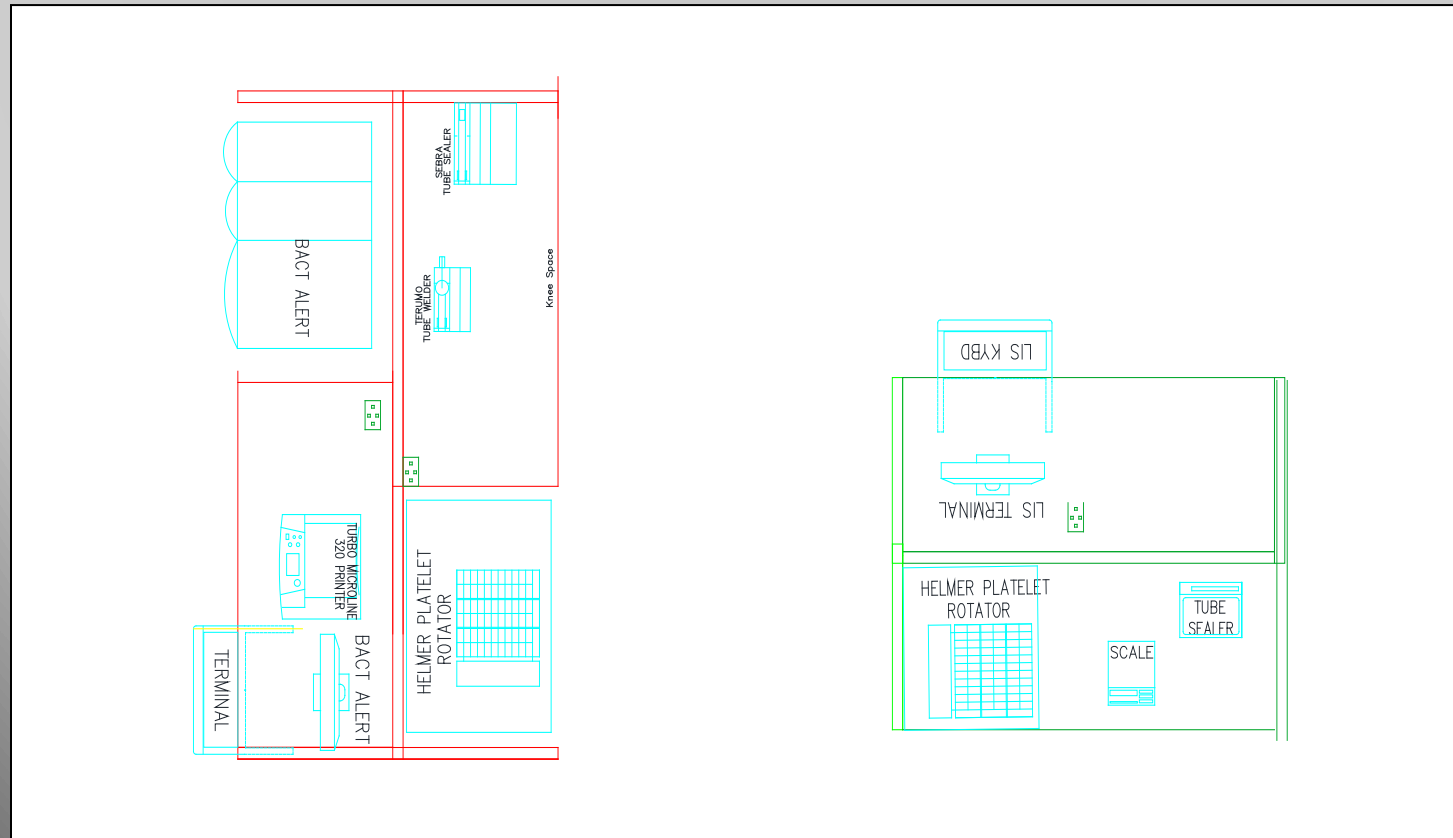
PROJECT Laboratory Design



CURRENT

PROJECT

Laboratory Design



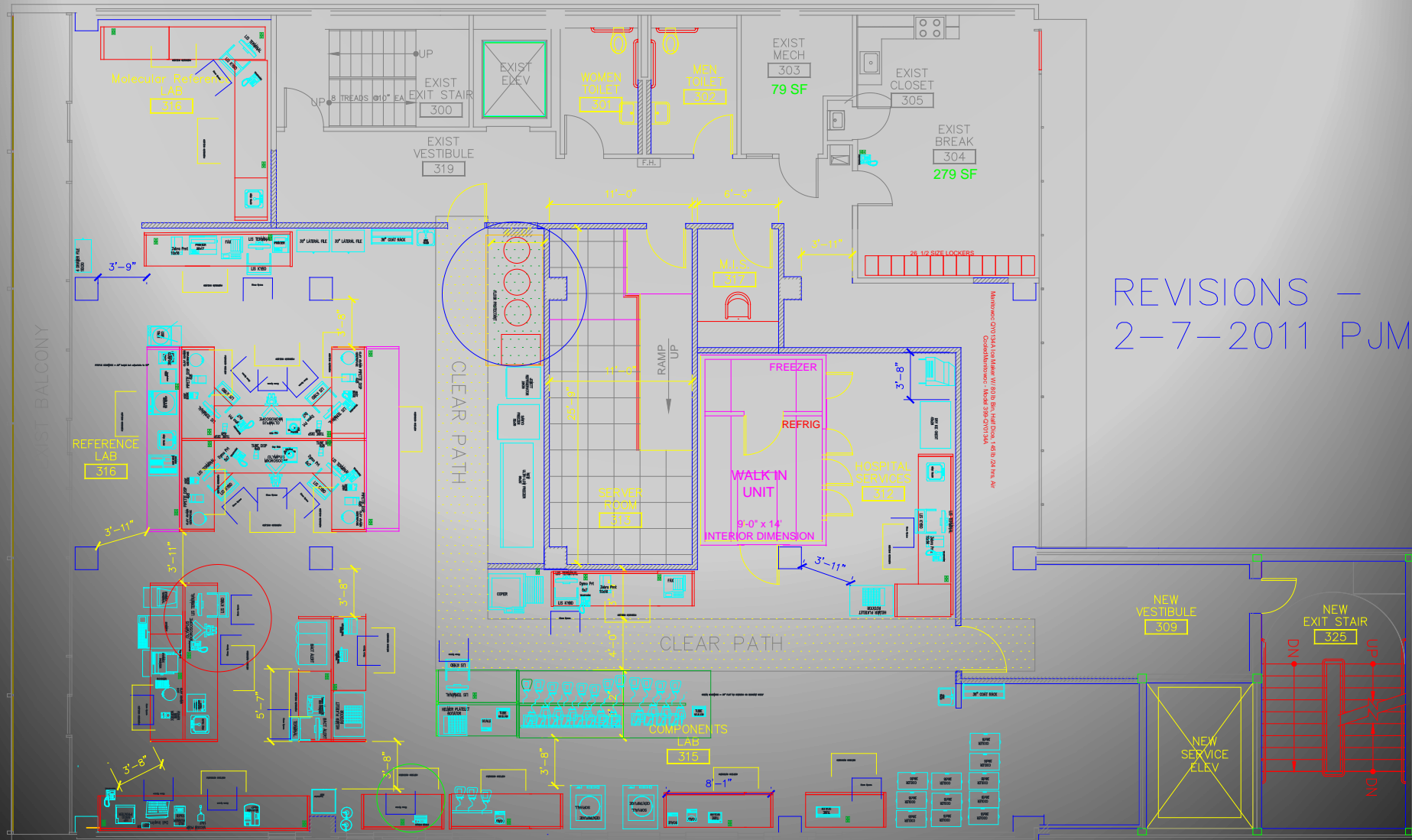
- Operator travel has decreased by 90% for each cycle of process steps (note order of process steps)
- Increased FTE utilization



THE BLOOD CENTER

Serving you for life!

PROJECT Laboratory Design

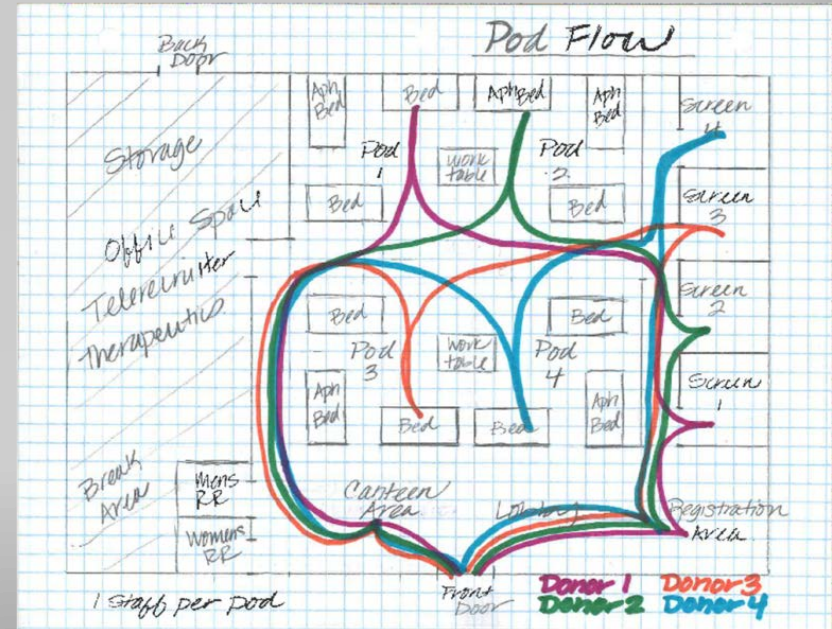


REVISIONS –
2-7-2011 PJM

PROJECT

Gulfport Donor Center

- Spaghetti Diagrams
- Ideal pod flow layout for donors



Donor Supply Efficiency...Just Kitting

Gina Schmitt, Process Improvement Manager
The Blood Center, New Orleans, LA

Introduction

In 2011, a team at our organization was trained by an outside consultant, Patrick Maul MT, (ASCP), MBA, (Becton Dickinson – Lean Six Sigma Black Belt) on Lean methodologies and tools. During training, the team observed inefficiencies in distribution, storage and use of collection supplies at our donor centers and on mobile drives.

Contact

Gina Schmitt
The Blood Center
gschmitt@thebloodcenter.org
504.592.1579
www.thebloodcenter.org

Study Design/Methods

A kit contains every item needed to complete a process according to SOP. Over the past year, the team conducted several pilots to investigate whether kits would actually improve our processes and make them more efficient. Data was collected regarding the cost of kits, wastage, storage and labor to determine whether they posed a cost savings to our organization.



Screening Kit



Phlebotomy Kits

Results/Findings

Labor

Our estimated yearly cost of labor and re-work is a minimum of \$25,525. It was found that kits will save time and labor by reducing packing and set-up/breakdown time. In addition, fewer items will be received and stocked, resulting in faster and more accurate inventory counts.



Storage

Our estimated yearly cost of storage is \$40,588. It was found that kits will require far less storage space than the supplies individually.



Wastage

Our estimated, yearly wastage is a minimum of \$21,605. It was found that kits will reduce waste by providing a standard location for supplies and reduce the chance that they will be found expired or out of temperature. It was also found that kits reduce clutter in donor collection areas.



Control

An additional finding is increased control, as each item in a kit can be tracked by a master lot number. Used kits can be analyzed to investigate problems at individual donor sites or mobile drives.



Cost Savings

Collected data was processed as a buy versus make decision and it was found that the purchase of kits actually project a cost savings. Yearly projected cost savings, with kits, is \$11,446.



Conclusion

The potential process improvements and cost savings were highly beneficial, so we decided to implement the kits this year. In April of 2013 we started using the kits in all of our collection centers and mobile drives. We are now in the process of analyzing the logistics of how we distribute the kits use and what is left in the kits after use to further improve our process.



Mobile Supply Tote, Pre-Kitting



Mobile Supply Tote, With Kits

HUDDLE MEETINGS

- A planned, daily meeting within a work group
- A consistent approach to communication
- A means of expediting the sharing of information
- A discipline that helps to drive small continuous improvements
- A focal point for updating or showing updates to a team's primary visual display

...at The Blood Center

- Planning for the day's blood collection activities
- Planning for the manufacturing of blood components
- Planning for the testing workload for the day

ENGAGING & SUSTAINING

- Process Improvement Manager
- Lean part of new hire orientation and annual in-services
- Lean part of operations meetings and annual retreats
- Executive Steering Committee Meetings
- Lean Audits
- Writing Lean into job descriptions
- Kaizen of the Month Program

EXECUTIVE STEERING COMMITTEE

- Vice Presidents and CEO
- Updated weekly
- Meets Bi-Weekly
- Approves Projects; Votes on Kaizens of the Month
- Answers questions; “steers” progress
- Prioritizes organizational needs

KAIZENS



**February Kaizen
Winner:**
Darla Landry
Promotions Specialist

**February Kaizen: Labeling Promotion
Boxes in the Storeroom
by Darla Landry**

Darla suggested adding a label on each promotional item box before being distributed to the centers. This label includes a picture of the promotional item, when the promotion starts/ends and the quantity. This label is a visual cue to donor center staff and will make it easier for them to know when to use each promotional item.



Please share your thoughts that may help save money, improve safety or improve process efficiency at TBC. Monthly winners win a \$50 gift card and are eligible for the yearly grand prize. Please submit your Kaizens to Gina Schmitt. For more information visit TBC's intranet.



**March Kaizen
Winner:**
Janet Shorts
Accounts Payable Clerk

**March Kaizen: Vendor Discounts
by Janet Shorts**

Janet proposed meeting with vendors to discuss the possibility of adding a discount term to invoices. Thanks to Janet's Kaizen, TBC was able to negotiate a discount with QPS. This discount is estimated to save TBC \$3,500 this year.

Krewe of Kaizens

Congratulations to Omar Sharrieff for winning the Kaizen of the Year Award! He will reign as King Kaizen I. We also want to acknowledge all of our monthly Kaizen winners and everyone who participated in the 2013 program. Through all of your ideas, we are able to improve process efficiencies and save TBC money! No matter the size of an improvement, small or large, together they can equal a great deal of savings at the end of the year; and they did!

The Kaizen Incentive Program was so successful in 2013 that we are going to continue it into 2014 so please keep sending in your ideas.

Thank you to everyone in the

Krewe of Kaizens!

King Kaizen I

Omar Sharrieff

Krewe Lieutenants

Ann Siatta

Elois Sance

Genie Maggio

Susan Varisco

Kelli Daigle

Krewe Members

Pat Espiritu

Valerie Mascorro

Foster Gomez

Marybeth Scallan

Brittany Pugh

Ira Wright

Karla Carpenter

Brandon Weales

Kim King

Tericka Selmon

Theresa Dier

Cassie Ponce

Jena Smith

Stephanie Myles

Janet Shorts

Elizabeth Neupert

Cindy Bulligan

Linda Herman

Phyllis Haines

Securing **GRANT FUDING**

- “Capacity Building”
- Accentuate benefits to end users of Lean implementations (patients, etc...)
- Cast a wide net, but focus on local
- Show the results in person, when possible
- Quantify savings in costs and improvements in quality



WHAT WE LEARNED

- Change can be hard; REALLY hard!
- You get what you tolerate and deserve what you expect
- Change the people or **CHANGE THE PEOPLE**
- Pilots are an easy way to see if a new idea has merit
- Every organization has their own journey; needs to fit your culture
- The successes are huge team builders
- Great way to develop younger employees

THANK YOU!

QUESTIONS?

Nelson Hellwig

(504) 592-1531

nhellwig@thebloodcenter.org



THE BLOOD CENTER

Serving you for life!