



Lab Quality Confab 2008
Atlanta, GA



Winning Florida's Sterling Award for Quality: Quest Diagnostics Miami Division's Pursuit of Excellence

September 24, 2008

Doug Lang, MBA, MBB
Tonya Pate, MT (ASCP), MBB



Lab Quality Confab 2008
Atlanta, GA



Presentation Outline

- Florida Governor's Sterling Award
Overview
- Why Challenge for the Award
- South Florida Business Unit's Quality
Journey
- Key Lessons Learned
- Q & A



Lab Quality Confab 2008
Atlanta, GA



Florida Governor's Sterling Council

- Founded in 1992 to Recognize Organizational Performance Excellence
- Based on Malcolm Baldrige Criteria
- Three Levels of Assessment
 - ✍ Sterling Navigator (lowest)
 - ✍ Sterling Performance Excellence Challenge
 - ✍ Governor's Sterling Award (highest)



Lab Quality Confab 2008
Atlanta, GA



Florida Governor's Sterling Award Criteria Categories

- 1.0 Leadership
- 2.0 Strategic Planning
- 3.0 Customer & Market Focus
- 4.0 Measurement, Analysis & Improvement of Organizational Performance
- 5.0 Workforce Focus
- 6.0 Process Management
- 7.0 Results



Lab Quality Confab 2008
Atlanta, GA



Florida Governor's Sterling Award Application Process

- Submit Written Application
 - ✍ Based upon Award Criteria
 - ✍ Respond to Specific Questions
 - ✍ Limited to 50 pages in Length
- Host On-Site Evaluation
 - ✍ Demonstrate Authenticity of Written Application



Lab Quality Confab 2008
Atlanta, GA



Why Challenge for the Award ?

- Attain External Recognition for the Superior Service Provided to Customers in South Florida
 - ✍ # 1 in Customer Satisfaction 2005-06*
 - ✍ # 1 in Patient Satisfaction 2006*
 - ✍ World Class Employee Sat. 2004-06*
 - ✍ Best Place to Work in S FL – FL Business Journal

**Quest Diagnostics Internal Benchmarks*



Lab Quality Confab 2008
Atlanta, GA



Why Challenge for the Award ?

- Become One of the Few Major Laboratories to be Recognized for Performance Excellence
- Continuously Improve all Aspects of Operations by Learning from Outside Experts
- Demonstrate to Current and Future Customers a Commitment to Providing the Highest Levels of Service and Quality



Lab Quality Confab 2008
Atlanta, GA



South Florida's Quality Journey

- 1998 – ISO 9002 Certification
- 2001 – Launch of Six Sigma
- 2004 – Integration of Lean & Six Sigma
- 2006 – Sterling Application
- 2007 – Award Recognition

ISO and Lean/Six Sigma were Key Enablers to
Winning the Award on the 1st Application



Lab Quality Confab 2008
Atlanta, GA



Review of Lean/Six Sigma's Impact on

- Leadership
- Strategic Planning
- Customer & Market Focus
- Measurement, Analysis & Knowledge Mgt
- Process Management
- Results



Lab Quality Confab 2008
Atlanta, GA



Leadership

- Business Quality Council
 - ✍ Align, Prioritize & Allocate Resources
 - ✍ Review Progress
- Management Engagement
 - ✍ Green Belt certification
 - ✍ Project Champions



Lab Quality Confab 2008
Atlanta, GA



Strategic Planning

- Putting Patients First
 - ✍ Appointment Scheduling - >30% Adoption Rate
- Reduce Anxiety Time
 - ✍ Cytology Kaizen – 31% Volume ? by 7:30am
 - ✍ Histology Kaizen – 46% TAT Improvement
 - ✍ Specimen Arrival & Staffing – 150% Improvement in Meeting Specimen Processing Close Time



Lab Quality Confab 2008
Atlanta, GA



Customer and Market Focus

- Payor-Specific Claim Adjudication – 31% Denial Reduction (Joint Project with Payor)
- Client Problem Resolution - 95 % TAT Improvement
- Targeted Selling - 50% Payor-Specific Requisition Increase



Measurement & Analysis

- Metrics – Six Sigma Tools to Identify, Display & Track Trends
- Data Integrity- Ensure Accurate Measures & Data Collection (MSA)
- Data Analysis – Hypothesis testing, ANOVA, Regression

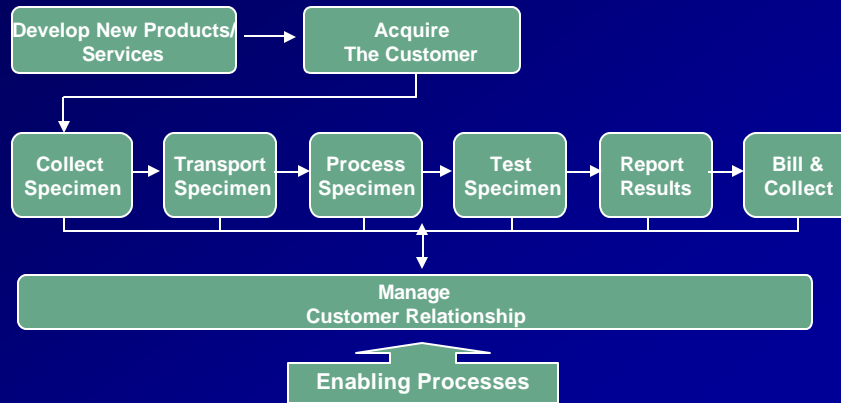


Process Management





Process Management: Core Processes



Process Management: Example Metrics

Specimen Collection	Transport Specimen	Process Specimen
<u>PSC Indicators</u>	<u>Logistics Indicators</u>	<u>Specimen Management Indicators</u>
Wait time	Missed pick ups	Data entry quality
Satisfaction Index	Specimen Arrival	Specimen thawed
Complaints	Stat pick ups	Close Time
	Dispatch ASA	Productivity

Key Metrics are Established for all Core Processes and Linked to Customer CTQ's



Lab Quality Confab 2008
Atlanta, GA



Results

Key Metrics	Impact
Customer Satisfaction (Overall)	#1 in Quest Diagnostics
Customer Satisfaction (Compared to Competition)	74% Rated Quest Diagnostics better
Customer Satisfaction (Quality of Service)	89% Outstanding or Good
Patient Satisfaction	#2 in Quest Diagnostics
Employee Satisfaction	19% Improvement
Six Sigma ROI	> 5:1



Lab Quality Confab 2008
Atlanta, GA



Lessons Learned: What We Did Well

- Employee Engagement
 - ✍ Daily Messaging to all Employees from Leadership
 - ✍ Word Search Puzzles, Games & Prizes
 - ✍ Countdown Poster
 - ✍ Paycheck Stub Attachments



Lab Quality Confab 2008
Atlanta, GA



Lessons Learned: What We Did Well

- Senior Leadership Knowledge and On-Going Review of Processes and Trends
- Availability of Data on all LEAN/Six Sigma projects
- Processes and Projects Aligned with Strategic Plan (BluePrint)
- Processes Clearly Defined (SOP's –ISO)



Lab Quality Confab 2008
Atlanta, GA



Lessons Learned: Areas for Improvement

- Benchmarking Ourselves in the Industry
- Strategic Plan – Look Further into the Future
- Documentation of Customer Contacts
- Vendor Relationship – Align Vendors with OUR Needs (rate vendors on quality)
- Tailoring Materials to Meet Needs of Specific Market Segments



Lab Quality Confab 2008
Atlanta, GA



Cool Quote

*"In God We Trust -
Everybody else has to
show data"*

Sterling Examiners



Lab Quality Confab 2008
Atlanta, GA



Thank you for the opportunity to share our
story with you...

Next: Questions & Answer Session