



Getting Teammates Engaged

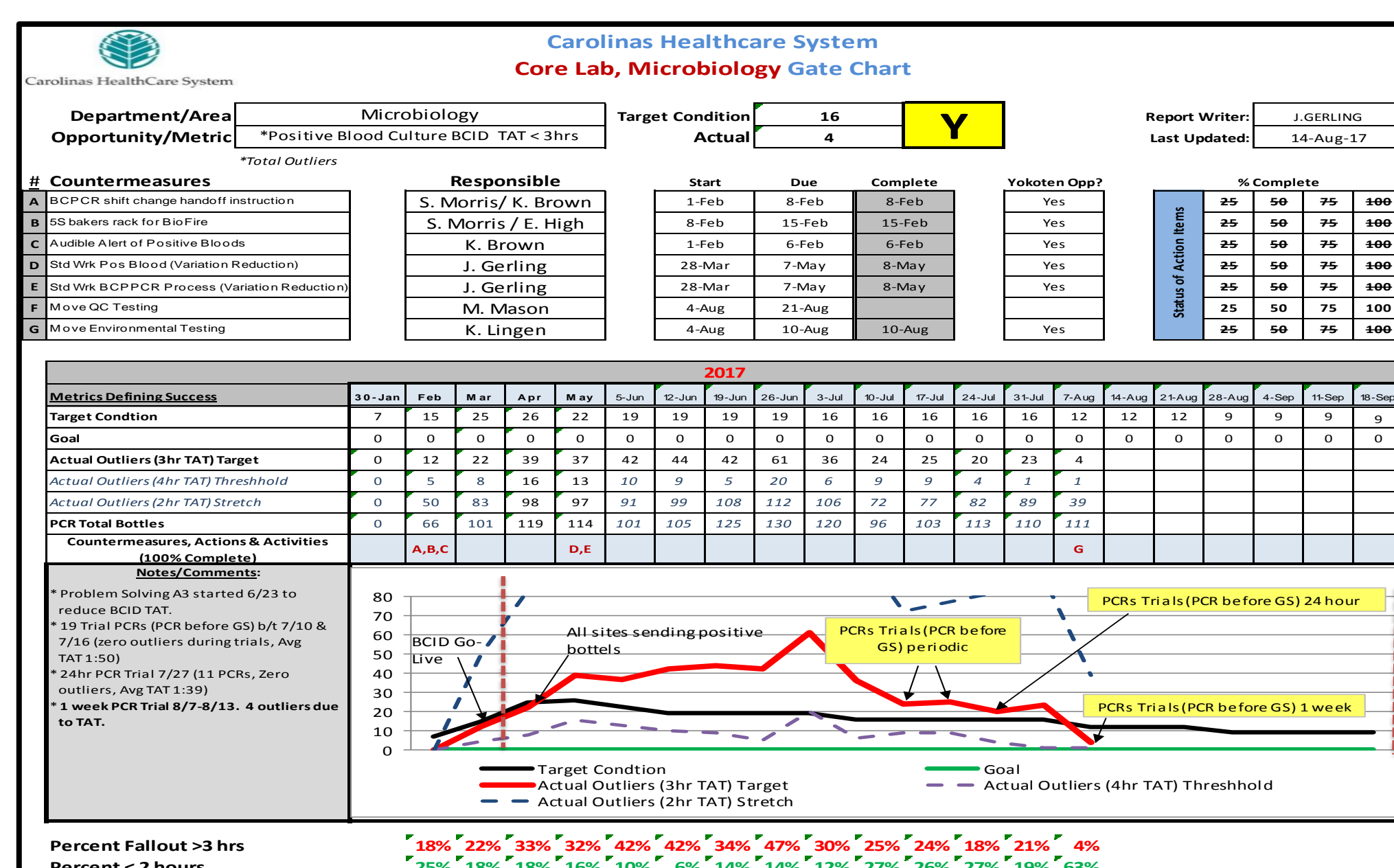
BACKGROUND

A reflection of last year's performance in Microbiology revealed that improved teammate engagement should be a top priority for 2017. Taking a similar approach to the lean transformation in Specimen Management in 2016, Microbiology developed an Activity A3 to scope improvement opportunities for the department. It was determined that teammate involvement would be one of the greatest driving forces to creating a lean culture in the Microbiology. A metric was developed to increase the number of CI activities performed by Microbiology teammates. The goal was to ensure that the people who are in the work flow and know the processes best would be the ones to come up with solutions to the everyday issues that they come across. The intent being that the team would also adapt to a culture of continuously improving their department.

GOALS

- The Microbiology Department established a goal of 216 continuous improvement activities to be accomplished in 2017. This goal was obtained by setting the expectation that each of the 36 teammates perform 6 CI's over the course of the year.
- Leaders would have one-on-ones with the teammates every 2 months, and include the discussion of the teammate's accomplishments and help to remove barriers to achieve more when they are not meeting their expected goal.
- A stretch goal of 252 was set in the hopes that the teammates would exceed their expected goal by 1 each.

HIGHLIGHTS



BCID TAT

An A3 problem solving team is supporting the department metric of reaching a TAT of 3 hours or less with the new BioFire technology for Blood Culture identification. A revision of the standard work was proposed and trialed. The trial showed a 26% improvement in turn around time from the previous method, resulting in only 4% outliers and 64% of processed bottles meeting the stretch goal of results in < 2 hours!



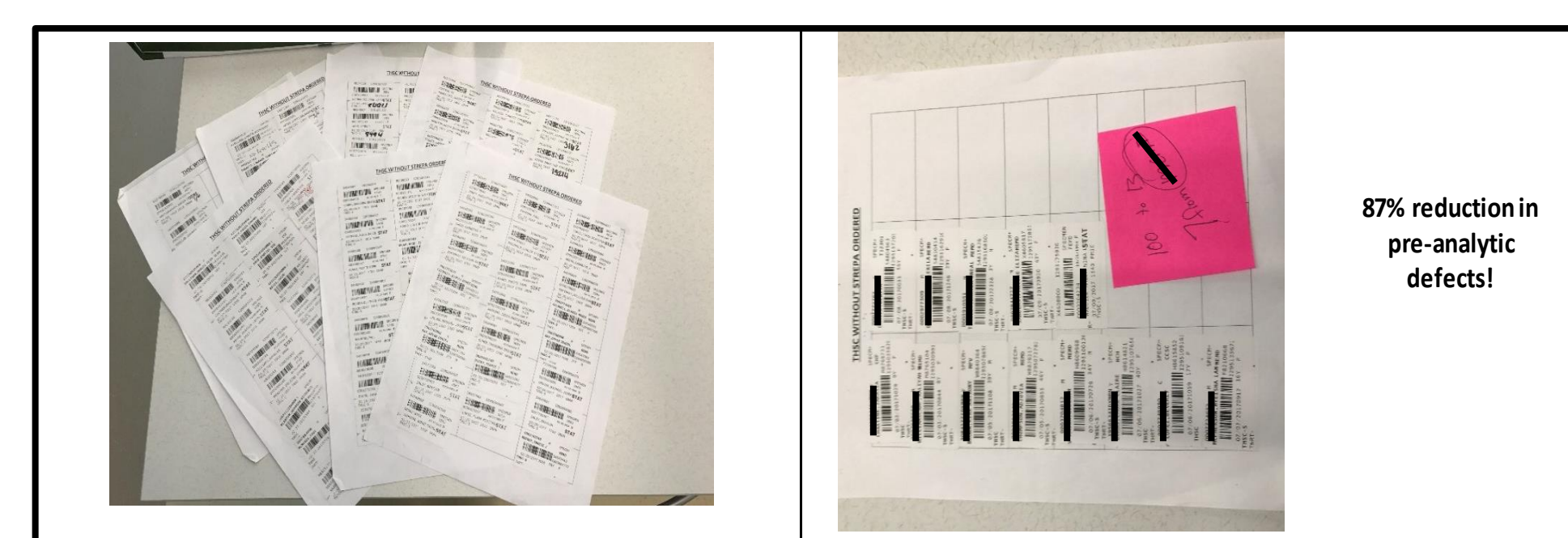
First in- First out

Together, Microbiology and Specimen management established a first in-first out system for specimens dropped off in Microbiology for processing at the hood. This was done by adding visual management cues on both sides of the bakers rack, indicating which order to load and pull from, and adding numbered cards to write the drop off time, which are put into the bins of specimens. This allows for better management of specimens and ensures that they are all plated in a timely manner.



Incubator 5S

2nd and 3rd shift teammates worked together to make culture placement easier for new teammates.



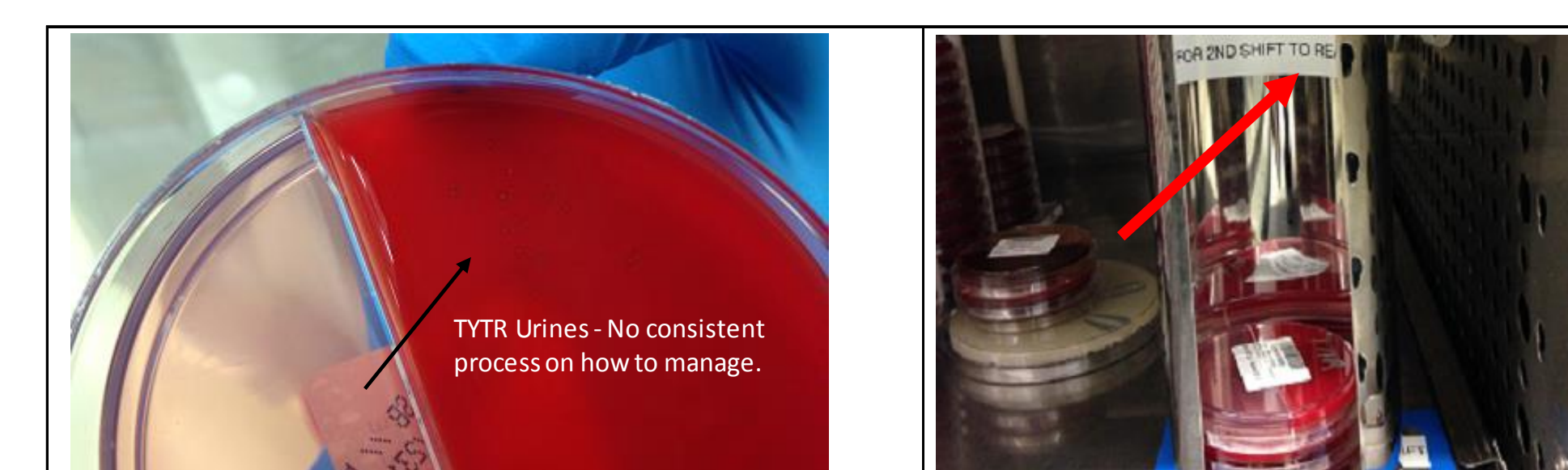
Throat Swab Pre-Analytic Defects

Data showed that the biggest pre-analytical defect into the Microbiology department was throat swabs sent to the Microbiology lab with the test code THSC. Approximately 3.5 hours a week was spent correcting these swabs, thus delaying culture results for patients. After partnering with the acute care facilities, this defect was reduced from over 100 a week to 13. This resulted in a reduction of 3 hours of rework per week.



Needed Equipment

Through Gemba of the virology room, it was realized that the incorrect type of centrifuge was being used for processing DFA's. The microfuge needed to perform the task efficiently was found in the lab's red tag area. The smaller size of the microfuge allows it to be kept in the hood, thus decreasing the risk of contamination and viral exposure. This idea not only increased safety, but also saved teammates a minimum of 27 hours of labor and at least \$580 in supplies each year!

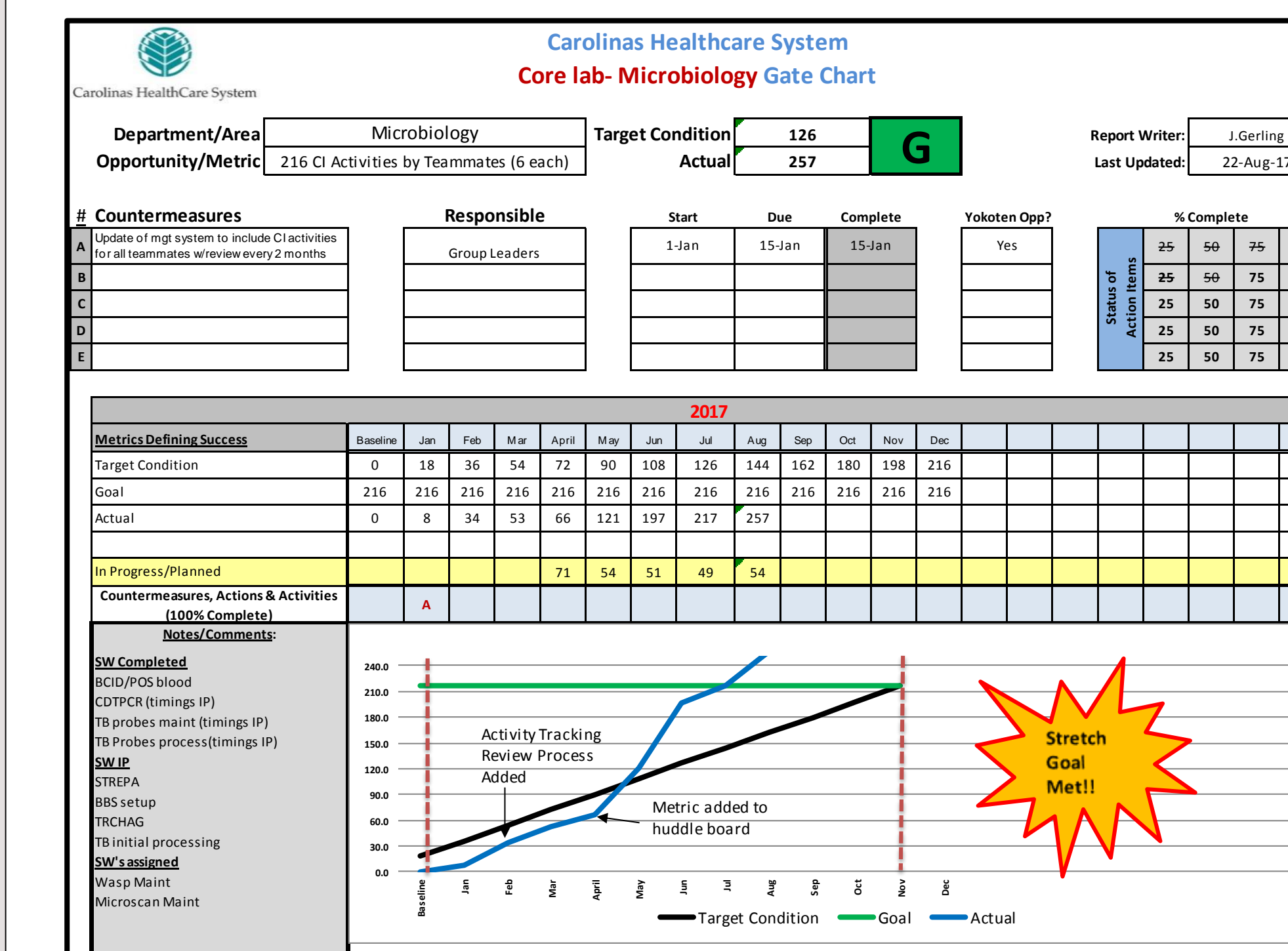


To Young to Read

1st and 2nd shift teammates came together to work out a process for urine cultures that had growth too small to identify. This process allows these cultures to be re-read within hours instead of waiting until the next day.

RESULTS

The team exceeded their annual target of 216 CI's in July and has just exceeded their stretch target of 252! A few of these activities have reduced labor by over 26 hours a week and saved the department over \$44,500 a year!



Quantifying ideas:

- 60 quality improvements
- 21 safety/ergonomic improvements
- 120 efficiency projects
- 15 engagement projects
- 5 new Standard Works
- 16 SOP updates
- 2 problem solving A3's in progress

TEAM IMPACT

This metric is transforming the culture of the Microbiology team. The team has stated that they feel a sense of trust from the leadership and that they are being heard. The metric has increased teamwork throughout all shifts through mutual discussions, trial projects and the feedback process. Being empowered to effect change has improved the morale of the Microbiology team. The team is proud of the way their ideas have positively affected the department workflow, and most importantly, patient care.