

Quest Diagnostics at
Shady Grove & Washington Adventist Hospitals

LABORATORY MEETING

MINUTES

JANUARY 8TH AND 22ND AT 0715, 1330, AND 1515

DISTRIBUTION: LABORATORY STAFF MEMBERS

MEETING COMMENCED: CALL IN: 1-877-951-6301 PC 8064564

Item	Discussion	Action	Follow-up
Introductions	New staff introduced themselves to the group	None	None
Mission	<p>The AHC mission is to extend God's care through the ministry of physical, mental, and spiritual healing.</p> <p>What does it mean to be a mission-minded organization? A: When you are mission-minded, you let the mission guide you and your work.</p> <p>What does being mission-minded look like in the laboratory? A: Providing accurate and timely lab results. The lab results will allow the physician to diagnose and/or treat the patient, which takes care of the "physical" healing. Providing accurate and timely results will give the patient peace of mind and help with the mental and spiritual healing.</p> <p>Does mislabeling a specimen affect our mission? A: Yes, a mislabeled specimen requires the patient to be redrawn (physical discomfort). It also delays results and/or produces incorrect results (mental discomfort).</p>	Be able to recite the mission	All Staff
RISES Values	Respect Integrity Service Excellence Stewardship	Staff must know and be able to recite the RISES values	All staff
Pillars	<ol style="list-style-type: none"> 1. People 2. Quality and Safety 3. Patient Experience 4. Finance 5. Growth 6. Population Health Management <p>The PEOPLE pillar focuses on becoming the best place to work. You can impact people by welcoming new employees, helping them get acclimated to the environment, and inviting them to join you for lunch or break. You can also seek professional development opportunities to help keep your skills up to date.</p>	Staff must know and be able to recite the pillars.	All Staff
AHC Vision	To be the regional leader in each of the six Pillars of Excellence by 2022.	Staff must know and be able to recite the vision.	All Staff

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New Performance Management Plan	<p>Quest recently changed the performance management process for staff. In the past, attendance and performance issues were treated separately. The attendance performance management plan had 4 steps (summary of discussion, written warning, final written warning, termination) while the performance system also had 4 steps.</p> <p>Quest now recognizes attendance issues as performance issues, so the management systems are combined.</p>	Informational	None
Evaluations	<p>Supervisors are currently meeting with staff to go over the annual performance evaluation. The new evaluation is different form the one previously used.</p> <ol style="list-style-type: none"> A. The first section reviews the goals assigned to each staff member throughout the year. B. The second section asks supervisors to determine a strength and development opportunity from the Everyday Excellence Guiding Principles (I am customer focused, I am service driven, I am a professional, I care about quality, and I am knowledgeable). C. The development opportunities will become the beginning of the 2019 goals. D. Quest will be assigning the overall scores at a higher level. They want to make sure all supervisors are using the tool consistently, since it is new this year. E. Employees will be asked to sign off on evaluations in Empower at the end of February. 	Informational	None
2019 Metrics	<p>Some of the metrics we measure and post on our communication boards will change in 2019.</p> <ol style="list-style-type: none"> A. AM run resulted before 8am will become am run received by 7am. B. Troponins collected within 30 minutes will become a bigger focus. C. The time from when a blood culture flags positive on the Bactec until the time the gram stain is reported will be measured. D. The metrics that will remain from 2018 include: <ol style="list-style-type: none"> a. Mislabeled specimens b. Troponin TAT c. Patient satisfaction 	Informational	All staff
Vocera Etiquette	<p>We have a new laboratory vocera procedure. All non-technical staff also received an MTS assignment.</p> <ol style="list-style-type: none"> 1. When a phlebotomist goes to lunch, he/she needs to ensure his/her floors are covered. <ol style="list-style-type: none"> a. You can log out of your floors and make sure the person covering logs in OR you can take your vocera to lunch and call the person covering each time you receive a call. b. Do not log out of your vocera without someone else logging in, ignore calls, or give your vocera to someone else when you are logged in. c. We will be assigning lunch coverage to ensure all staff get the appropriate lunch break. 2. If you are in the laboratory and receive a forwarded call because the vocera was not available, take the information and contact the intended recipient. DO NOT tell nursing staff to call someone else or call back later. 3. You can train your vocera to your voice or accent. Please utilize this function to make the vocera work for you. 	Informational	All staff

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New Contract	<p>In previous contracts, AHC paid a single rate for each test. This rate included all fixed and variable costs.</p> <ul style="list-style-type: none"> A. Fixed costs are those that we incur no matter how many tests are performed and these include things like minimum staffing, electricity, instrument fees, maintenance costs, etc. B. Variable costs are those that change as the number of tests we perform change and include things like reagents, supplies, test kits, quality control, etc. <p>In the new contract, AHC pays a standard rate for fixed costs and each test has its own price based on how much it costs us to perform the test. This means that AHC pays Quest for personnel. All employees still work for Quest, but AHC pays the salaries to Quest each month.</p> <p>In addition, the cost per test varies by the number of tests performed. Each hospital has a different price for the test, because we test different volumes of specimens. As a result of the difference in price, we need to be very careful about sharing supplies. All borrowed supplies must be approved by Rob or Stephanie prior to sending the supplies.</p> <p>EXAMPLE: A box of reagent Z can run 100 tests and costs \$1000. If SGMC purchases the reagent and sends it to WAH, it looks like SGMC is much less efficient than WAH, and the test cost will be artificially increased.</p>	Obtain approval from Rob or Stephanie prior to borrowing supplies	All Staff
Budget Update	<p>We ended the year on a positive note. We made about \$200K in 2018. This doesn't sound like a lot unless you consider that 2 years ago we took a loss of \$1.5M.</p> <p>It is important for all staff to watch supplies inventories closely and reduce unnecessary overtime.</p>	Informational	All staff
PAMA	<p>The "Preserve Access to Medicare Act" reduced reimbursement for a number of lab tests to a point that is almost not sustainable. As a result, in 2019, Quest will have the highest volumes and lowest reimbursements ever. Quest is trying to determine the impact of this change and may make changes. We have already seen that they stopped giving RecognitionQuest points and they eliminated raises for all managers and above. Additional updates will likely come in the future.</p>	Informational	All Staff
Open Forum	<p>SGMC staff mentioned they are having difficulty calling critical values during change of shift.</p> <p>When this occurs, please document on a PI/variance, so we can follow up with the nurse leader.</p>	Informational	All Staff

Our Mission:

We extend God's care through the ministry of physical, mental and spiritual healing.

Establish System Direction via Strategic Planning Process – Our Main Thing

Determine Pillar of Excellence Measures of Success –

Our Vision:

To be the regional leader of our six Pillars of Excellence by 2022

Monitor Progress – PDP Goals

Dashboard Graphs



Core Process Mapping

Improve Performance by using DMAIC Methodology – Dept PI Projects

Align & Cascade Entity Initiatives to Drive Performance –

Our Values: Respect • Integrity • Service • Excellence • Stewardship