

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
"Los Angeles County: Ahead of the Curve"

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: IMPROVE OUT-PATIENT PHLEBOTOMY TURN-AROUND TIME

DATE OF IMPLEMENTATION/ADOPTION: NOVEMBER 2012
 (Must have been implemented at least one year - on or before June 30, 2013)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

1 **Problem Summary:** Long wait for patients coming in for phlebotomy (blood draw),
 2 during peak hours in the morning from 8:00 AM to 12:00 PM.
 3 **Solution:** Analyzed the processes and improved them to expedite overall turn-around
 4 time. The target was to decrease the current average wait time from 55 minutes to less
 5 than 41 minutes. The following interventions were implemented: out-patient phlebotomy
 6 service hours were expanded one hour earlier in the morning as a pilot; staff schedules
 7 were restructured to ensure that all 8 blood collection stations would be manned during
 8 the peak morning hours; and with the assistance of clinic nurses, patients were provided
 9 with printed copies of lab planned order paperwork and were reminded to bring the form
 10 to the laboratory when returning for blood collection. The printed planned order forms
 11 help tremendously in expediting the accurate activation of orders.
 12 **Benefits of the Project:** Decreased turn-around-time from 55 minutes to 21 minutes
 13 (over 50% reduction), increased patient satisfaction and the potential for patient
 14 retention in this critical period of Affordable Care Act transition.
 15

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ N/A	\$ N/A	\$ N/A	\$ N/A	(v)

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Olive View-UCLA Medical Center Pathology Department 14445 Olive View Drive, Sylmar, CA 91342		TELEPHONE NUMBER (818) 364-4039
PROGRAM MANAGER'S NAME Julie Foley		TELEPHONE NUMBER (818) 364-4034 EMAIL jfoley@dhs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Gerardo Pinedo	DATE 7-14-14	TELEPHONE NUMBER (213) 240-8104 EMAIL gpinedo@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Mitchell H. Katz, M.D.	DATE 7/14/14	TELEPHONE NUMBER (213) 240-8101

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project.

Challenge:

We identified long wait times for out-patients requiring phlebotomy through quarterly surveys. Based on the data we collected, we determined that the average out-patient phlebotomy turn-around-time was 55 minutes and we set our goal to decrease it by more than 25% (less than 41 minutes).

Solution:

The Lab Department emphasized the value and quality of the service the phlebotomy team provides to our organization as a whole and the important role they play in making our quality and speed of service visible to patients at every patient encounter.

We used available resources, such as the use of the printed lab planned order forms, which are automatically generated at the clinics upon discharge. This was accomplished through collaboration with the nursing staff to re-emphasize to patients to bring this specific form with them when they come for blood draw. The form helps tremendously in making sure all the providers' orders are captured accurately and expedites the process of activation of orders in Affinity (our current electronic health record software).

We also focused on revising staff scheduling to maximize phlebotomist availability on high volume days and assigned two dedicated phlebotomists to anchor the morning peak hours. Also, as a pilot, out-patient phlebotomy service hours were expanded one hour earlier in the morning.

One staff member was assigned the role of customer service representative whose function ensured an organized traffic flow of patients. At the same time, he/she addresses questions of patients pertaining to the phlebotomy service they will receive as well as questions on collections for miscellaneous specimens like urine. The staff also makes sure the patients are not crowding the hallway for safety reasons, allowing patients to wait in designated and more comfortable waiting areas.

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Benefits:

Our most recent quarterly survey report showed an impressive improvement in our out-patient phlebotomy turn-around -time from our baseline of 55 minutes to 21 minutes (over 50% reduction). We exceeded our goal and it was accomplished without the need of additional resources. The improved process increased patient satisfaction and potential for patient retention in a critical window of Affordable Care Act transition. The project helped boost the morale of the phlebotomy team and the Laboratory Department as a whole, with the realization that we indeed play an important role in reaching out to patients through the provision of quality of care, excellent customer service, and efficiency.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):

Los Angeles County Strategic Plan

- Aligned with goal 1: Operational Effectiveness:
Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.

DHS Strategic Plan

- Assure sufficient capacity of hospital-based services to meet the needs of the residents of Los Angeles County.

Olive View-UCLA Medical Center

- Provide quality services and improve productivity.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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\$ NA	\$ NA	\$ NA	\$ NA	(v)

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