

5 Ways to Make Your Laboratory's Quality *Better*

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5 Ways: Background

POLQM Laboratory Quality Management Program

1. Build a culture of quality
2. Strengthen continuing education
3. Build a live and current OFI list
4. Become aware of the costs of good quality and poor quality
5. Work with laboratory quality partners

5 Ways...
in One Word



5 Reasons Why “Process”

- All work is sequential *processes*
- ISO 9001 and CLSI QSEs are management and workflow *process*-based QMSs
- Lean: Reduce *process* waste
Six Sigma: Reduce *process* variation
- Engaging with practitioners: Through the test ordering and results interpretation *processes*
- Change leadership: *Process* and cost thinking



5 Ways: Process

Understand

Document

Train to,
Assess

Measure,
Monitor

Improve

**“Everyone doing his best
is not the answer.
It is first necessary that
people know what to do.”**

W. Edwards Deming

Understand

“Seek first to
understand...”

Stephen Covey

1. Understand

- All preexamination, examination, postexamination, and management (ie, QMS) processes
- The sequence of “who does what, and when”
- The role of those outside the laboratory’s walls
- Process owner
- Process versus Procedure
as concepts



Document

“...then to be
understood”

Stephen Covey

2. Document

- Difference between process and procedure as *documents*
- Banishment of lengthy, incomplete SOPs
- Use of flow charts, process maps, tables
- Responsibility assigned for each process activity
- Connections between processes



Train to, Assess

“Training turns good intentions into good results.”


Thomas Berry

3. Train to, Assess

- Train to the flow chart, not SOP
- Process-based training (“Telling Ain’t Training”)
- The way the work happens – people work the process!
- Assess how people perform the process and what they do when it doesn’t work



Measure, Monitor



“To manage quality,
you must
measure it.”


Steven George

4. Measure, Monitor

- Quality Assurance (QA) = process performance
- What aspect of this process can be measured to show it is working – or not?
NOTE: QC measures only method performance!
- Collect raw data and turn it into information
- What is the information revealing?



Improve



“The people don’t
need to change;
the process
needs to be changed.”

A. Donald Stratton

5. Improve

- All processes can be improved
- Find and remove the bottlenecks, dead ends, and redundancies in every technical and management process
- Personnel know and can demonstrate process problems
- Automate where possible



Does Process Make Laboratory Quality Better?

- A 17 year old patient was to receive a heart and lung transplant at a prestigious hospital.
- The organs were blood group **A**.
The patient was blood group **O**.
- The patient is transplanted – massive rejection!
- Group **O** organs are obtained and transplanted.
The patient dies anyway.
- 2 sets of organs were wasted

What went wrong???



There Was No Documented Process

- Everyone thought he/she knew what to do
- No one knew what the others were doing
- We were not trained to think “process”
- The Joint Commission said the root cause was “lack of communication”

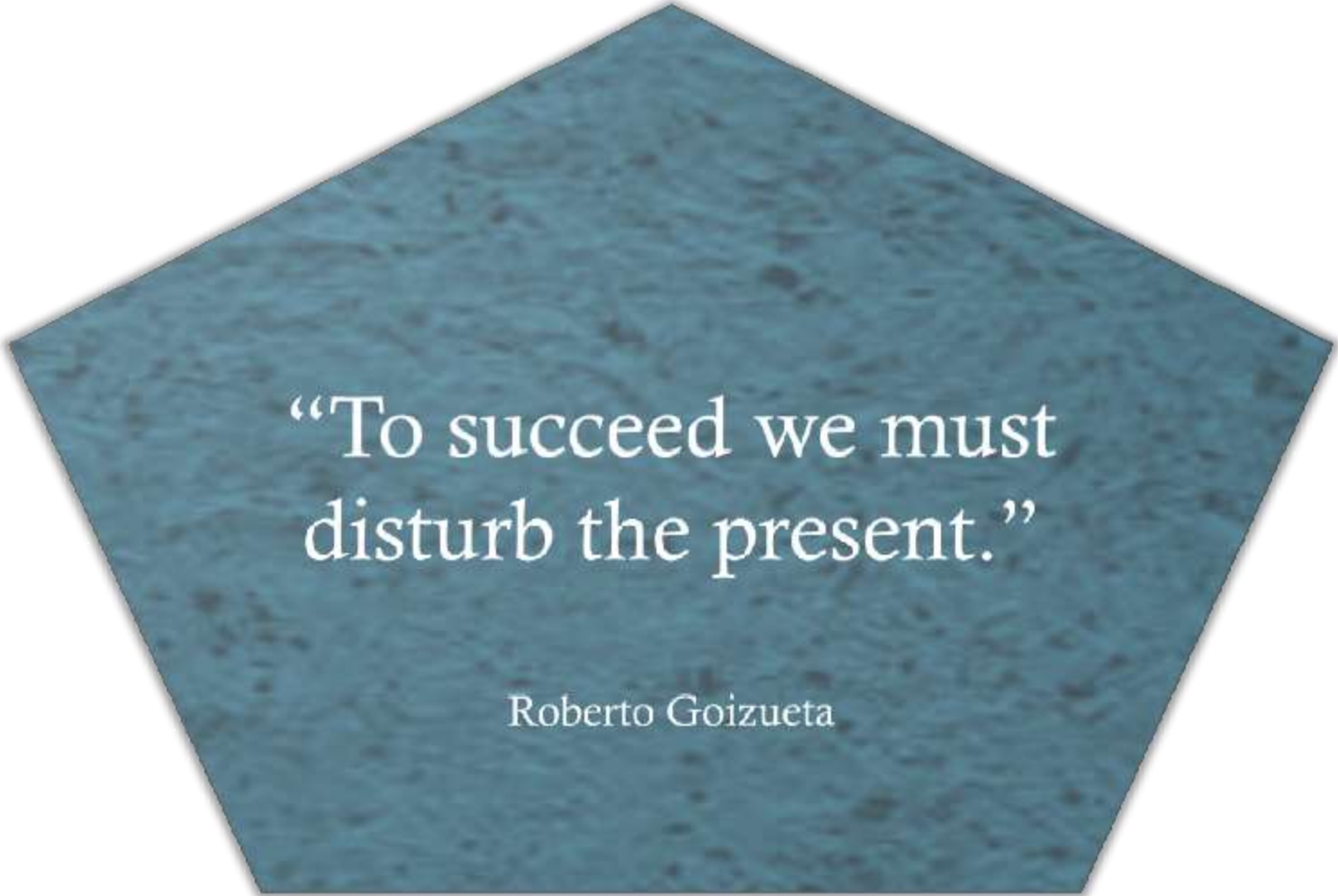


“Medical error is a failure of process.”

US-IOM *To Err is Human...*1999

**“If the process is right,
the results will take care
of themselves.”**

Takashi Asada



“To succeed we must
disturb the present.”

Roberto Goizueta