



2022 LEAD Capstone Poster Session

Increasing Efficiency in a Safety Net Hospital to Improve Turn Around Times for Surgical Pathology

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Abstract

- **THREAT**: New Parkland Hospital has limited resources to hire new staff and retain trained staff
 - Wasted resources
 - Increased turn around times
 - Lower quality care
- **GOAL**: Increase system efficiency
 - Eliminate non-value added work
 - Realign responsibilities in most efficient system
 - Emphasize employee engagement and satisfaction



Objectives

- Decrease turnaround time with the resources available even when understaffed
 - Streamlining processes to eliminate non-value added work
 - Human Resource Management – Right Person Right Task Theory
 - Focus on employee engagement and satisfaction



Background Information

- We have seen a dramatic increase in turn around times for surgical pathology at New Parkland hospital, largely coinciding with a loss of pathologists assistants and histology technologists
 - Missed turn around time benchmarks
 - Prolonged hospitalizations
 - Delayed diagnoses and biomarker reporting



Project Plan

Streamlining Processes

- Value stream mapping
- Evaluate non-value added work
- Employee interviews/surveys
- Simplifying and standardizing specimen handling and processing

Right Person-Right Task

- Optimization of staff duties
- Offload tasks from understaffed areas
- Reassign tasks to more efficient areas

Employee Engagement

- Burnout decreases efficiency and motivation
- Distribute surveys to look for opportunities for improvement
- Communicate planned changes by committee liaisons to increase ownership and buy in



Application of What You Learned at LEAD

- Stakeholder Engagement
 - Engagement and buy in from affected areas
 - Identification of subspecialty focused faculty for protocol revisions
- Resource utilization
- Care of the underserved



Proposed Budget

- Human capital investment
 - Staff focus groups/surveys
 - Subspecialty pathologists for protocol revision
 - Project lead → organization and execution of plan



Innovation and Significance

- Staff focused approach
 - Optimize work balance for understaffed areas
 - Demonstrate interest in their engagement
 - employee retention
- Resource utilization
 - Decreased waste → Increased efficiency and savings
 - ✦ Materials
 - ✦ Staff time
 - ✦ Faculty time



References

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