

Development and Quality Improvement from the ground up

Pathology Department
NHS Forth Valley

TOP DOWN MANAGEMENT

VS

BOTTOM UP MANAGEMENT



Sets clear goals
and expectations



Weak or dictatorial
leader



Motivates everyone
by giving them a
voice



Too many voices
can slow progress



Bottom Up Management

“Progressing from small or subordinate units to larger or more important units, as in an organisation or process.”

- Improved flexibility
- emphasizes patient focus
- Promotes Teamwork
- Project is team driven
- High level of team motivation
- Employees feel valued
- Managers provide support for staff to perform at their best
- Combined with top down management - allows organisation to thrive.
- Staff suggestion process used locally to trial ideas

FVRH Pathology Background



Working Practices

- Overnight processing
 - non specialist reporting
 - no rapid cycle
- Large batch working



Working Practice – impact on staff and patients

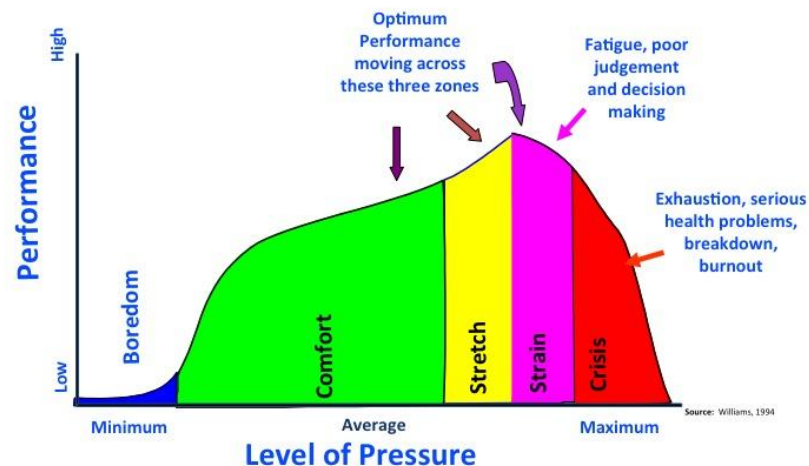
- Musculoskeletal issues

- Over 2018 the sickness absence rate for the department was **9.5%** which was higher than 2017 (4.4%)
- **17.3%** of sickness was attributed to musculoskeletal problems



- Staff morale

Pressure Performance Curve



Drivers for change

- TATs
 - In-house targets which were not being met
- Demoralised staff
 - Large batch working, musculoskeletal issues, staff sickness levels.
- New way of working needed - LEAN

What is LEAN?

- Devised by car manufacturer Toyota
- Improves quality, efficiency and lowers costs while using no more resources.
- Identifies wasteful processes
- Requires buy-in by management and staff – change not always easy to implement.

Workflow Improvements



- 2 batches of processing overnight
- 2 batches of embedding - various times

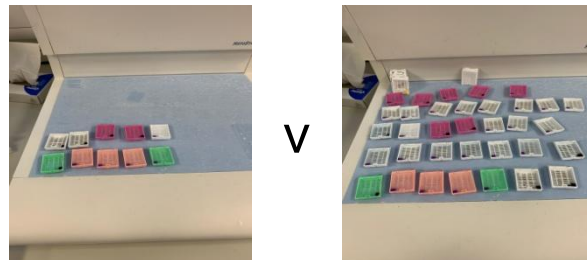


V



Workflow Improvements

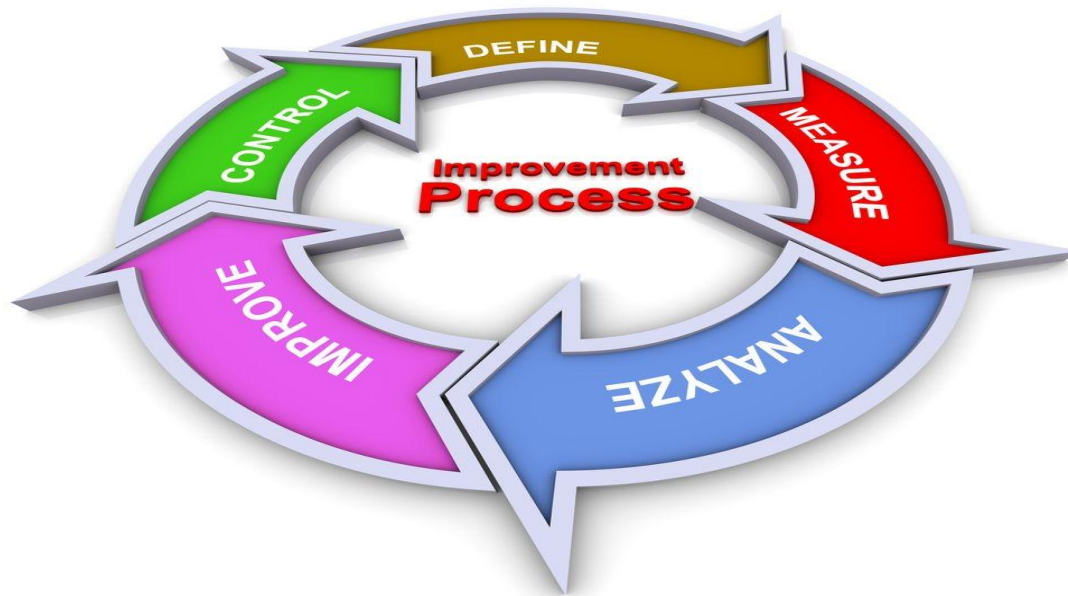
- Microtomy – smaller batch working



- Continuous staining
- Continuous correlating

Workflow Improvements

- Same day processing with extended working pattern



Data Analysis-Load Book

LAB NO BLOCKS ON BLOCKS OFF SPECIMEN

FRI 4TH JAN

Ⓐ = NK Yellow
Ⓑ = VM Pink
Ⓒ = CG Red
CHECKED BY: JR

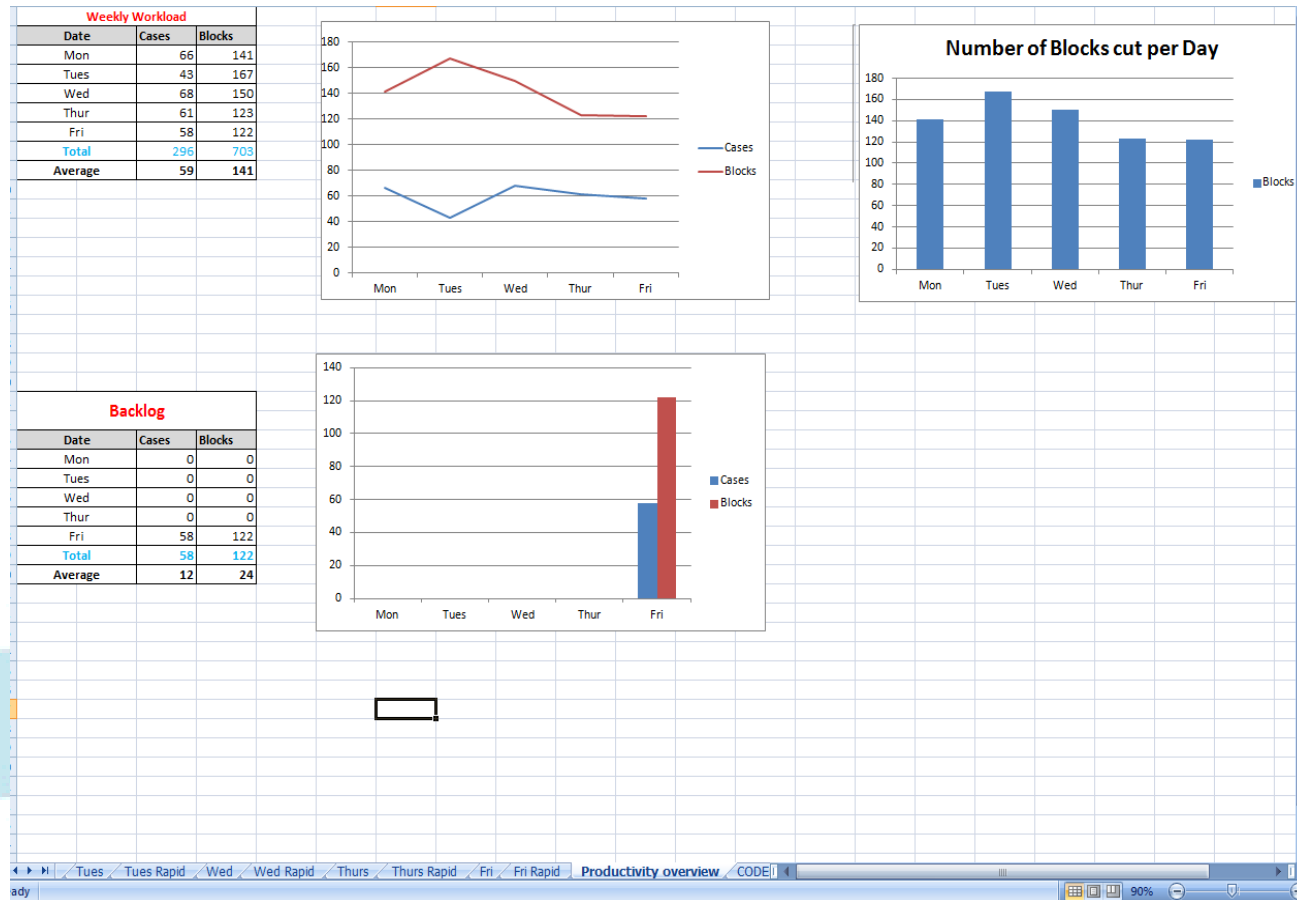
18-16827	A19-23	19-23	Ⓐ19-Ⓐ23 E6S ⇒ NM
18-17170	1-3	1-3	E6L
17172	1	1	E6
17177	1	1	E6
17180	1	1	E6L
17183	1	1	E6L
17191	1+2	1+2	E6
17193	1+2	1+2	FORESKIN
17196	1	1	E6L
17200	1+2	1+2	FORESKIN
17203	1	1	P6S
17204	1+2	1+2	P6X
17206	1	1	E6
17207	1	1	E6
19-50007	1-3	1-3	PLACENTA
18-16625	5	5	DECAL SPECIMEN
17174	A-D	A-D	Ⓐ-Ⓑ CBX RBX
17176	A+B	A+D	Ⓐ+Ⓑ CBX
17178	1	1	CBX
17184	1	1	CBX
17186	A+B	A+B	Ⓐ+Ⓑ = OBX CBX
17187	A-E	A-E	Ⓐ-E CBX RBX
17190	1	1	CBX
17192	A+B	A+B	Ⓐ+Ⓑ OBX CBX



MONDAY 30TH SEPTEMBER ROUTINE

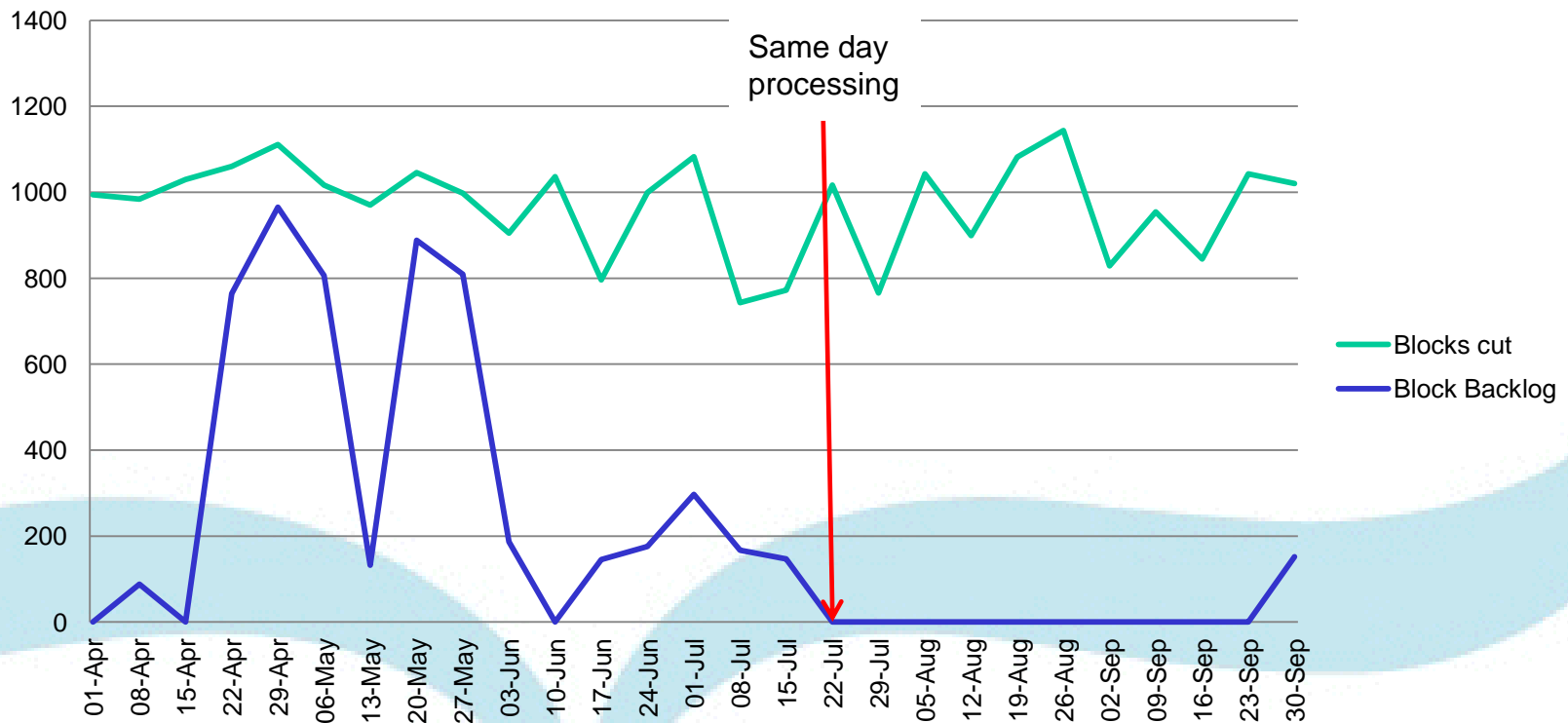
LAB No.	PART	TISSUE	No. BLOCKS	EMBEDDING INSTRUCTIONS	URGENT	PROCESSED	COMMENTS
11664	B1-3	BO	3				
11724	1-5	BO	5				
11752	1	EB	1				
11838	1	MT	1	MT2			
11848	1	EB	1				
11849	1-2	EB	2				
11850	A-B	SC	2				
11853	A-B	SC	2				
11855	1	EB	1				
11857	A-B	SC	2				
11858	1	SC	1				
11859	1	EB	1				
11861	1	EB	1				
11864	1	EB	1				
11869	1	EB	1				
11874	1	EB	1				
11876	1	EB	1				
11879	1	EB	1				
11880	1	EB	1				
11882	A-B	EB	2				
11883	1-3	EB	3				
11884	1-2	EB	2				
11886	1-2	FALL	2				
11887	1	EB	1				
11891	A	WLE	9				
	B1-3	CS	3				
	C1-2	CS	2				
	D	CS	1				
	E1-2	CS	2				
	F1-22	LN	22				
	G1-3	LN	3				
11894	1-2	SY	2				
11896	1	EB	1				
11899	1	EB	1				
11901	1	PBS	1				
11902	1	ST	1				
11903	1	CU	1		URGENT		

Data Analysis-Load Book



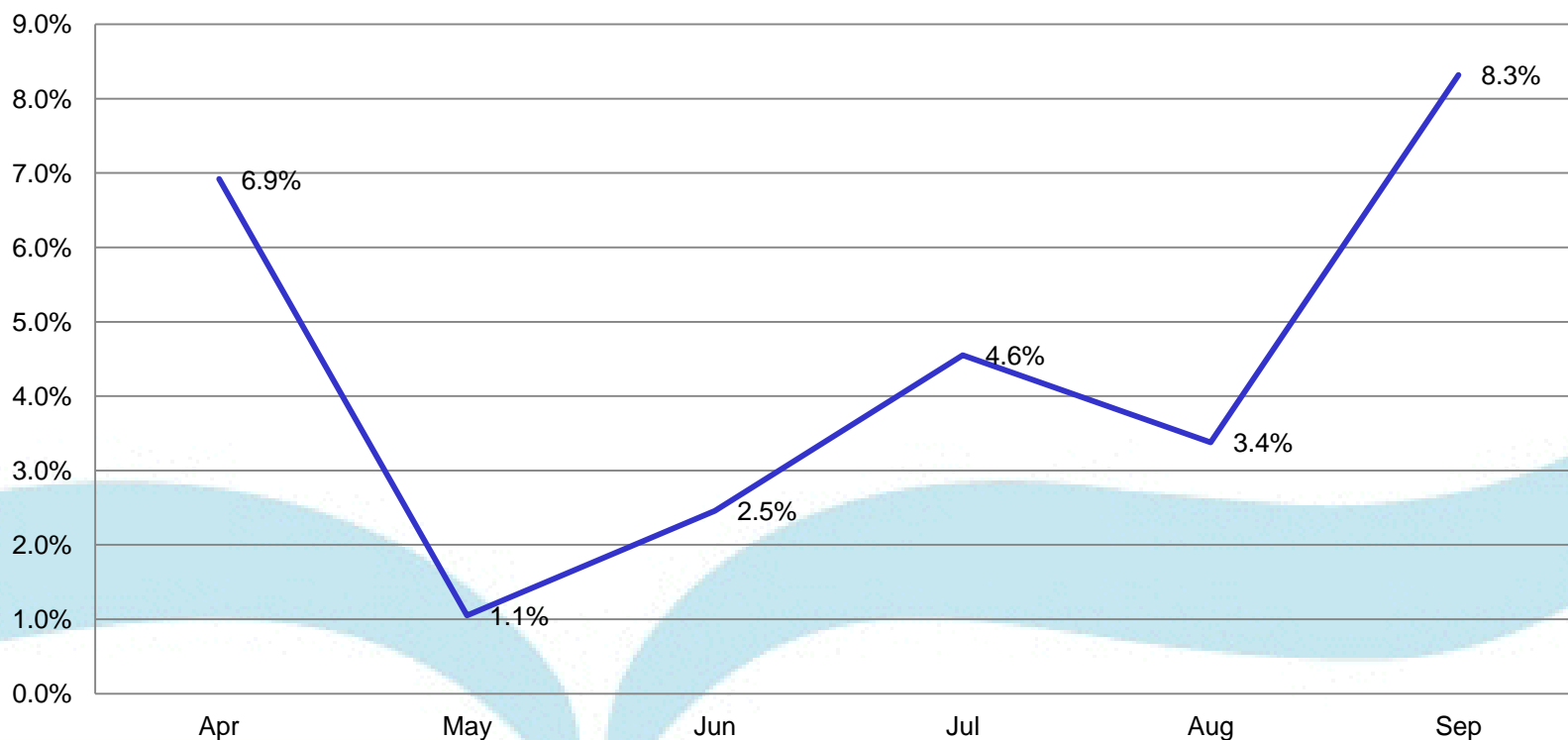
Data analysis-workflow

Block Activity



Data Analysis-Staffing

Pathology Sickness Absence Rate April-September 2019



Evaluation

Advantages

- Improved workflow
- Reduced turnaround time for patients
- Improved productivity
- Reduced risk of musculoskeletal injury
- Increased staff rotation
- Structured work pattern
- Increased morale

Disadvantages

- Requires extended working pattern
- Requires minimum staff number present

Continuous Quality Improvement

- Implement across other services areas;
 - ICC
 - Cytology
 - Andrology
 - Mortuary
- Develop performance management:
 - Productivity against deployable hours
 - Target setting
- Improved staff development :
 - Use improved efficiency for further development of staff



Questions?