

# Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

**Agency name:**

Department of Health: Gregory Olin

**Improvement project title:**

Newborn Screening Specimen Receiving and Accessioning

**Date improvement project initiated:**

07/31/14

**Summary:**

Department of Health, Newborn Screening Laboratory, analyzed and made improvements to the newborn screening specimen receiving process. The changes resulted in a decrease in the number of lost or mislabeled specimens and provided accountability for the process.

**Details:**Description of the problem:

**No accountability** – Errors were occurring while receiving Newborn Screening specimens arriving at the laboratory by courier. Occasionally, specimens were being mislabeled or lost during the process and there was no accountability in the process steps.

Description of the improvement:

Lean training was provided by consultant (Honsha) on developing and measuring performance indicators using Lean techniques. In addition, the consultant facilitated process mapping sessions. We performed value stream mapping; created future state maps; and identified three possible improvements.

Improvements included:

- For specimen receiving; we are counting and documenting the number of specimens received and double-checking the packing slip from couriers (if included) against the names of the specimens received.
- For accessioning; an official form has been created and the accessioning is double-checked by a second staff member prior to completing the process
- We developed key performance indicators (KPI) including errors rates, missing specimens, and the number of unnecessary trips NBS staff make to PHL Receiving to check for mail

Specific results achieved:

For specimen receiving, documenting the specimen count and double-checking the names on packing lists has resulted in no missing specimens from couriers since implementing the new process.



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For accessioning, since implementing the form and double-checking prior to completing the process, no errors have occurred.

Error rate before this improvement:

Missing specimens = 11/82,000

Accessioning = 1/month

Current error rate after implementation of improvement:

Missing specimens = 4/82,000 (annualized based on current rate).

Accessioning = 0

### **How we involved customers or stakeholders in this effort:**

We worked with entities who submit specimens, which include hospitals and clinics develop and implement a packing list to be included in each courier delivery package.

### **Contact person/s:**

Judy Hall or Gregory Olin