HealthCare
Corporation of St. John's

Health Care Corporation of St. John's

Laboratory Program Planning Day

March 24, 2003

Conference Room A
Corporate Office
0830-1630 Hours

"The best way to predict the future…
is to create it."

LABORATORY PROGRAM PLANNING DAY

MARCH 24/03
CONFERENCE ROOM A – CORPORATE OFFICE

AGENDA

0830-0845	Introductions	
0845-0915	HCCSJ Strategic Plan & Vision Dr. Williams	
0915-0930	Background/Update Information Terry Gullliver	
0930-1000	Nutrition Break	
1000-1300	Review Division 3-Year Plans	
	1000-1025	Immunology/Genetics
	1025-1050	Cytology
	1050-1115	Pathology
	1115-1140	Microbiology
	1140-1205	Client Services
	1205-1230	Haematology
	1230-1255	Biochemistry
1300-1400	Lunch (Catered)	
1400-1545	Presentation of Major Objective by Division	
	1400-1415	Immunology/Genetics
	1415-1430	Cytology
	1430-1445	Pathology
	1445-1500	Microbiology
	1500-1515	Client Services
	1515-1545	Haematology/Biochemistry
1545-1600	Break	
1600-1630	Review & Evaluation	

Pathology

Vision

"A leader's job is to look into the future, and to see the organization not as it is… but as it can become."

LABORATORY PROGRAM

DIVISION: Pathology

Action Plan To provide a comprehensive, timely, high quality service utilizing available technology and human resources in an efficient manner within existing financial capacity

Objective (1) To be benchmarked in the top quartile for productivity within Canada.

Action Steps	How (Resources)	Who (Responsibility)	When (Completion)
Continue to work towards top quartile benchmark ranking	• Capture NPC workload • Update MIS guidelines • Workload increase • Reduce worked hours	Barry Dyer	• April, 2003 • April, 2003/4/5 • Ongoing • Sept, 2002 Sept, 2003

LABORATORY PROGRAM

DIVISION: Pathology

Action Plan To provide a comprehensive, timely, high quality service utilizing available technology and human resources in an efficient manner within existing financial capacity

Objective (2) To provide the HCCSJ and/or the province with a comprehensive lab service and also expand test menu to provide in-province lab testing.

Action Steps	How (Resources)	Who (Responsibility)	When (Completion)
To expand HER-2 Neu testing for ALL breast biopsies	• R & D with MUN • Increase Budget • Technical Consolidation	Dr. Cook Dr. Parai Barry Dyer	Jan, 2004
To offer in-house F.I.S.H. on all 2++ HER-2 Neu cases to reduce TAT	• R & D with MUN • Increase Budget • Technical Consolidation	Dr. Cook Dr. Parai Dr. Robb Barry Dyer	Jan, 2004
Change current Muscular Dystrophy method to paraffin blocks to improve efficiency and TAT	• R & D with MUN • Staff Training	Dr. Barron Dr. Robb Barry Dyer	Fall, 2003
Develop extensive gross training program for senior technologists	• Staff Training • Technical Consolidation • Staff Reclassification • Pathologists' participation in training	Dr. Parai Dr. Robb Barry Dyer Organizational Development Terry Gulliver	Dec, 2003

LABORATORY PROGRAM

DIVISION: Pathology

Action Plan To provide a comprehensive, timely, high quality service utilizing available technology and human resources in an efficient manner within existing financial capacity

Objective (3) To make available the most up to date laboratory technology ensuring that the HCCSJ Lab Program is a leader in Canada.

Action Steps	How (Resources)	Who (Responsibility)	When (Completion)
Technical Consolidation of Pathology Staff thereby utilizing current technology in a more efficient and expanded manner	• Transfer to the HSC site: - Microtomes - Tissue Processor - Automatic Stainer - Embedding Center - Automatic Coverslipper	Barry Dyer Technical Staff	June, 2003
Acquire new technology for Immunopathology improving quality, efficiency, and TAT	• Reagent Lease	Barry Dyer	June, 2003
Acquire 2 Solvent Recyclers to decrease disposal of solvents	• Purchase	Barry Dyer OH&S HCCSJ	Oct, 2004
Upgrade current HSC Autopsy/Morgue to meet Canadian standards	• Capital Equipment	Barry Dyer Terry Gulliver Dr. Williams	Oct, 2004

Objective (3) To make available the most up to date laboratory technology ensuring that the HCCSJ Lab Program is a leader in Canada.			
Action Steps	**How (Resources)**	**Who (Responsibility)**	**When (Completion)**
Acquire new technology to improve technical quality, efficiency of Pathology service	• Purchase/Lease: - Automatic Cassette/Slide Labeler - Cassette System for specimen orientation - Rapid Tissue Processor - Self-embedder • Technical Consolidation	Barry Dyer Terry Gulliver	April, 2005
Ensure HSC Pathology Lab is updated and redesigned ergonomically	• Renovations Project • Purchase ergonomic workstations	Facilities Management OH&S Barry Dyer	April, 2004
Continue upgrading microscopes to new ergonomic design	• Purchase	Barry Dyer	Jan, 2003, 2004, 2005
Upgrade gross photography to new digital imaging	• Purchase	Barry Dyer	April, 2004

LABORATORY PROGRAM

DIVISION: Pathology

Action Plan To provide a comprehensive, timely, high quality service utilizing available technology and human resources in an efficient manner within existing financial capacity

Objective (4) To ensure that there is the proper number of qualified staff, the correct skill mix of staff, and to utilize human resources in an efficient manner.

Action Steps	How (Resources)	Who (Responsibility)	When (Completion)
Technical Consolidation to HSC thereby expanding Pathology service, standardizing quality, and improving TAT	• Consolidation - Move 1 Tech II - Move remaining Technologists • Replace vacant Technologist position with Lab Assistant • Efficient Transport System	Barry Dyer	• March, 2003 • June, 2003 • Sept, 2003 • June, 2003
Staff at St. Clare's to provide appropriate level of technical service	• Lab Technician remains at St. Clare's providing on-site grossing, frozen section and autopsy service	Barry Dyer	June, 2003
Utilize transcription staff in a more efficient manner and thereby expand their scope of duties	• Standardize gross/micro descriptions into canned text • Reduce hard copies of gross and micros by utilizing in-house electronic batching	Barry Dyer Dr. Parai Dr. Cook Transcriptionists	Oct, 2003

Objective (4) To ensure that there is the proper number of qualified staff, the correct skill mix of staff, and to utilize human resources in an efficient manner			
Action Steps	**How (Resources)**	**Who (Responsibility)**	**When (Completion)**
Reduce number of hard copies of Pathology reports for send out	• Electronic Health Record	Barry Dyer Medical Records IM&T Pathologists	Jan, 2004

LABORATORY PROGRAM PLANNING DAY

Division: Pathology

Major Objective: Technical Consolidation of Pathology Services

Mechanical

- Transfer all equipment (microtomes, processor, stainer, glassware, and all accessories) to the Health Sciences Centre.

Human Resources

- Transfer one senior technologist into the Immunoperoxidase, Muscle Histochemistry, Grossing and Immunofluroscence service
- Move three junior technologists into the embedding, cutting, staining positions
- Maintain one technical position at St. Clare's for other related duties

Services

- All grossed specimens will be sent to Health Sciences Centre for processing, embedding, cutting and staining and sent back to St. Clare's for diagnosis
- All routine and special procedures will be performed at Health Sciences Centre for the HCCSJ
- Grossing, frozen section service, anatomical support, clerical including dictating and reporting and Pathologist on site will be offered by both sites
- All special requests will be done by phone and fax. Communication is key.

Division: Pathology

Major Objective: Technical Consolidation of Pathology Services

Responsibility

- Actual move will be coordinated by Barry and Terry
- Clinical concerns will be dealt with by Dr. Cook and Dr. Parai

Potential Savings

- Downgrading of one technical FTE position
- Reduction of one-half clerical FTE position

Information/In-Service

- We can meet with the Medical Staff at St. Clare's
- We can meet with the Clinics at St. Clare's

Advantages

- Improve and increase our service through standardization, quality and efficiency
- Improve quality of slides and stains by utilizing the two stainers in a more quality assurance manner and using the experienced staff to cultivate the junior technologists
- Enhance the characteristics of the tissue through better processing schedules, eliminating the over and under processing of different tissues

Division: Pathology

Major Objective: Technical Consolidation of Pathology Services

- To better the turn-around-time for St. Clare's, having all tissues on one site, the Immunoperoxidase TAT can be more efficient.
- Better utilization of technical staff through equal workload distribution
- Begin a Gross Assistant Residency Program for senior technologists
- Implement a mentor program for junior staff
- Improve Anatomical services through corporate-wide recall
- Encompassing the total workload, we can obtain new equipment such as a self-embedder, barcode reader for slides and blocks through reagent leasing
- Implement a Quality Assurance Program
- Attain benchmarks set by the HAY report

Disadvantages

- Transitional period for standardization of techniques and training of personnel
- Pathologists at St. Clare's are not in favor of technical consolidation