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Case for Change

There are ten receipt areas that service nine laboratories at FASS Lidcombe, each with individual delivery arrangements, receipt processes, staffing and resources. Staff and management saw this as a process ripe for improvement.

Redesign is required to:

- Improve resource utilisation.
- Simplify the process for delivery officers and staff.
- Standardise the approach by a specialised team.
- Enable scientific staff to concentrate on scientific tasks, improving the timeliness of service delivery to NSW Police and courts. This can mitigate adverse effects to criminal investigations, judicial outcomes or community health and safety.
- Decrease the number of samples delayed by receipt.

Goal

To simplify and consolidate sample receipt processes at FASS Lidcombe by improving efficiency, streamlining service delivery and enhancing the stakeholder experience.

Phase 1 to include Criminalistics and Toxicology samples. Future stages to incorporate remaining samples.

Objectives for Phase 1 (May 2019)

Reduce receipt points where samples are delivered to from 6 to 1

Decrease number of staff that are assigned receipt duties from 28 to 11

Reduce receipt process steps from 271 to 210

Method

Interview with a Sexual Assault Counsellor for victim's perspective

50 x Delivery Officer surveys
63 x Staff surveys
10 x Lab Manager surveys

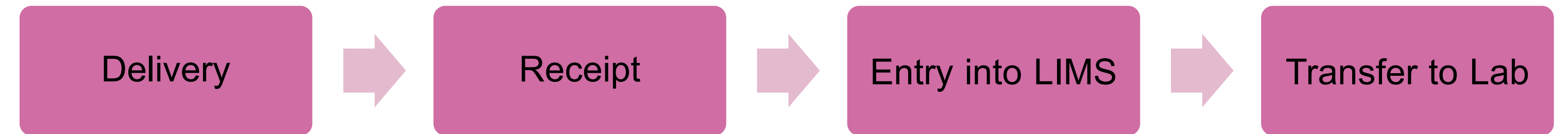
12 x process mapping & issue log sessions
2 x issues prioritisation workshops
Observations of receipt
3 x Staff interviews

Workflow over the day

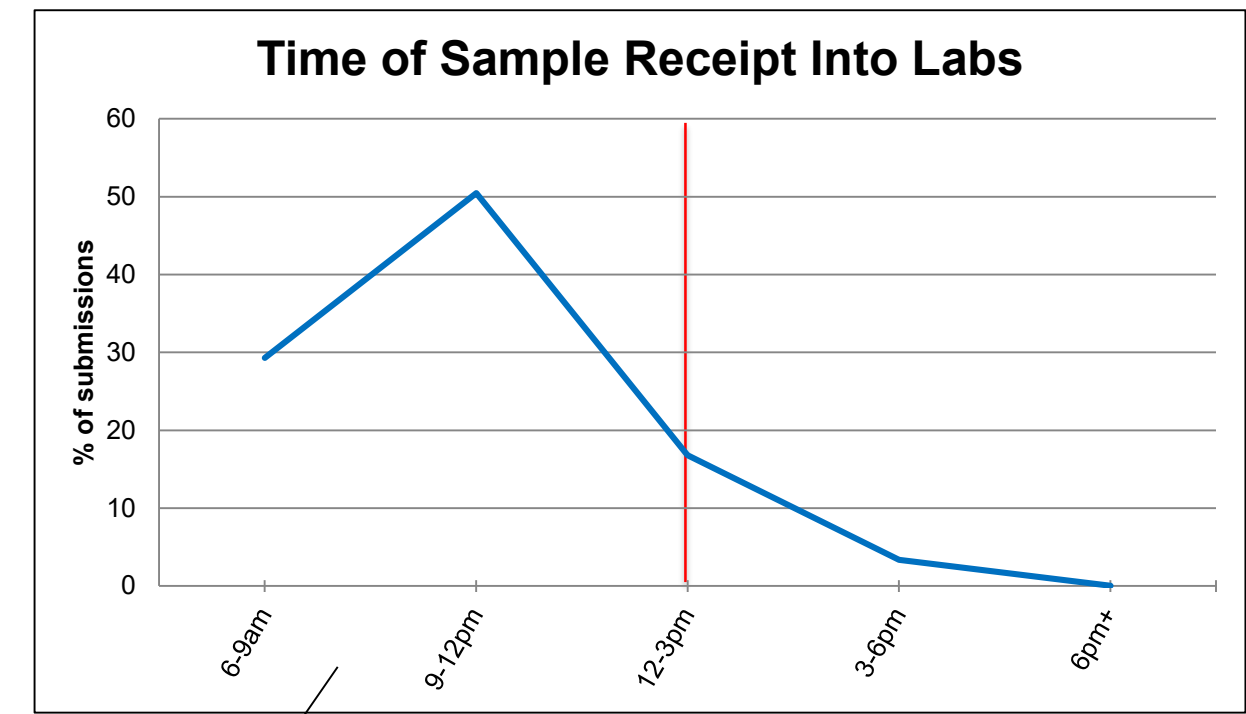
Data analysis
Root Cause Analysis
Pareto analysis of issues

SurveyMonkey

Diagnostics



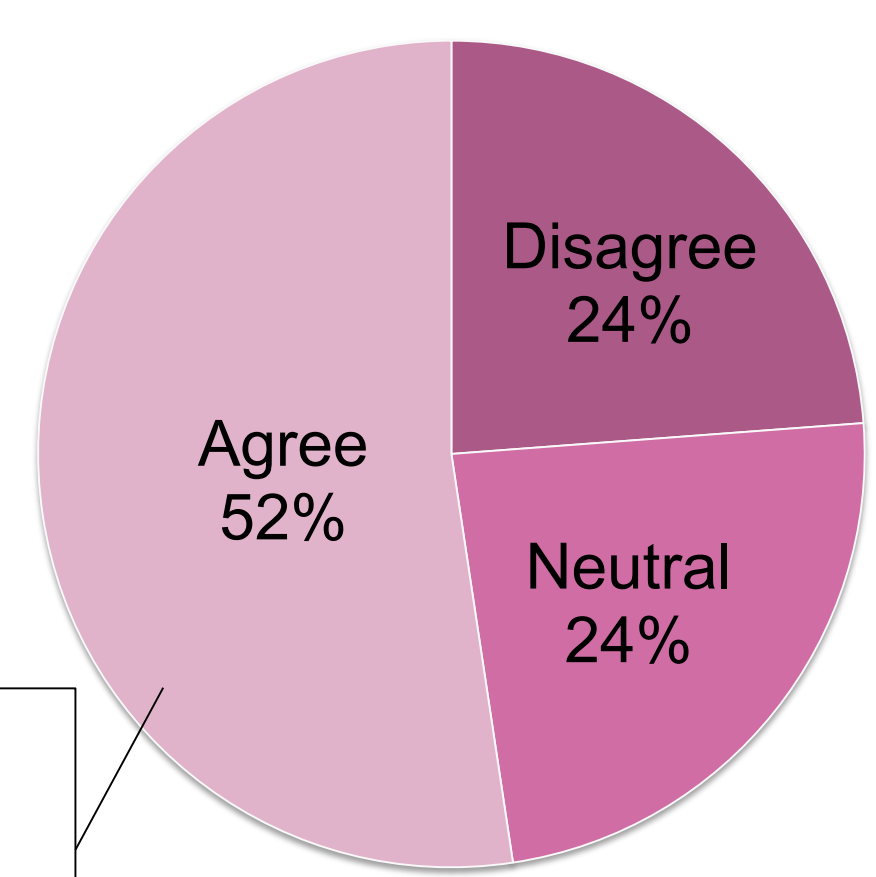
Delivery Officer Survey:
40% of delivery officers were either unclear or very unclear where samples needed to be delivered the first time they visited FASS



Data Analysis:
80% of samples entered before 12pm, however receipt areas are staffed until 5pm

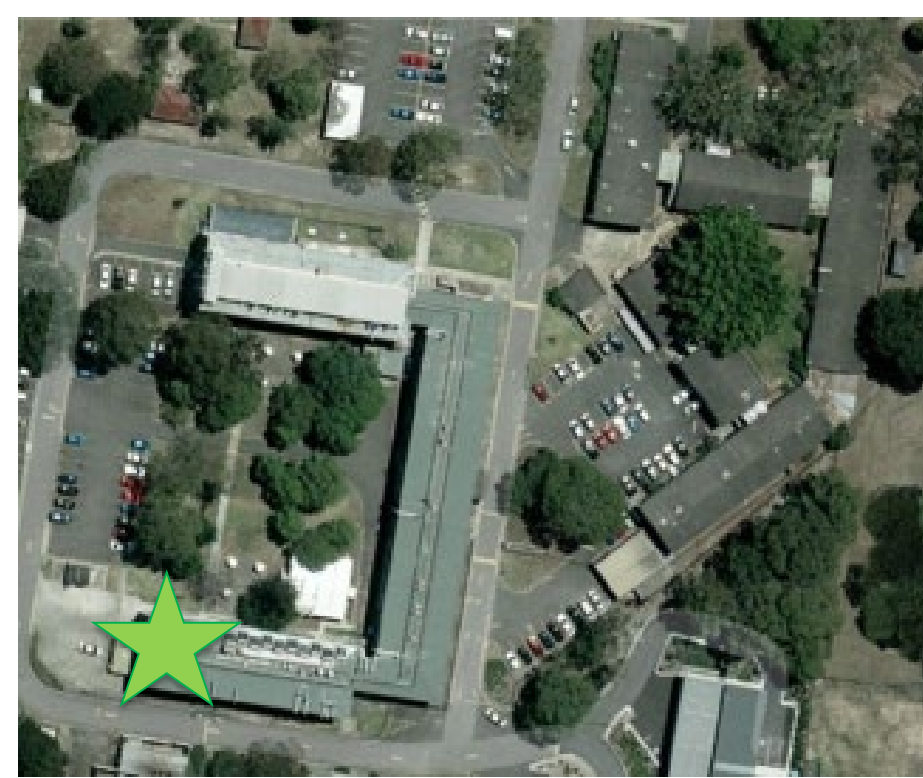
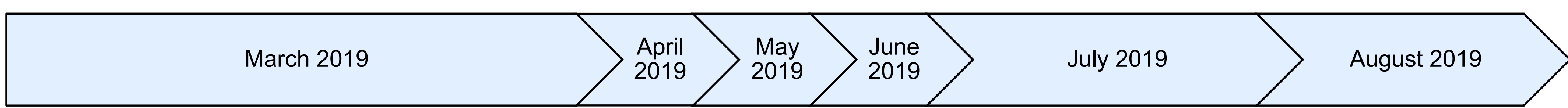
View of:	Quote:
Staff	"Wasted resources and physical space" "Highly trained staff should be carrying out analytical work, not receiving exhibits"
Delivery Officer	"Many locations to drop samples" "Very hard to locate"
Patient (through Sexual Assault Counsellor)	"Victims feel very anxious and distressed waiting for results" "Life has stopped but everyone else has moved on"

Ten receipt areas within a 4.39 ha site, each governed by individual laboratories, with their own staff, IT systems and procedures



Staff Survey:
52% of staff surveyed said receipt interrupted their normal duties

Solutions and Implementation Plan



One receipt area with a dedicated manager and team.



Simplify receipt procedures and consolidate into one manual.



Receipt IT interface for entry of receipt data. Data to then be distributed to existing IT systems.



New signage to be installed.

Sustaining Change

Sustainability is being encouraged by:

Receipt Unit level:

- Dedicated staff, removing scientists from receipt
- Unit performance KPIs being monitored

FASS level:

- Receipt Unit incorporated into FASS restructure with clear governance
- Key strategic priority of FASS

- Decommissioning other receipt points

NSW Health Pathology

- State-wide Signage Project providing clear directions

Conclusion

- This project involves the consolidation of similar processes from multiple areas into a single entity, a concept that can be transferred to any non-specialised service within NSW Health.

- The ACI Methodology has been incorporated into local projects run at FASS. This methodology brings rigor to planning and delivery of projects. Staff within this project have been used in mentoring roles for other service improvement projects.

- This project raised service delivery issues to stakeholders oblivious to its inefficiency. Proactive service improvement should be encouraged for other NSW Health entities.

Acknowledgements

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