

CAP Root Cause Analysis Course – Sample Content

Demonstration – ESR Results

This section provides a demonstration of Step 2 – Map Current Process.

Interviews

Individuals in the following roles were asked, “How do you do your work?”



Heme Tech

First, I run the complete blood count, and then if it also needs an ESR I will place the tube in the “Add-on box, or if I have time I’ll place it in the rack on the ESR bench. If there are other tubes in the rack and everyone’s busy, I’ll also put them on the automated ESR analyzer.



Helper

If I see any ESR samples in the “Add-on” box, I’ll take it to the ESR bench and put it on the analyzer along with any already in the rack. At that time, I also check the printer for completed ESRs and will file those in the computer. Also, I take a lot of calls from the nurses in rheumatology looking for ESR results on their study patients. Usually the test has been run but the results have not been filed yet; occasionally I find the specimens still in the “Add-on” box. Then they’re really mad at us.



Diff Tech

My first priority is to read the manual differentials, especially any that are STAT. If I have time, I will set up any ESRs sitting in the rack. I can’t see the printer from where my scope is, but if I’m up, I’ll look to see if any results need to be filed.



UA Tech

When I’m on the urinalysis bench, I’m pretty busy, but when I can, I’ll set up ESRs to help them out. I don’t usually think to look at the printer for any completed tests – out of sight, out of mind.



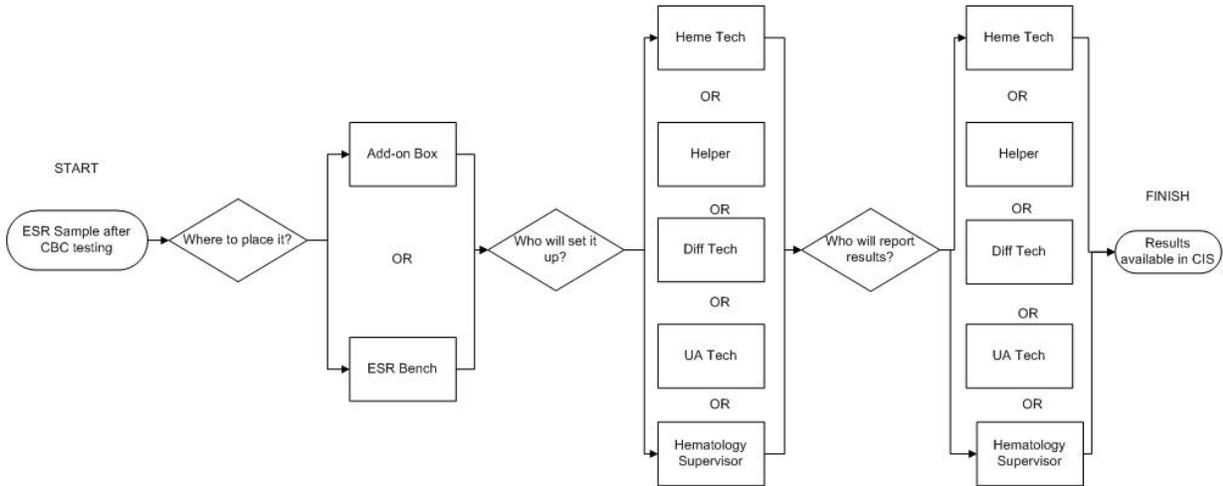
Hematology Supervisor

Sometimes the RNs in rheumatology will call me directly complaining that they haven’t gotten their patients’ ESR results yet. I’ll go and check for any specimens that have not yet been set up or I’ll check the ESR printer for results that haven’t been filed yet. When we’re busy, sometimes we don’t notice that the results have printed. The instrument dings one time when testing is complete but you hardly notice it. I know everyone’s doing their best to get the work out.

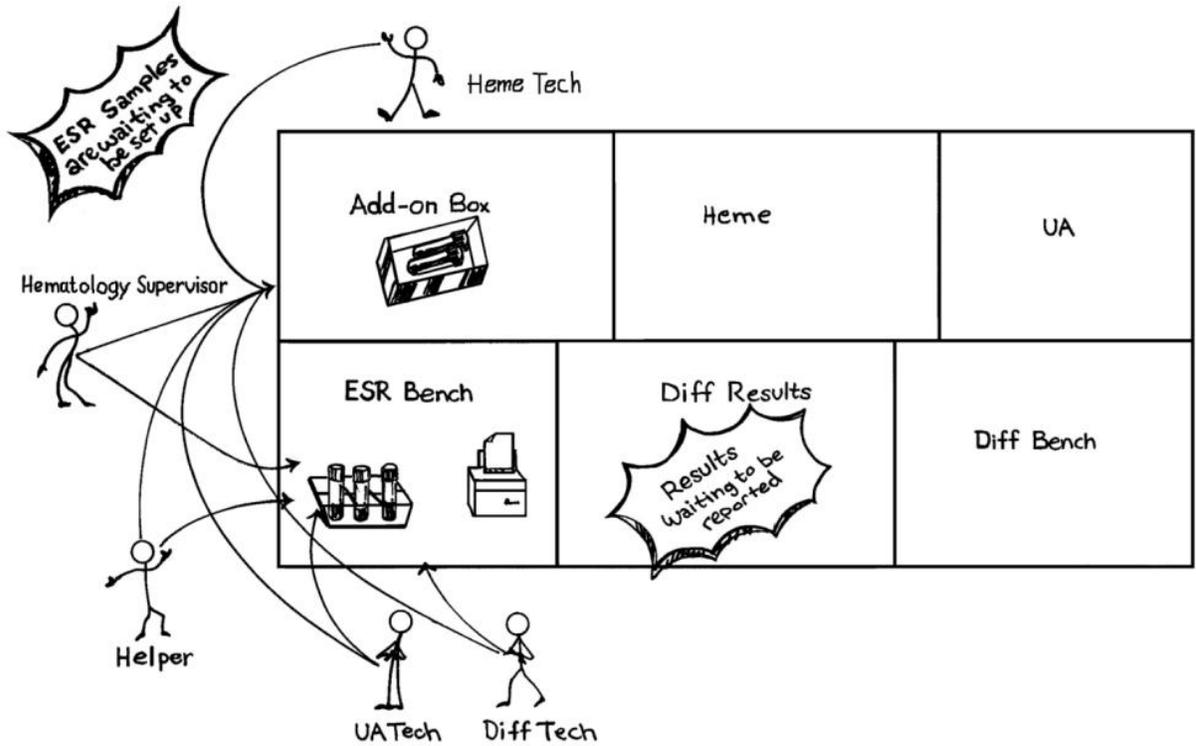
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Review of Documents and Flowcharting

After sifting through and reconciling the varying perspectives and reviewing existing documentation, the project team came up with the following flowchart and accompanying diagram of the current work:



ESR Results Case – Current Process Flow



ESR Results Case – Current Work Layout

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Practice – CF Specimen Case Exercise

This section provides practice with Step 2 – Map Current Process.

Case Information

Now that you've defined the problem (Step 1), the next step is to identify the current process. First, ask whether there is a standardized process. You find the following document in a binder on the shelf:

Receiving and Processing Sputum Samples for Cystic Fibrosis Study

Approved by: Dr. Abed, February 3, 20XX (seven years prior)

Reviewed by: E. Fuller, February 3, 20XX (six years prior)

Purpose: To describe the process for receiving and processing sputum samples from patients with cystic fibrosis.

Process:

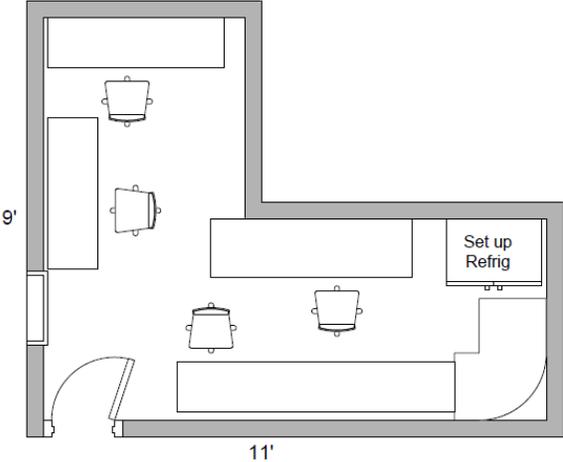
- CF samples from study sites across the US and Canada are shipped to the Wolfe-Christopher Receiving Department (Receiving) seven days a week.
- 8th floor CF micro laboratory sets up cultures.

Responsibilities:

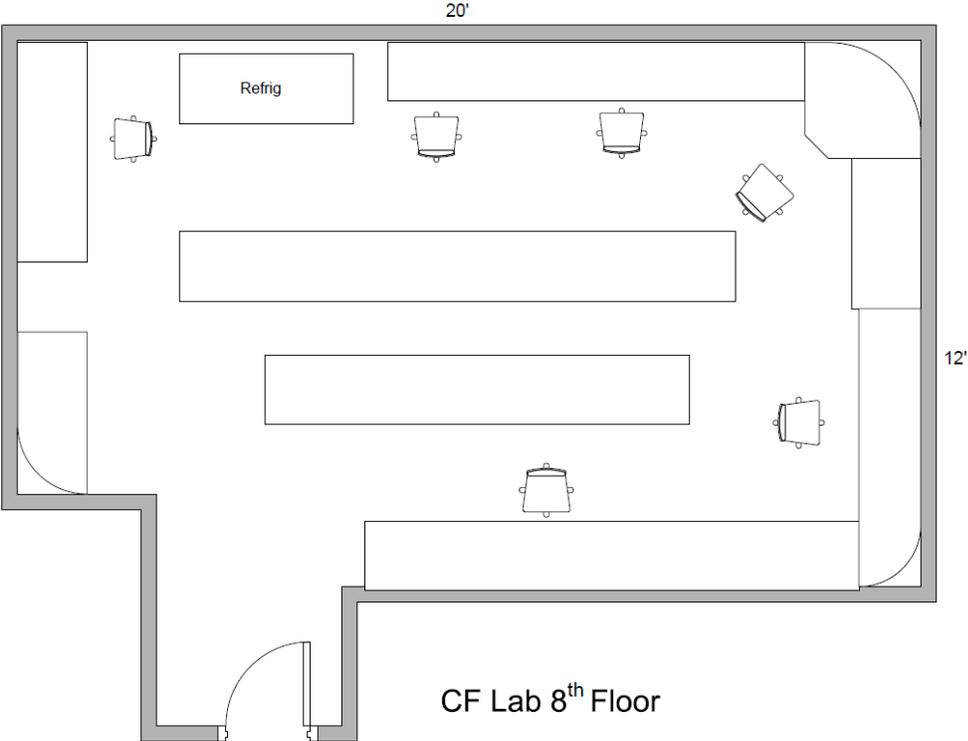
Area	Responsibilities
Receiving	Deliver unpacked boxes to 6th floor micro
6th Floor Micro	Unpack boxes and time-stamp requisitions
8th Floor CF Micro Laboratory	Check 6th floor for specimens
Off-hours	Put sealed bags into set-up refrigerator in 6th floor micro and put the "CF Samples" magnetic label onto the front of the refrigerator door

You also find a set of floor layout diagrams for Receiving, 6th floor micro, and 8th floor CF lab. These diagrams provide a perspective on the size and layout.

CF Specimen Case – Floor Layout Diagrams

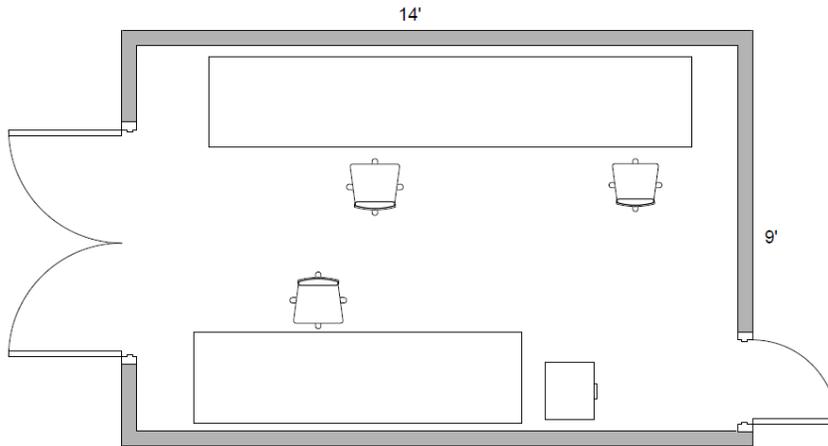


6th Floor Micro Lab



CF Lab 8th Floor

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Receiving

You follow up by interviewing multiple people in the laboratory. You ask a simple question: "How do you do your work?" Here are the perspectives they provide:



Receiving AM Shift

We get CF study shipments throughout the day from around the world. I like to let the cart fill up, and then when I get a chance, I take the boxes up to 6th floor micro.



Receiving Off-hours and Weekends #1

I've been told that 6th floor micro is too busy on the PM shift and weekends, so I take the CF boxes to Central Processing (CP).



Receiving Off-hours and Weekends #2

When a CF shipment arrives, I prefer to take it immediately up to the 6th floor micro.

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**Central
Processing
Tech (CPT)**

Sometimes on the PM shift or on the weekends, Receiving will bring us boxes of CF specimens. The 8th floor CF lab only sets up cultures Mondays through Fridays, so I put the sealed specimen bags into the set-up refrigerator on the 6th floor and put a magnet on the door that reads “CF Specimens.”



**Tech 1
6th Floor Micro**

When I unpack the CF boxes we get from Receiving, I'll take the sealed bags that contain a specimen and a requisition for a CF culture directly to the 8th floor CF laboratory. This room is very small; I don't want a specimen getting lost. That would not be good patient care.



**Tech 2
6th Floor Micro**

As I unpack a shipment, I prefer to open one bag at a time, time-stamp the requisition, ensure that the name on the specimen label and the name on the requisition match, and then put them into a blue transport carrier. In this way, I can account for each specimen. If there is a bag with only a requisition or only a specimen, I can then follow up directly with the provider. This is good customer service.



**Tech 3
6th Floor Micro**

When it's really busy, which it almost always is, I prefer to batch process. It's faster to put the specimens into one pile and the requisitions into another pile. That way I can time-stamp all of the requisitions at one time. After that, I put them into the nearest bin for transport.



**PM Tech 6th
Floor Micro**

Not all the PM and weekend techs are trained to set up cultures on CF sputum specimens, so I put their specimens in our set-up refrigerator after I process them. If someone on the PM shift wants them, they'll come down and look for them in the refrigerator; otherwise, the day shift will pick them up in the morning.



**8th Floor CF
Micro Tech**

When I get a chance, I walk down to the 6th floor and pick up our CF specimens. I also check the door of the set-up refrigerator. If any CF specimens have been put there during the PM shift or over the weekend, a magnet that reads “CF Specimen” will be there to alert us.

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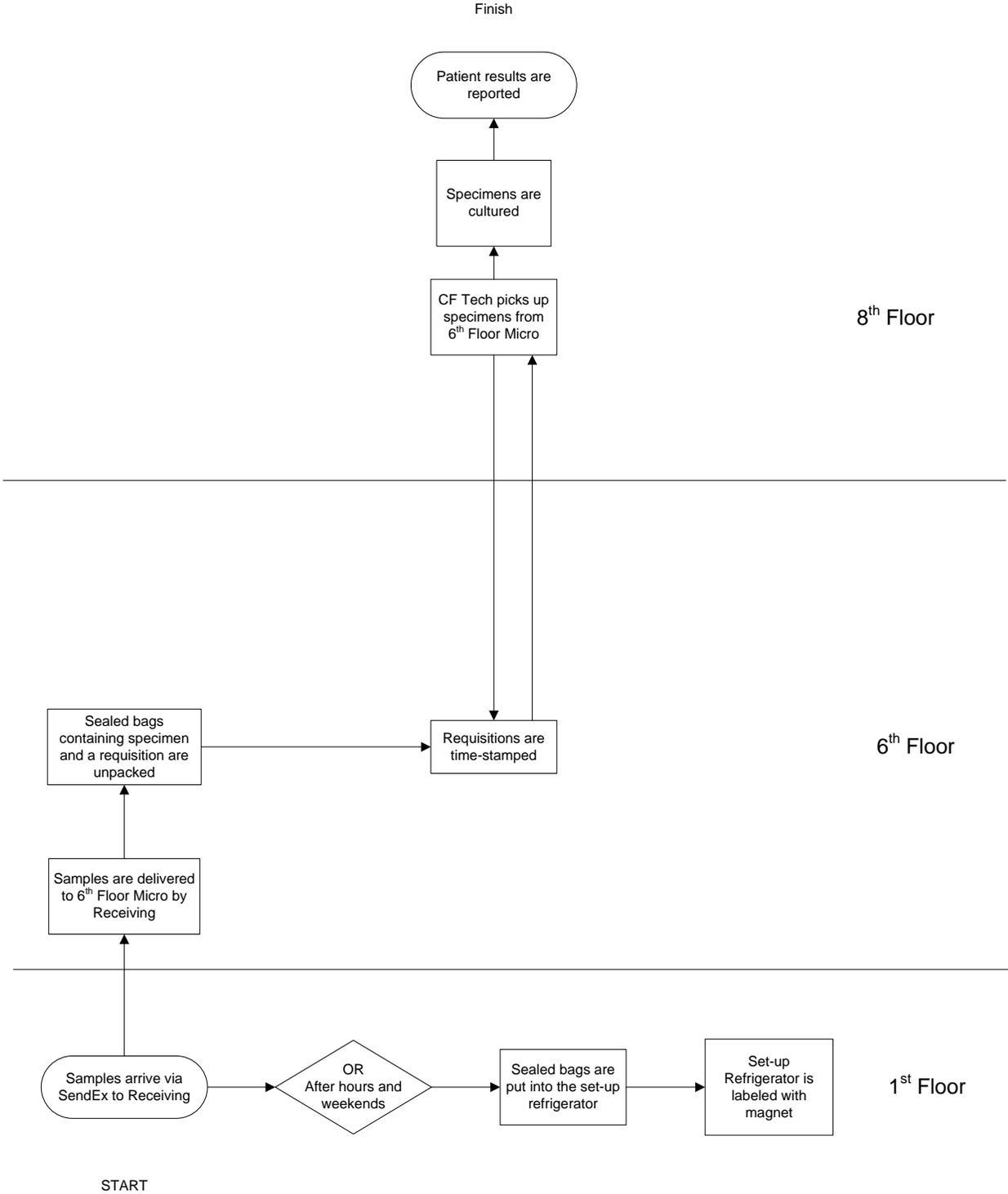
Your Assignment

Based on the information you have been given, do the following:

- A. Create a process map that reflects actual practice. (Note: It is helpful to do this assignment with a group if possible.)
- B. Choose the process map below that most closely matches your analysis.

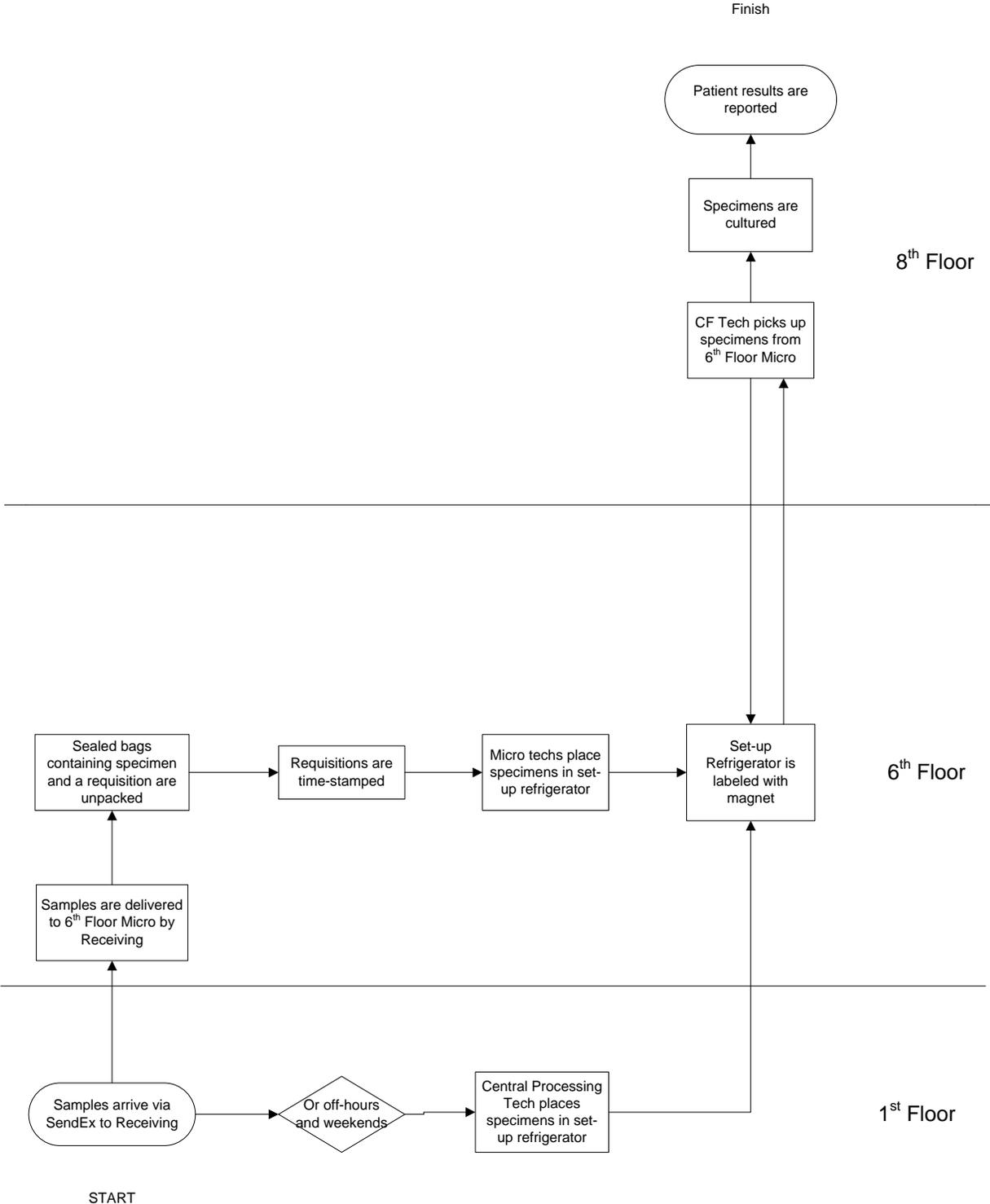
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CF Specimen Case – Current Process Map #1



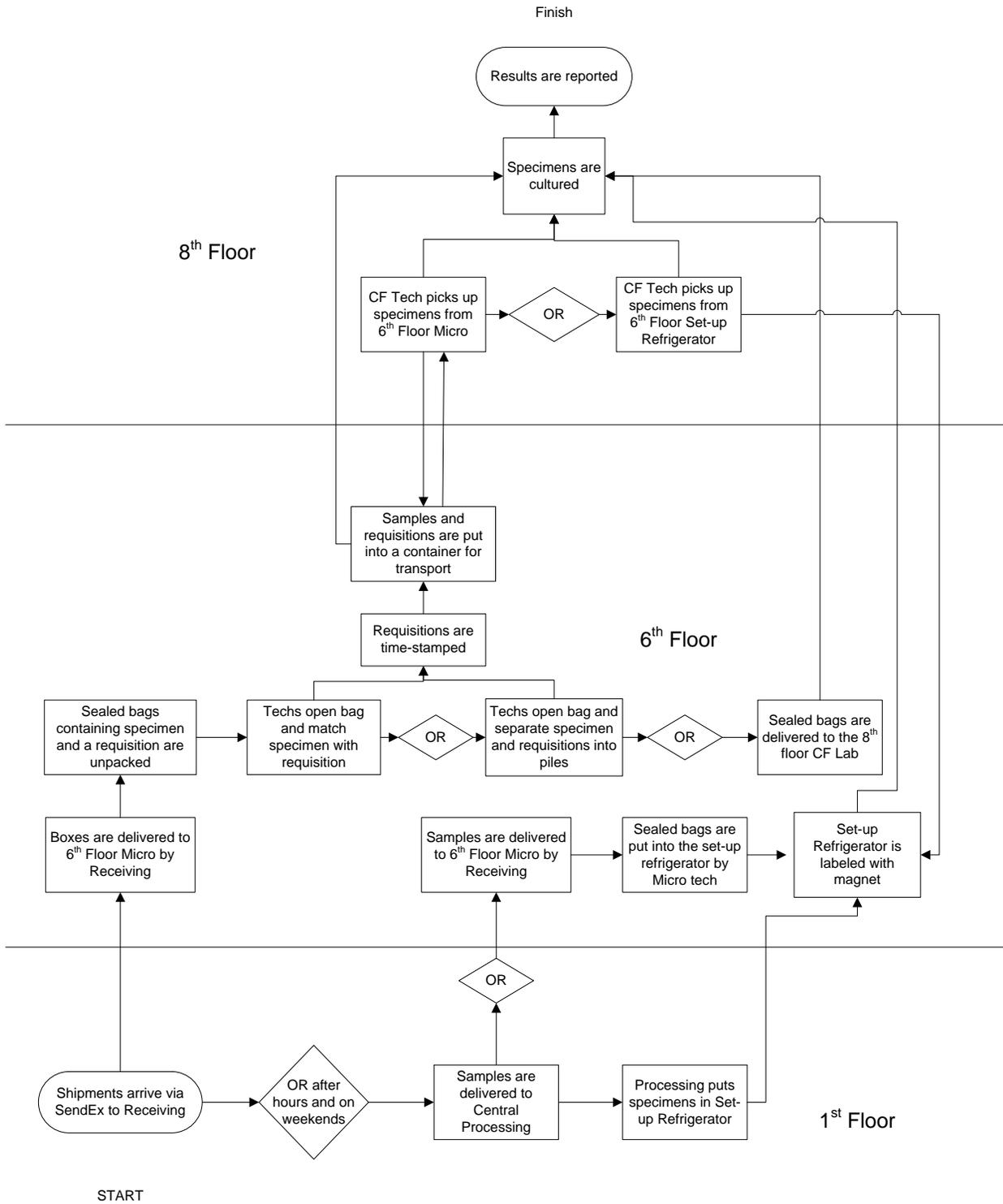
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CF Specimen Case – Current Process Map #2



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CF Specimen Case – Current Process Map #3



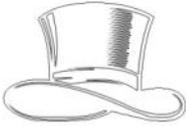
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Six Thinking Hats

Definition

Six Thinking Hats is a tool created by Edward de Bono to encourage creative and unconventional thinking about a topic. It encourages teams to look at a problem from different perspectives. It also pushes individuals out of their typical mode of thinking; for instance, it pushes pessimists to think optimistically and pushes rational thinkers to think with their gut.

See Edward de Bono's website [Six Thinking Hats](http://www.edwarddebono.com).

Hat Color	Perspective	Typical Questions
White 	Factual, as in "black and white" information	What do we know for sure? How do we know this?
Red 	Emotional, gut feelings	What do I like about this idea? What bothers me about this idea? What does my gut say?
Black 	Negative, pessimistic	Why is this idea likely to fail? What is the downside or risk?
Yellow 	Sunny, optimistic	Why will this idea work? What can we do to make this idea work?
Green 	Creative, fertile	What new ideas can we come up with?
Blue 	Big picture, higher perspective (view from the sky, from above)	Where are we? What is most important now? How are we thinking about this?