



Quest for Excellence

Bryan Medical Center Pine Lake Campus Laboratory

3901 Pine Lake Rd Ste. 100 Lincoln, NE 68516

Jayne Ellenwood

Email: jayne.ellenwood@bryanhealth.org

402-481-5931

8/2/2022

On Demand Testing: Affordable self-pay laboratory testing.



To whom it may concern,

Please review the following Quest for Excellence application for Bryan Medical Center's Pine Lake Campus Laboratory service of On Demand Testing.

Criteria 1 – Leadership/Planning (10 points) Describe how hospital/clinic leadership guides and sustains your organization by establishing organizational vision, values, and performance expectations, with a focus on patients, quality improvement, learning, and managing for innovation. Describe how this project is consistent with your strategic plan:

Bryan Health has a core strength that enables its facilities, leaders, and employees to provide service excellence to community members of the areas that Bryan Health serves. The project submission of On Demand Testing came to be due to Bryan Health's 2023 Strategic Plan *Elevate 23*. The following Vision, Mission, Core Values, Beliefs, and Critical Success Factors were included in the *Elevate 23* Strategic Plan.

- **Vision:** Elevate quality of life through better health
- **Mission:** Bryan Health's mission is to advance the health of individuals in our region through collaboration with physicians and communities.
- **Core Values:** One team, one purpose; Spread a smile, go the extra mile; Live it, own it; Care like crazy, Motivate, appreciate; Know the way, show the way; Enjoy the Journey
- **Beliefs:** Integrity – our foundation; Service – our standard; Excellence – our distinction; Collaboration – our investment; Leadership – our future.
- **Critical Success Factors:** Community Engagement, Physician Collaborations, Equity, Brand, Technology and Security, Finance.



Driving strategies were also included in the Bryan Health's Senior Team's strategic planning. The driving strategy of *Establish Consumer Focused Models of Care* helped drive the vision and support for On Demand Testing.

- Establish consumer focused models of care:
 - o We will engage our communities by providing leadership in health improvement and adopting consumer centric solutions that address preferences for access, affordability and personalization.

Four key areas of focus comprised the driving strategy of *Establish Consumer Focused Models of Care*. Driving strategy, *B1: Develop a comprehensive outpatient diagnostic center*. The driving strategy to develop an outpatient diagnostic center, led to the implementation of Bryan Medical Center Imaging and Diagnostic Center, Pine Lake Campus. Including the implementation of the Outpatient Laboratory and the On Demand Testing project and new service line.

In addition to the thoughtful strategic planning done by the Bryan Health Senior Team, the Bryan Medical Center Clinical Laboratory leadership team also completes annual strategic planning. Aligned with *Elevate 23*, the Clinical Laboratory had a Growth goal to be completed in 2021: *GROWTH – Expand laboratory services to ensure that Bryan meets the needs of the community and region*.

The On Demand Testing service line, also known as Direct to Consumer Testing, was a project that thoughtfully executed key drivers of *Elevate 23*. On Demand Testing provides affordable lab testing at a significantly reduced cost, to the uninsured, underinsured, or those who want to take charge of their health without provider orders. This project aligned with



Elevate 23, in that it focused strictly on providing consumer focused models of care, with ease of access, affordability, and personalization.

Criteria 2 – Process of Identifying Need (15 points) Describe the need in your facility for this initiative; describe why you selected this project and what methods you used to identify the need, e.g., patient/staff/physician satisfaction surveys. What steps did you take to meet your patients’ expectations and requirements? How will this initiative improve the quality of care provided to your patients and your community? Did you integrate your patient/family engagement team? Describe your facility specific issues, as well as providing any applicable national benchmarks or standards:

The creation of the Imaging and Diagnostic center was a Driving Strategy of the *Elevate 23* strategic plan. The need for this Driving Strategy was due to multiple thoughtful reasons. Bryan Health recognized the opportunity as well as a great need in the community to provide low cost imaging and diagnostic (laboratory) services to the community. The health system had also recognized that it was losing patients to a free-standing imaging center that was able to schedule patients quicker and had reduced pricing. By developing an Imaging and Diagnostic Center, Bryan Health’s finance department would be able to build agreements with payers, while also aiding in the creation of Bryan Health’s On Demand Laboratory Testing service line.

Laboratory and Bryan Health leaders supported the creation of On-Demand Testing due to feedback from Outpatients and Physicians who referred their patients for Outpatient testing to Bryan Medical Center. Before the Imaging and Diagnostic Center Laboratory, Bryan Medical Center had two outpatient laboratory collection sites, located at East and West Campus. Due to their being located within a hospital, the outpatient laboratory pricing is the same as the inpatient laboratory pricing. The implementation of the Imagine and Diagnostic Center Laboratory



allowed the laboratory team to reduce outpatient fees for laboratory testing collected at this site. While the team was able to reduce outpatient pricing at this facility, it also recognized the opportunity to be the first in the area to offer Direct to Consumer laboratory testing, which was coined On Demand Testing.

Criteria 3 – Process Improvement Methods (30 points) Describe who was involved in the improvement effort, methodology used (PDSA, LEAN, Six Sigma, etc.), how the data was collected, and the process that was used to achieve the results. Describe how you used the data and information to guide your process improvement efforts. This may include clinical, financial, and other data such as satisfaction surveys:

The specific project of focus, On Demand Laboratory Testing, was led by the Bryan Medical Center Laboratory, however, many Bryan Medical Center team members had a crucial role in implementing this project and seeing it through to its success. Lab leaders met to discuss needs including: timeline, budget, space/facilities, test menu/pricing, marketing, infrastructure, ordering/payment, and regulatory guidelines. Once a proposal was developed the Director of the Clinical Laboratory presented to the Vice President, who also presented and received approval from the board. In addition to Senior Team and Board approval, the Clinical Advisory Team for IT required approval of resources that would be dedicated to this project. All steps received approval and support.

The initial driving factor and goal was to collect 77,021 billable tests at the Pine Lake Laboratory in 2021, which would be 15% of current outpatient collections occurring at the East and West Outpatient Laboratories. Because of the COVID -19 crisis, available resources, and supply chain delays, the project start date was delayed by four months. With board approval, the



goal was restructured to 41,600 billable tests collected. By the end of 2021 this project surpassed its goal and collected over 46,000 billable tests.

A key element to the success of this project was the thoughtful consideration in how the team would implement the service. Including ensuring that the laboratory obtained a CLIA Certificate of Waiver. Ensuring rapid laboratory turnaround times and a lower cost. However, to ensure a that the Laboratory and On Demand Testing Service was able to cater to provider orders and have a wide test menu of On Demand tests orderable, it was decided that all moderate and high complexity testing would be sent to Bryan Medical Center West Campus – still ensuring results within 12 to 24 hours, while testing was performed at High Complexity Lab.

With respect to the On Demand Testing test menu, a thorough evaluation of common wellness labs, national lab's direct to consumer test menus, provider feedback, and pandemic testing needs were considered. After review, a test menu of over 30 orderable test options was developed. In addition to provider feedback, the laboratory and marketing team recognized the critical importance of capturing provider support. This was achieved by rounding with providers and practice managers to pitch the idea of On Demand Testing; asking what tests they would like to refer patients to who needed affordable testing, and what tests would be valuable to uninsured patients.

Bryan Health's Advancement Office's marketing department then assisted in the creation of a user friendly online order form. As well as assisted with marketing to the public to promote the new location and the new affordable service line of On Demand Testing. Mailers, magazine and newspaper ads, billboards, social media campaign, media (TV and newspaper) interviews, and the organization's website were all used to ensure the public was made aware of this affordable new service to the citizens of Lincoln and surrounding communities.



Criteria 4 – Results (30 points) Describe the results including the patient outcomes, process changes and service delivery results, the financial and market performance improvements, leadership, or community improvements that occurred because of this project. Projects that demonstrate creativity and innovation will be given greater consideration.

The measure of success goal was initially revised and set as 41,600 billable tests to be collected. The number achieved from April of 2021 to December 31st, 2021 was 46,961 billable tests collected. While the laboratory team was thrilled that the goal was exceeded, the biggest win was considered to be the amount of new to Bryan Health patients that this service line brought to the organization. From Go-Live in April 2021 to February 2022, the Pine Lake Laboratory and On Demand Lab serviced a total of 6,173 patients. Of the 6,173 patients, 3,519 of those patients were patients who were new to Bryan Health. This was celebrated as a major success point as it demonstrated that this project and new service line was capturing new patients who would benefit from more affordable and accessible care.

Revenue results were also positive as well. Gross revenue during the project evaluation was \$433,642 and net revenue equated to approximately \$335,000.

Criteria 5 – Lessons Learned, Replicability, Sustainability (15 points) Describe the lessons learned from this project; describe how you applied what was learned from this project to other areas in your facility; describe how other facilities could replicate what you did; describe your plans to sustain your gain:

Lessons learned did occur with this project. Understanding the role in which IT at a facility the size of Bryan Medical Center will need to fulfill and commit to is crucial. As well as ensuring that each department involved with the creation of the project must be able to view the project as a ‘Big Rock’ and prioritize for appropriate bandwidth.



This project has been identified as sustainable as it continues to grow including observing a continue increase of new to health system patients. Other facilities have reached out for guidance on how to create and develop the On Demand Testing model at their rural facilities, and the laboratory team has been able to provide them with the foundation of how to implement by using the steps and processes listed above.

To ensure that the success of this project is sustained, the laboratory team continues to rely on patient and provider feedback to improve and expand the test menu, hours of service, and ordering and billing processes. The team has already expanded clients by collaborating with local colleges to ensure their students have affordable immunization status testing; which is required to start at certain higher education and healthcare facilities. The team is also collaborating with a Bariatric program to assist with providing affordable labs to their patients to reduce the burden of the medical bills that accompany bariatric procedures.