

Laboratory Sciences of Arizona



Company Information:

Highest Ranking Official:

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Type of work:

Laboratory Sciences of Arizona, LLC (LSA) is the largest fully integrated laboratory network in the nation, with more than 1800 employees in Arizona. The diverse network includes the seven hospital laboratories of Banner Health and the medical laboratories of Sonora Quest Laboratories (SQL).

Workforce: 1800 Employees

Testimonial of Value of Arizona State Quality Awards Program

“Laboratory Sciences of Arizona (LSA) recognizes that our employees are our most valuable asset. The training and retention of quality employees is critical to the success of our organization. LSA has maintained World Class Employee Satisfaction for the past three years, and recently was recognized as one of the ‘Top 25 Best Places to Work in the Valley’. The Arizona State Quality Awards Program validated that LSA deployed a systematic Employee Survey and Action Planning Process and has achieved excellent results.”

David A. Dexter
President & Chief Executive Officer
Laboratory Sciences of Arizona

Highlights of Organizational Process:

Employee Satisfaction Survey and Action Planning Process

Employee Satisfaction Surveying, Action Planning, and follow through take place year round and utilize a Plan-Do-Check-Act (PDCA) process cycle. This approach is repeatable, integrated into operations, and therefore consistently applied. All departments participate in the company employee satisfaction survey and action-planning process.

The process allows flexibility for managers of departments to implement a more frequent employee surveying process to check the effectiveness of action plans implemented. Employees are involved in discussion of survey data and discussion of action plan options with their supervisors and managers.

Employees are impacted by action plans, both departmental and company-wide, which promote better work environments, increased management skills, increased cooperation, and effective pay and reward systems.

Examples of actions that brought about above results:

Work environment – In 2002, the Billing Department of Sonora Quest Laboratories scored low on the employee survey on questions concerning work environment. Based on this feedback, additional space was dedicated to the department to allow workstations to be better designed. The build-out space and relocation of employees was completed in June of 2004.

Cooperation – Required training class for all Leadership employees in 2003 based on 2002 survey results. The question concerning cooperation between managers in different departments was in the top five questions with a positive trend increase for 2003.

Customers – Impacted by the improved service they receive from satisfied employees. Category breakdown of the survey questions includes professional development to increase employees' job skills. An increase in skills better equips employees to handle customers' issues leading to employee satisfaction and lower turnover.

Stakeholders are impacted by increased revenue and net income from cost savings associated with lower turnover. This has resulted in LSA's increased ability to compete and win contracts for its competitive arm Sonora Quest Laboratories, due to improved service levels. In addition, the hospital operations financial measure of cost per test has consistently been achieved over the past three years.

LSA is committed to improving customer satisfaction and believes the key to doing so is through having satisfied employees. Every year that the employee satisfaction survey result score has improved, the customer satisfaction survey result scores have also improved. LSA surveys its hospital customers; the administrative, nursing, and physician staff at the Banner Health hospitals, on an annual basis. SQL surveys its physician clients and their office staff on a quarterly basis.

The Employee Survey and Action Planning process has been implemented at all LSA/SQL sites. In addition, sharing of approaches to improve scores has occurred among Leadership through

- Communication in the monthly Leadership Team Meeting through report outs by the Senior Leadership Team.
- Question and Answer sessions with Leadership from improving departments at department level Leadership meetings.

LSA has moved the organizations employee satisfaction scores from a low of 54 in 2000 to a World Class level of 71 and 72 in 2002 and 2003 respectively. SQL received two awards from its parent company Quest Diagnostics Incorporated. In 2001, SQL won the most improved award for Satisfaction Excellence. In 2002, SQL was the best performing business unit out of twenty-six for employee satisfaction.

The Employee Survey and Action Planning Process is directly linked to the organizations Critical Success Factors (CSF) as Employee Satisfaction is the number one CSF. The process is the means by which LSA/SQL achieved its employee satisfaction goals in the past and is planning to achieve its 2004 Employee Satisfaction goals. The creation of the employee satisfaction strategy and the process for achieving employee satisfaction goals by the Senior Leadership Team demonstrates the State Quality Award value of Visionary Leadership.

The Employee Satisfaction Survey and Action Planning Process demonstrate the creation of internal and external partnerships in order for LSA/SQL to meet its goals. Internally, departments and sites have worked together to share knowledge on how they have increased their Employee Satisfaction scores. They also work together in the planning and execution stages of the process. The laboratory departments of Banner Good Samaritan held focus groups with the supervisor of another laboratory department leading the group. This strategy allowed for honest and open participation by the employees.