



Adapting to Rapid Change When It Matters Most

Wednesday AM

Moderated by



Peg Pennington



Emily Jackson

*Director of Nursing for Divisions of Medicine and Neurosciences
at New York-Presbyterian/Columbia University Irving Medical Center*



Chris Dillinger

Regional Director of Operations at LabCorp



Holly Stein

Director of Operational Excellence at Cardinal Health

Up Next:



Emily Jackson

*Director of Nursing for Divisions of Medicine and Neurosciences
at New York-Presbyterian/Columbia University Irving Medical Center*



AMAZING
THINGS
ARE
HAPPENING
HERE

Best Practices: Adapting to Rapid Change When It Matters Most

Emily Jackson, MBOE, BSN, RN, NEA-BC

Director of Nursing, Medicine & Neurosciences

NewYork-Presbyterian/Columbia University Irving Medical Center

NewYork-Presbyterian Hospital



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*



**Weill Cornell
Medicine**

The COVID Crisis

- March 8th, 2020 – Patient 0
- The battle of information
- Suspension of services
- Capacity and space
- Moving from system 2 back to system 1

Lessons Learned

- Psychological safety is more important than ever in times of intense stress
- The “soft” leadership skills matter
- Cross-train now for the future
- Necessity breeds innovation, let it
- Keep a journal

Up Next:



Chris Dillinger

Regional Director of Operations at LabCorp





Adapting to Rapid Change When it Matters Most

September 16, 2020





Leading Healthcare Diagnostics

+



Global Clinical Trials Organization



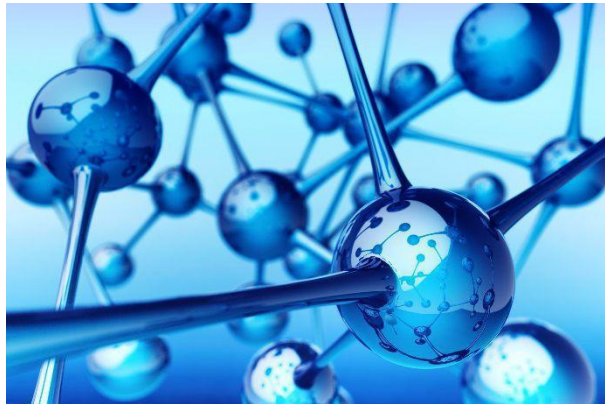
Leading laboratory network

\$11+ billion annual revenue

~65,000 global employees

Business in ~100 countries

100-year roots in healthcare



Founded in 1995 as a merger between Roche Biomedical Labs and National Health Labs



National clinical and anatomical pathology reference laboratory



A network of primary and esoteric testing locations



~200 STAT testing facilities



Contract research organization

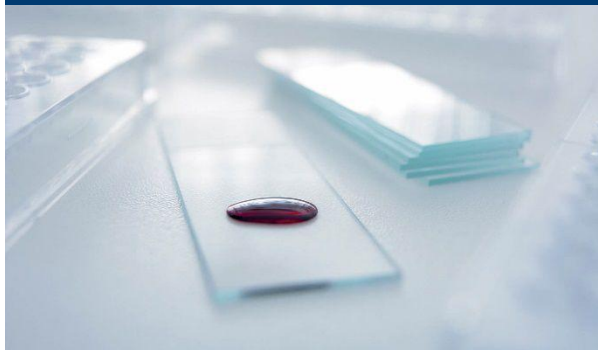


Supports clinical trial activity in ~100 countries

Acquired in 2015



Involved in development of current top 50 drugs on the market*



Research and drug development services



COVANCE[®]
SOLUTIONS MADE REAL[™]

*As measured by sales revenue

- **Established in 1990 for the development of molecular diagnostics**
 - First commercial laboratory to offer clinical applications for molecular technologies, such as polymerase chain reaction (PCR) technology
 - Areas of focus include genetics and oncology
- **Development of new technologies and applications for molecular diagnostics (R&D)**
 - Internal development of laboratory developed tests (LDT); licensing of technologies; collaborations with in-vitro diagnostics (IVD) and pharmaceutical companies
- **Long history of clinical trials testing services and support**
 - Has provided studies to support FDA clearance of both new therapies and diagnostics



- **Testing did not exist**
- **Fear of the Unknown**
- **Working with new entities**
- **Educating the medical community**
- **Communications**
- **Global supply chain**
- **Business economics**
- **Business routines**
- **Demand > Capacity**
- **Learning fast**
- **Fatigue**



Mar 5 2020

LabCorp Launches Test for Coronavirus Disease 2019 (COVID-19)

Mar 19 2020

LabCorp Announces Ability to Perform 20,000 Tests Per Day, Doubles Its COVID-19 Testing Capacity in One Week

Apr 16 2020

LabCorp Continues to Reduce Delivery Time for Test Results While Increasing Testing Capacity

Mar 16 2020

LabCorp Rapidly Expanding Its COVID-19 Testing Capacity, Expects Ability to Perform 10,000 Tests Per Day by the End of the Week and 20,000 Tests Per Day by the End of March

Mar 23 2020

LabCorp Developing Options to Prioritize COVID-19 Testing for Inpatient Population in Support of Guidance from the White House Coronavirus Task Force

Apr 21 2020

LabCorp COVID-19 Self-collection Test Kit Receives FDA Emergency Use Authorization

Mar 19 2020

LabCorp Sets Dedicated Hours to Serve the Non-COVID-19 Testing Needs for Elderly and Most Vulnerable People

Apr 2 2020

LabCorp Has Performed Approximately 350,000 Tests; Expands Lab Testing Capacity to More Than 30,000 Tests Per Day

Apr 22 2020

LabCorp Broadens Availability of COVID-19 Serological Antibody Tests to Hospitals, Healthcare Organizations and Through Its Patient Service Centers

Apr 5 2020

LabCorp Capacity Reaches Average Current Daily Volume of Tests Received



The Response

May 5 2020

LabCorp Continues to Increase Capacity for COVID-19 Molecular and Serological Tests

May 19 2020

Roche Highly Accurate Antibody Test for COVID-19 Goes Live at More Than 20 Initial Lab Sites in the US

Jul 30 2020

Media Statement: LabCorp is Proud to be Part of The Fight Is In Us Coalition to Increase Donations of Blood Plasma with COVID-19 Antibodies

May 5 2020

COVID-19 Antibody Test Now Directly Available Through LabCorp.com

Jun 1 2020

LabCorp Launches New COVID-19 Clinical Trial Site to Connect Patients With U.S. Research Trials

Aug 11 2020

LabCorp Will Perform Antibody Test at No Charge to Accelerate COVID-19 Blood Plasma Donation

May 12 2020

LabCorp Significantly Expands Availability Of Its COVID-19 At-Home Collection Test Kit

Jun 25 2020

LabCorp Launches New Neutralizing Antibody Test

Aug 19 2020

Media Statement: LabCorp Increases Capacity for Molecular Tests to 200,000 Per Day; Continues to Deliver Results in 1-3 Days on Average from Specimen Pickup

May 14 2020

LabCorp Launches Return To Work Services For Employers

Jul 25 2020

LabCorp Receives Authorization for COVID-19 Sample Pooling

Sep 8 2020

LabCorp Launches First Combined Test for COVID-19, Flu and RSV in Time for Flu Season





Voice of the Employee



The Power of the Combined



Daily Management System



[COVID-19 Clinical Trials](#)

[Connect](#)



[The Fight Is In Us](#)

Donate plasma that may help treat sick patients.



[Stop Medical Distancing](#)

It's time to see your doctor again.





{ Improving Health, Improving Lives }

 **LabCorp**

www.LabCorp.com

Up Next:



Holly Stein

Director of Operational Excellence at Cardinal Health



Six Lessons Learned from COVID-19:

AN ENTERPRISE OPEX COE PERSPECTIVE

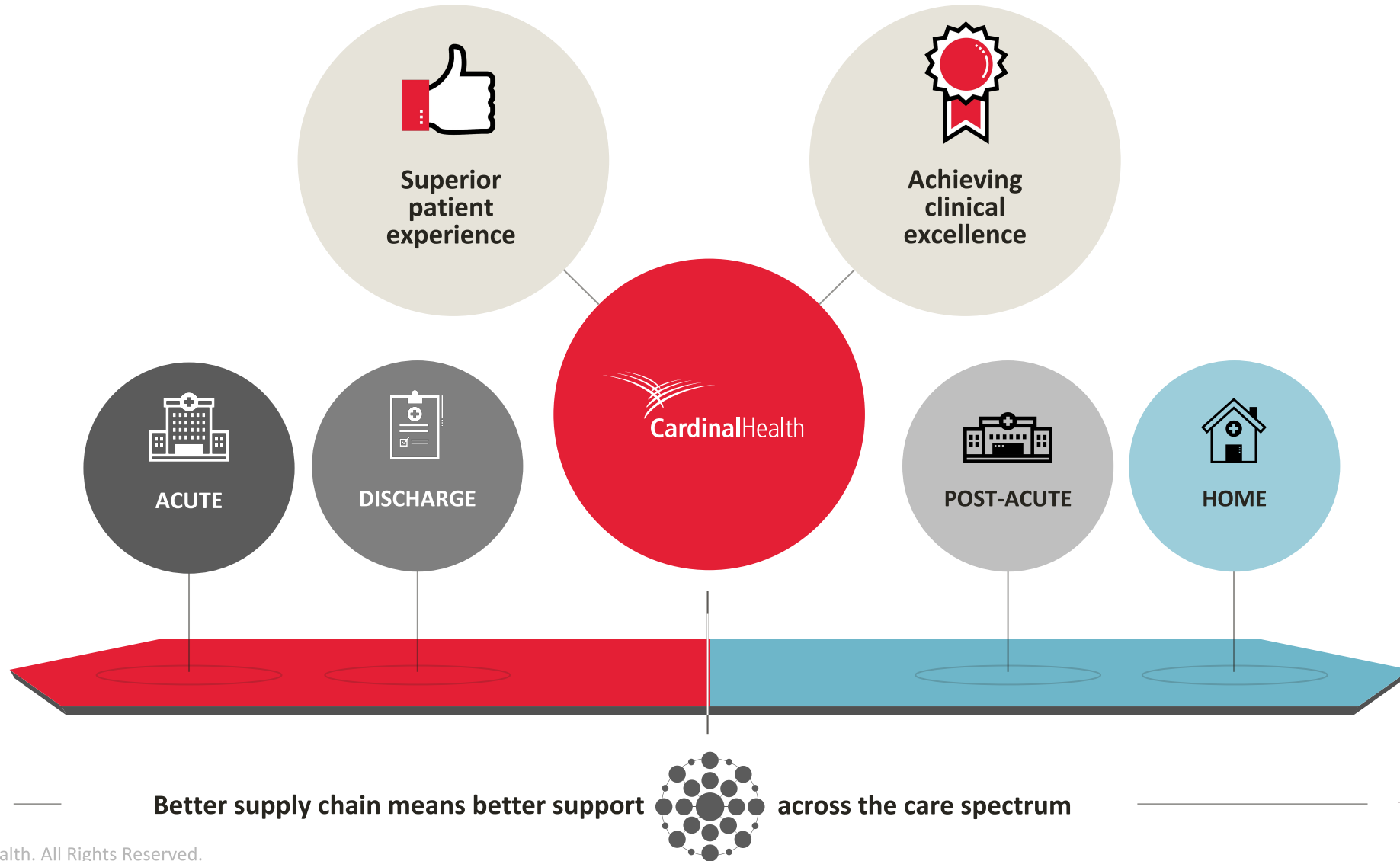
Holly Stein

DIRECTOR, OPERATIONAL EXCELLENCE



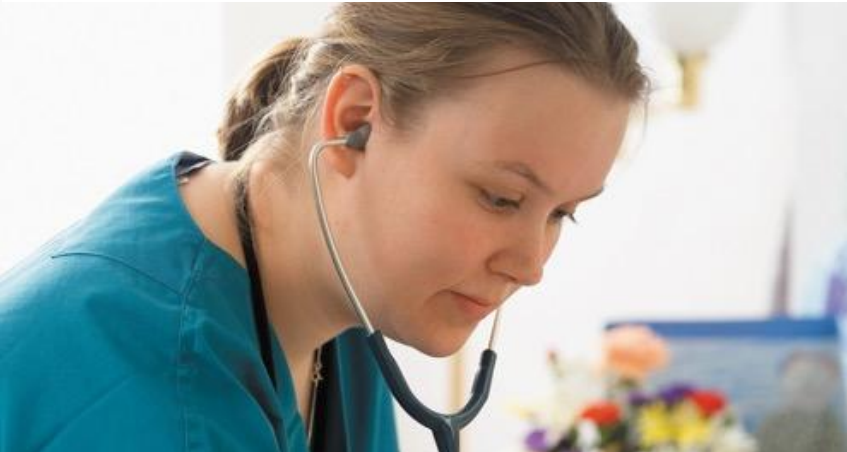
We deliver products and solutions to **improve the lives of people every day**

Cardinal Health exists to serve healthcare's goals



Our six shared customers

WHO WE SERVE



Acute care



Retail



Physicians



Supplier



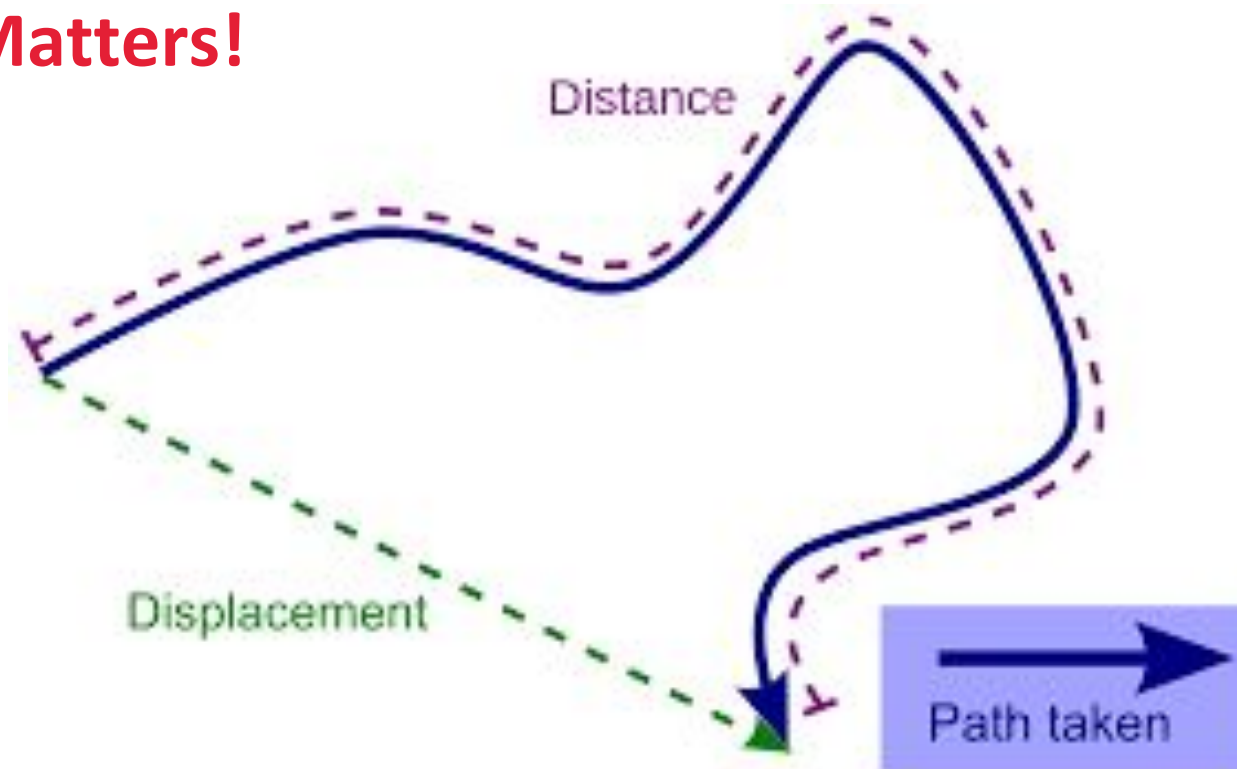
Payer



Patients and consumers

Six Lessons Learned from COVID-19

1 Speed Matters!



We are measuring cycle times in days & weeks, not months & years

Six Lessons Learned from COVID-19

2

Start with a Great Plan, then Adapt



Challenging our current thinking on Lean:
Need to be both “Just in Time” and “Just in Case”

Six Lessons Learned from COVID-19

3

Experiment, Learn, Experiment

The image displays a collaborative workspace interface for project management, divided into three main sections: **Project Management**, **DEFINE**, and **MEASURE**.

- Project Management:** Contains a 'KAIZEN Event Flow' diagram, 'Pre-Event Tasks', 'Event/Week Tasks', 'Post-Event Tasks', 'TRACTION APPROVALS', and a 'Kaizen Non-Negotiables' list. A 'Kaizen Team Member Schedule Conflicts' calendar is also present.
- DEFINE:** Includes:
 - 1 PROJECT KICKOFF & CHARTER REVIEW:** Purpose: Understand the scope and the problem we are trying to solve. Includes 'CHARTER' (Problem Statement, Business Impact, Scope, Goal) and 'VOICE OF THE CUSTOMER'.
 - GOAL CALCULATOR** and **FINANCIAL ESTIMATE** tools.
 - 2 KAIZEN TEAM TRAINING:** Purpose: Help the team understand the tools. Includes a 'PPT' icon and a note to 'Use Kaizen Training Multiple Process/Project Templates'.
- MEASURE:** Includes:
 - 3 CURRENT STATE PROCESS MAP / VALUE STREAM MAP:** Purpose: Make the process visible. A table with columns for SPOC Step 1 through 6.
 - 4 Parking Lots:** Purpose: 4 Parking Lots are populated during Process Mapping and then Improvements are reviewed prior to "Brainstorming Session". Includes 'Improvements Parking Lot', 'Out of Scope Parking Lot', 'Assumptions Parking Lot', and 'Additional Information Needed Parking Lot'.

We are seeing a dramatic shift to A3,
Just Do It and Kaizen Events guided by collaborative platforms – Ex: Mural

Six Lessons Learned from COVID-19

4

Data isn't just good or bad anymore

- Wrong Data
- Missing Data
- Delayed Data
- Inaccessible Data
- Other

More than 50% of all tracking data lags behind the actual event by more than 2 hours: Data is even less trustworthy when its creation is triggered by an event in an ERP system.

Six Lessons Learned from COVID-19

5 Expand Our Training Base



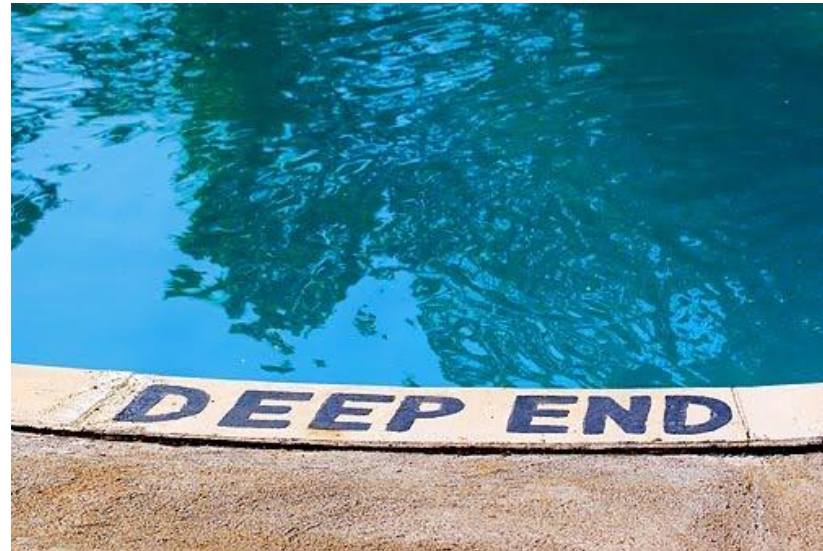
“Gamification of Learning”:
Daily Learning Experience
2 – 3 Questions Targeted to
your job profile

50,000+ Problem Solvers: Goal “Zero Harm”
Enabled by IoT: Internet of Things

Six Lessons Learned from COVID-19

6

OpEx is a truly a Leadership Program



We are developing our succession plan of leaders everyday

Six Lessons Learned from COVID-19

Conclusion



The act of recombobulating; putting back into order; removing confusion

Join the conversation

#BP4OpX

LinkedIn®

Questions? Looking for more details?

Reach out to sales@moresteam.com