

# Analyzing Apheresis Collection Data to Optimize Performance – A Success Story

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Donor Care Director

United Blood Services, Rocky Mountain  
Region



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# Overview: Blood Systems

- ♥ Non-profit 501 (c) (3) Organization
- ♥ Established 1943
- ♥ National Headquarters is Blood Systems (Phoenix/Scottsdale)
- ♥ 3,900 Employees
- ♥ 1.1+ million RBC collections
- ♥ 155,000 apheresis platelet collections
- ♥ 13 Regional Blood Centers
  - 2 Affiliate centers: Blood Centers of the Pacific, San Francisco; Inland Northwest Blood Center, Spokane

Arizona

Arkansas

California

Louisiana

Mississippi

Montana

Nevada

New Mexico

North Dakota

South Dakota

Texas



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# Rocky Mountain Region

## ♥ Locations:

\* Indicates Platelet Collection

### ■ Montana

- \*Billings (Main Center)
- Butte

### ■ Wyoming

- \*Cheyenne
- \*Casper

♥ Collections FTE's = 62 Combination of Productive and Non-Productive



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# Rocky Mountain Region

## ♥ Annual Collection Goals –

- RBC = 51,000
- Platelet = 9,300
- Plasma (apheresis) = 5,000

## ♥ Technology

- Haemonetics MCS+8150 rev. L.1
  - 2RBC (Filtered and Non-Filtered) & RBCP
- Trima Accel Version 6.0
  - Platelets with concurrent plasma and/or RBC's
  - Plasma Only
  - 2RBC
  - RBCP



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# Rocky Mountain Region

## ♥ Hospitals Serviced

- Montana - 21
- Wyoming - 25
- Colorado – 2 Supplemental
- Nebraska - 1
- Grand Total = 49

## ♥ Exporting Center



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# Environment in the Industry

## ♥ Yesterday

- Supply issues
- Price focused, but supply still main issue
- Local presence important
- Draw till you drop

## ♥ Today

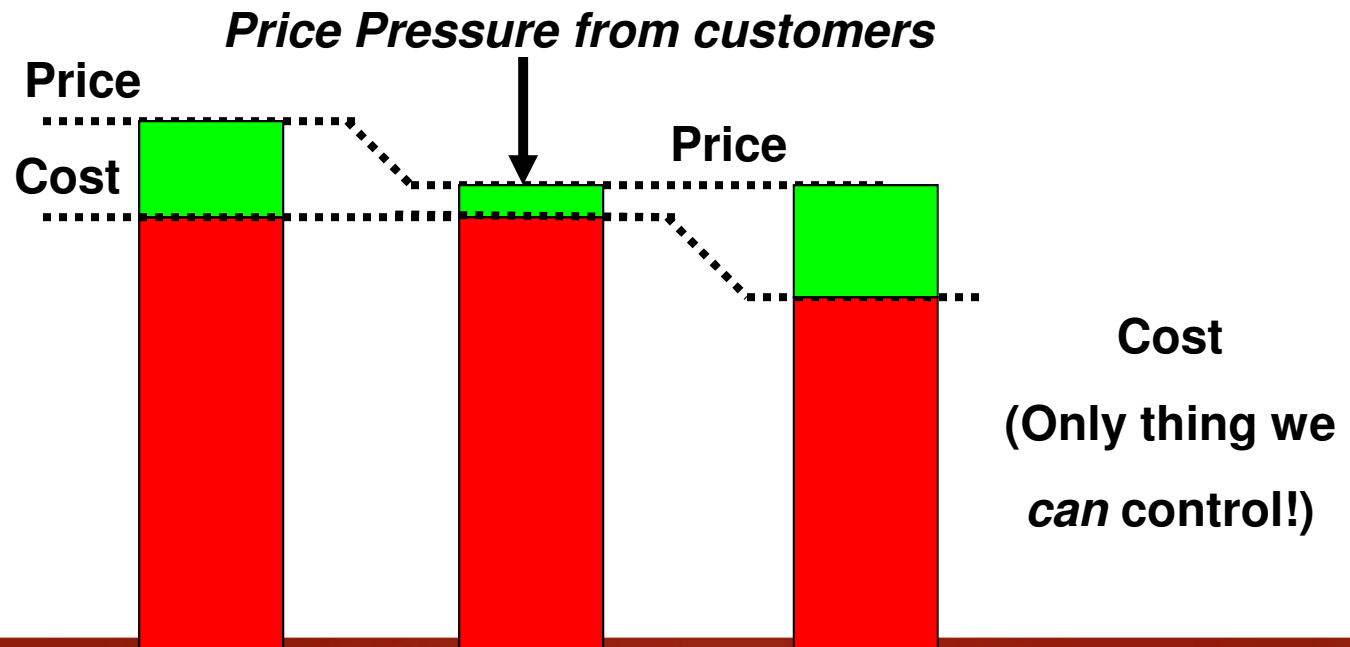
- Surplus supply
- Price is King
- Virtual trumps local if the price is right
- Niche blood centers have a decisive advantage



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# What's Within Our Control

$$\text{Margin} = \text{Price} - \text{Cost}$$



Present

Future



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# Blood Systems, Inc Goal:

♥ Draw the **right component**

--from the **right donor**

--with the **right blood type**

--with the **right resources**



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# Outcome Review: Overview

- ♥ Extensive procedure information stored in Trima machines
- ♥ Files automatically downloaded to server in Denver
- ♥ Pertinent information extracted and put in separate Oracle data base
- ♥ Outcome review is a data base query tool
- ♥ Final reports are summarized and exported to PDF



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# How it works



**Data is automatically downloaded to CaridianBCT server in Denver System**



**Report is created online by sales rep and presented to collection sites on a regular basis or emailed as needed**



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# Outcome Review: Simplified

- ♥ Extensive procedure information stored in Trima machines
- ♥ Final reports are summarized and exported to PDF



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# Outcome Review Data Reviewed With Key Center

## Staff

- ♥ Success factors:
  - Real-time data (via Internet)
  - Data pertinent to participants/operations
  - Engaged participants (right players)
    - Competitive
  - Effective meeting format
  - Clear goals/action items
  - Monthly meetings
  - Annual goals and objectives



# Outcome Review Meetings

- ♥ CaridianBCT representative participates
- ♥ Meeting with machine operators
- ♥ Meeting with management staff from several departments (as needed)
  - Donor services
  - Recruitment
  - Component production
  - Hospital services
- ♥ Executive management participation



# Outcome Review Meetings

- ♥ Review data, trends
  - Ability to drill into procedure details as needed
  - Fine-tuning of data for maximum impact
- ♥ Discussion of key issues/benchmarking
- ♥ Success of initiatives, action items
- ♥ Next action items agreed upon
- ♥ Open discussion -- focus on data and goals -- supports buy-in and ownership



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# Goal Setting – Why?

- ♥ Goal setting has a proven track record of success in improving performance in a variety of settings and cultures. Studies show that goals direct attention to the specific performance in question, they mobilize effort to accomplish higher levels of performance, and they foster persistence for higher levels of performance.
- ♥ Set specific, challenging goals, for this clarifies precisely what is expected and leads to high levels of performance.



# Data Format

- ♥ One page
- ♥ Multiple centers
- ♥ 3 month *trended* data, by center
- ♥ *Benchmark* comparative data: region, system, U.S.
- ♥ Weighted scoring
- ♥ Highlight positives, negatives
- ♥ Goals are set each month
- ♥ Data content adjusted as needs change
  - Plasma per plasma procedure
  - Male plasma



# Outcome Review Data

- ♥ Summary information, evolutionary based on changing needs
- ♥ 4 weighted Categories

Process (5 points)

Platelets (3 points)

Red Cells (2 points)

Plasma (1 point)



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# Outcome Review Data Examples:

Process

(5 points)

- ♥ % machine utilization
- ♥ Attempted procedures
- ♥ Turns/day
- ♥ Single product only procedure %
- ♥ Products per procedure
- ♥ Incomplete rate %
- ♥ % male donors



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# Outcome Review Data Examples:

Platelets

(3 points)

- ♥ Total platelets collected
- ♥ Predicted platelets per procedure\*
- ♥ Actual platelets per procedure
- ♥ Average ratio of offered vs. selected products

\* Actual numbers will vary based on lab results.



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# Outcome Review Data Examples:

Red Cells

(2 points)

- ♥ Total RBC collected
- ♥ %O+/- of total RBC
- ♥ % O donors, no RBC drawn
- ♥ Concurrent RBC %
- ♥ 2 RBC %
- ♥ RBC/Plasma rate %
- ♥ 2 RBC kit incomplete rate %



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# Outcome Review Data Examples:

Plasma

(1 point)

- ♥ Total plasma products
- ♥ Plasma per plasma procedure (plasma split rate)
- ♥ % AB of total plasma collected
- ♥ % Male AB donors, no plasma drawn
- ♥ # Male AB donors



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# BSI - Blood Systems Incorporated

Trima Accel Outcome Review Scorecard

## EXPLANATION OF DATA

best worst  
August September **October**

UBS Rapid City  
Trimas: 9  
Hours/wk: 47

UBS Bismarck  
Trimas: 5  
Hours/wk: 50

UBS Fargo  
Trimas: 7  
Hours/wk: 50

UBS Billings  
Trimas: 5  
Hours/wk: 44.5

UBS Cheyenne  
Trimas: 4  
Hours/wk: 40

UBS Casper  
Trimas: 3  
Hours/wk: 35

UBS Rapid City M  
Trimas: 7  
Hours/wk: 40.0

Center Score (based on rank of bolded categories)

21 39 42

37 31 27

37 42 45

40 39 32

50 50 59

40 41 44

Process	5 points	25	24	20	14	13	8	18	21	21	10	12	9	22	21	23	23	21	25	23	28	28
Attempted Procedures		385	339	<b>315</b>	287	276	258	356	330	<b>318</b>	341	313	247	185	180	<b>161</b>	151	130	<b>104</b>	207	259	219
Total Products		877	746	<b>687</b>	765	723	729	886	801	<b>769</b>	896	778	630	423	394	<b>360</b>	301	248	<b>215</b>	376	458	387
% Utilization (based on hours)		25%	23%	<b>21%</b>	37%	37%	33%	32%	31%	<b>28%</b>	51%	46%	<b>34%</b>	37%	37%	<b>32%</b>	45%	39%	<b>33%</b>	12%	15%	14%
Turns (Operational Day)		1.65	1.51	<b>1.52</b>	2.21	2.12	<b>2.24</b>	1.96	1.81	<b>1.82</b>	2.53	2.41	2.06	1.71	1.67	<b>1.68</b>	2.19	1.88	<b>1.58</b>	1.18	1.41	1.56
% Male of Total Donors		80%	77%	<b>80%</b>	78%	77%	<b>82%</b>	72%	75%	<b>73%</b>	61%	67%	<b>65%</b>	65%	62%	<b>68%</b>	72%	80%	<b>78%</b>	87%	82%	<b>93%</b>
Single Product Only		6.8%	5.2%	<b>6.8%</b>	5.7%	4.2%	<b>2.8%</b>	5.2%	7.5%	<b>5.4%</b>	7.3%	10.0%	<b>3%</b>	10.5%	14.8%	<b>9%</b>	8.0%	8.4%	<b>7.3%</b>	1.1%	1.7%	<b>1.5%</b>
Products per Procedure		2.40	2.30	<b>2.33</b>	2.70	2.74	<b>2.96</b>	2.58	2.61	<b>2.61</b>	2.72	2.59	2.72	2.46	2.33	<b>2.42</b>	2.20	2.12	<b>2.24</b>	1.99	1.98	<b>1.94</b>
Incomplete Rate		5.2%	4.4%	<b>6.3%</b>	1.4%	4.3%	<b>4.7%</b>	3.4%	7.0%	<b>7.2%</b>	3.2%	4.2%	<b>6.1%</b>	7.0%	6.1%	<b>7.5%</b>	9.3%	10.0%	<b>7.7%</b>	8.7%	10.8%	<b>8.7%</b>

Platelet	3 points	38%	42%	39%	48%	48%	43%	51%	47%	48%	51%	52%	49%	53%	54%	48%	74%	71%	81%	0%	0%	0%
Total Platelets		331	313	<b>269</b>	368	348	<b>310</b>	453	390	<b>367</b>	456	408	308	223	211	<b>171</b>	222	177	<b>174</b>	0	0	0
Predicted Platelets per Procedure		1.94	2.11	<b>2.01</b>	1.86	1.85	<b>1.94</b>	1.87	1.84	<b>1.83</b>	1.81	1.79	<b>1.90</b>	1.84	1.67	<b>1.74</b>	1.96	1.88	<b>2.05</b>			
Data Warehouse Platelets per Procedure																						
% Male Platelets		60%	63%	<b>62%</b>	71%	70%	<b>77%</b>	67%	68%	<b>66%</b>	56%	63%	<b>60%</b>	53%	56%	<b>57%</b>	74%	84%	<b>75%</b>			
Average offered/selected ratio		91%	93%	<b>91%</b>	92%	93%	<b>96%</b>	89%	90%	<b>90%</b>	91%	89%	<b>94%</b>	83%	80%	<b>80%</b>	85%	82%	<b>85%</b>	98%	99%	<b>98%</b>

RBC	2 points	38%	45%	41%	28%	24%	24%	28%	27%	27%	22%	21%	27%	19%	18%	24%	28%	29%	19%	100%	100%	100%
Total RBC		331	337	<b>283</b>	199	175	<b>176</b>	231	219	<b>207</b>	194	164	<b>168</b>	79	72	<b>87</b>	79	71	<b>41</b>	376	458	<b>387</b>
%O of Total RBC		72%	58%	<b>72%</b>	50%	55%	<b>57%</b>	60%	61%	<b>66%</b>	65%	62%	<b>61%</b>	59%	68%	<b>64%</b>	54%	56%	<b>44%</b>	54%	52%	<b>54%</b>
O Donors, No RBC Drawn		36%	34%	<b>32%</b>	50%	46%	<b>37%</b>	37%	43%	<b>38%</b>	46%	54%	<b>46%</b>	60%	59%	<b>55%</b>	58%	60%	<b>67%</b>	6%	10%	<b>7%</b>
Concurrent RBC Rate		13%	7%	<b>10%</b>	26%	28%	<b>28%</b>	24%	25%	<b>24%</b>	29%	23%	<b>29%</b>	17%	21%	<b>18%</b>	31%	27%	<b>22%</b>			
2RBC Rate		41%	48%	<b>44%</b>	24%	20%	<b>21%</b>	25%	25%	<b>25%</b>	16%	16%	<b>25%</b>	15%	12%	<b>19%</b>	16%	20%	<b>11%</b>	99%	98%	<b>96%</b>
RBCP Rate		2%	5%	<b>2%</b>	4%	5%	<b>11%</b>	1%	4%	<b>4%</b>	5%	4%	<b>3%</b>	5%	2%	<b>7%</b>	0%	0%	<b>0%</b>			
2RBC/Plasma Kit Incomplete Rate		19	12	<b>15</b>	1	2	<b>6</b>	5	7	<b>8</b>	4	4	<b>5</b>	6	5	<b>1</b>	2	2	<b>0</b>	18	28	<b>19</b>

Plasma	1 point possible	25%	13%	20%	26%	28%	33%	23%	25%	25%	27%	26%	24%	22%	28%	28%	0%	0%	0%	0%	0%	0%
Total Plasma		215	96	<b>135</b>	198	200	<b>243</b>	202	202	<b>195</b>	246	206	<b>154</b>	121	111	<b>102</b>	0	0	<b>0</b>	0	0	0
Plasma per Plasma Procedure		2.1	1.5	<b>2.0</b>	2.3	2.2	<b>2.4</b>	1.7	2.0	<b>1.9</b>	2.1	2.2	<b>2.0</b>	2.6	2.5	<b>2.1</b>						
% AB of Total Plasma		17%	16%	<b>13%</b>	19%	9%	<b>8%</b>	26%	17%	<b>24%</b>	11%	9%	<b>8%</b>	23%	23%	<b>11%</b>						
%Male AB, No Plasma Drawn		30%	53%	<b>50%</b>	31%	45%	<b>22%</b>	31%	38%	<b>45%</b>	38%	60%	<b>0%</b>	11%	22%	<b>50%</b>	100%	100%	<b>100%</b>	100%	100%	100%
Male AB Trima Donors		20	17	<b>16</b>	13	11	<b>9</b>	29	21	<b>29</b>	8	10	<b>4</b>	9	9	<b>6</b>	8	7	<b>7</b>	0	1	<b>1</b>



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# BSI - Blood Systems Incorporated

Trima Accel Outcome Review Scorecard



Explanation of Data		
best	worst	October
August	September	

**UBS Rapid City**  
 Trimas: 9  
 Hours/wk: 47

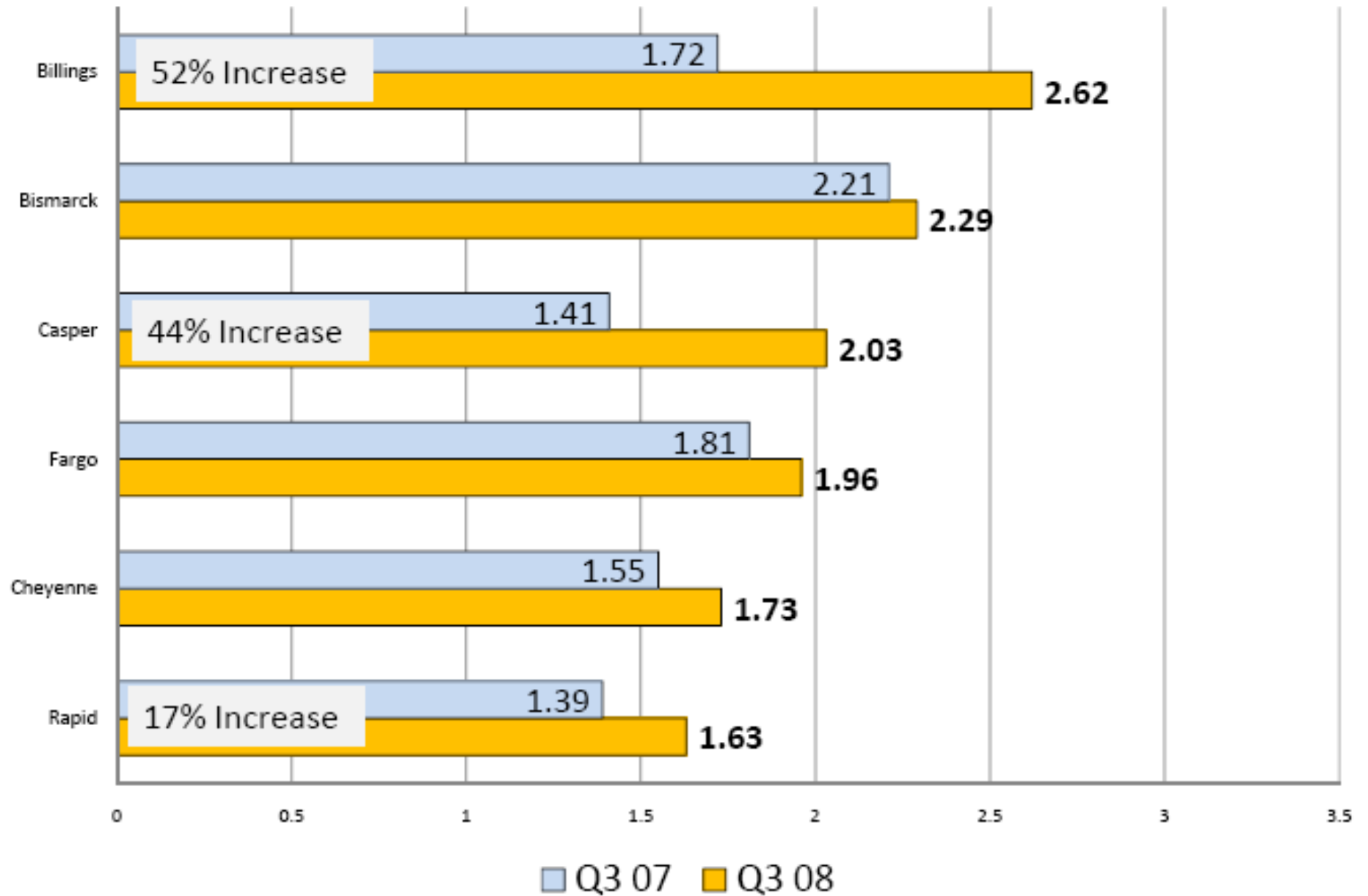
**UBS Bismarck**  
 Trimas: 5  
 Hours/wk: 50

Center Score (based on rank of bolded categories)	<span style="color: green;">●</span> 41	<span style="color: orange;">●</span> 39	<span style="color: yellow;">●</span> 43	<span style="color: green;">●</span> 37	<span style="color: green;">●</span> 31	<span style="color: green;">●</span> 32
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Process	5 points	25	24	27	14	13	12
Attempted Procedures		385	339	201	287	276	162
Total Products		877	746	420	765	723	447
<b>% Utilization (based on hours)</b>		25%	23%	13%	37%	37%	21%
<b>Turns (Operational Day)</b>		1.65	1.51	1.40	2.21	2.12	2.03
% Male of Total Donors		80%	77%	81%	78%	77%	80%
<b>Single Product Only</b>		6.8%	5.2%	6.9%	5.7%	4.2%	2.6%
<b>Products per Procedure</b>		2.40	2.30	2.22	2.70	2.74	2.92
<b>Incomplete Rate</b>		5.2%	4.4%	6.0%	1.4%	4.3%	5.6%

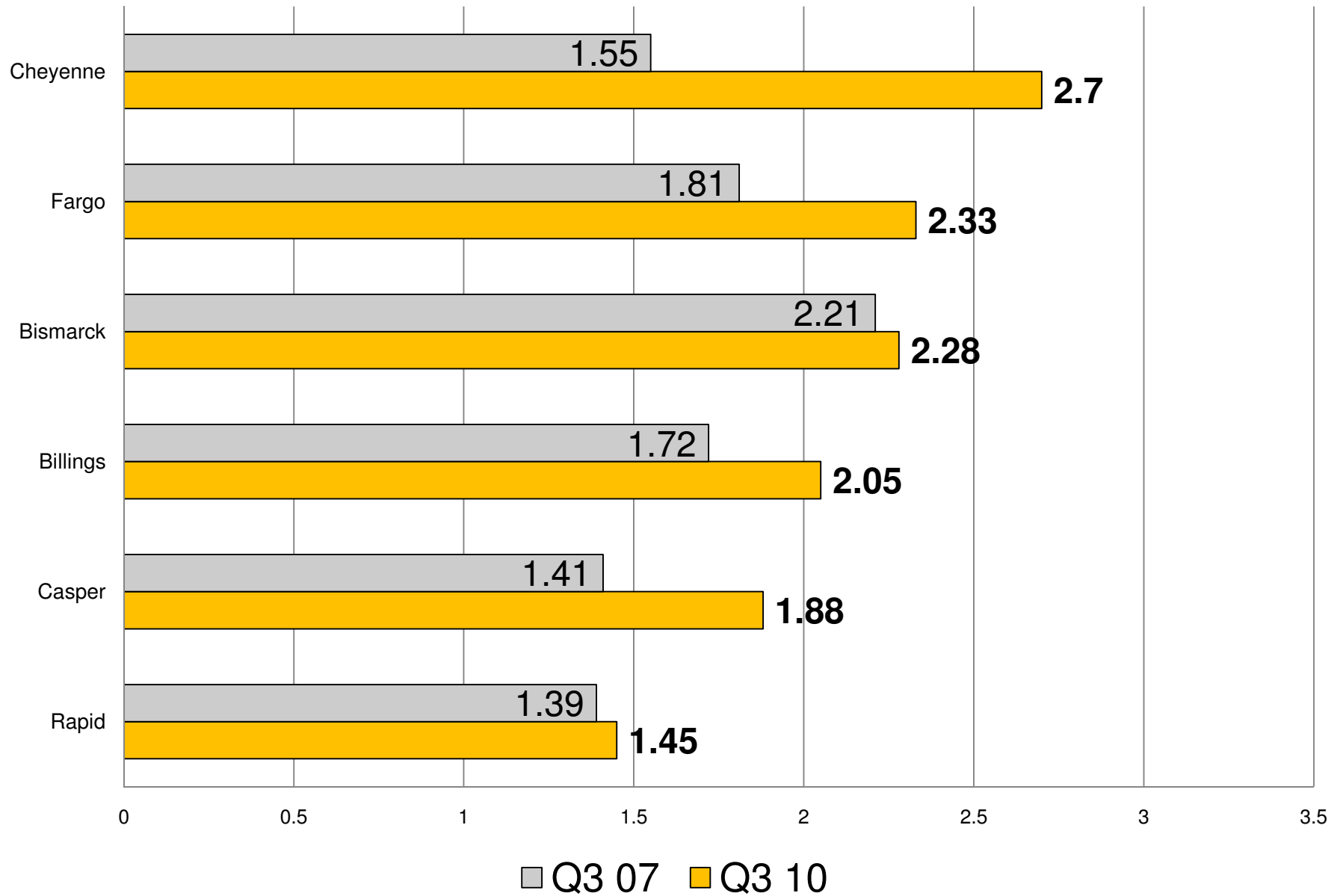
# Turns- Procedures / Machine / Day

(22% average increase )



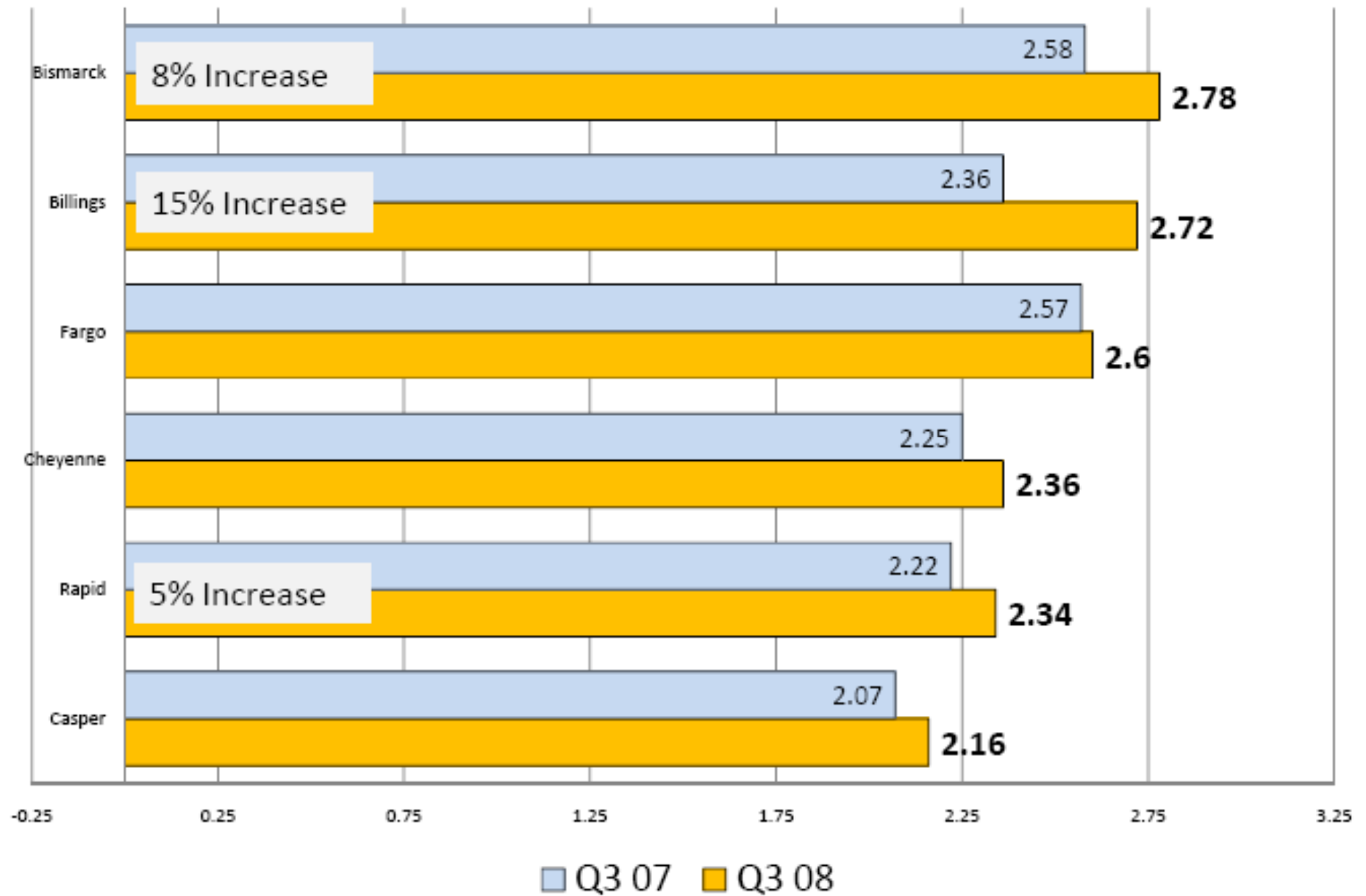
### Turns- Procedures / Machine / Day

(26% average increase )



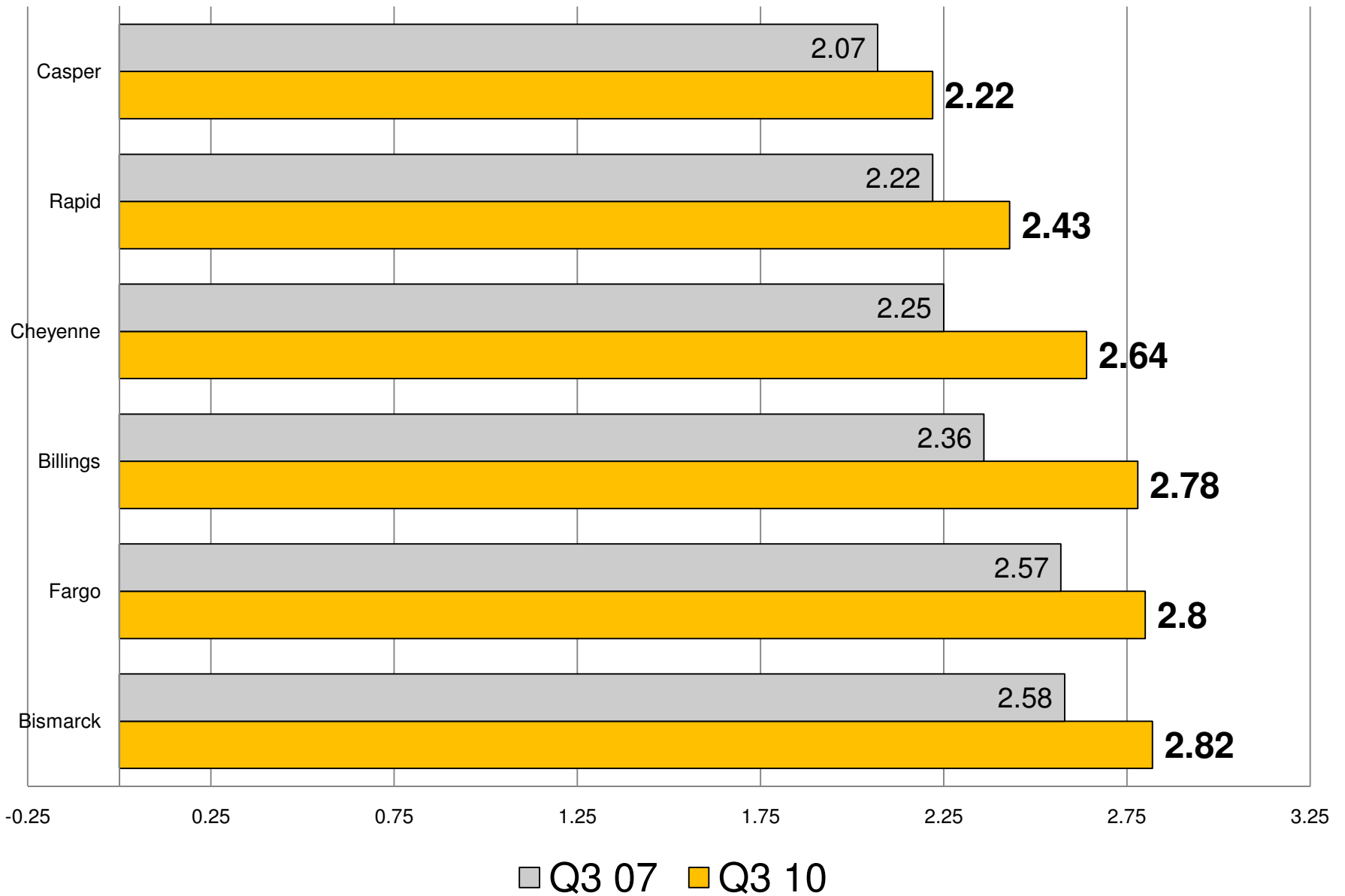
## Products per Procedure

(6% average increase)

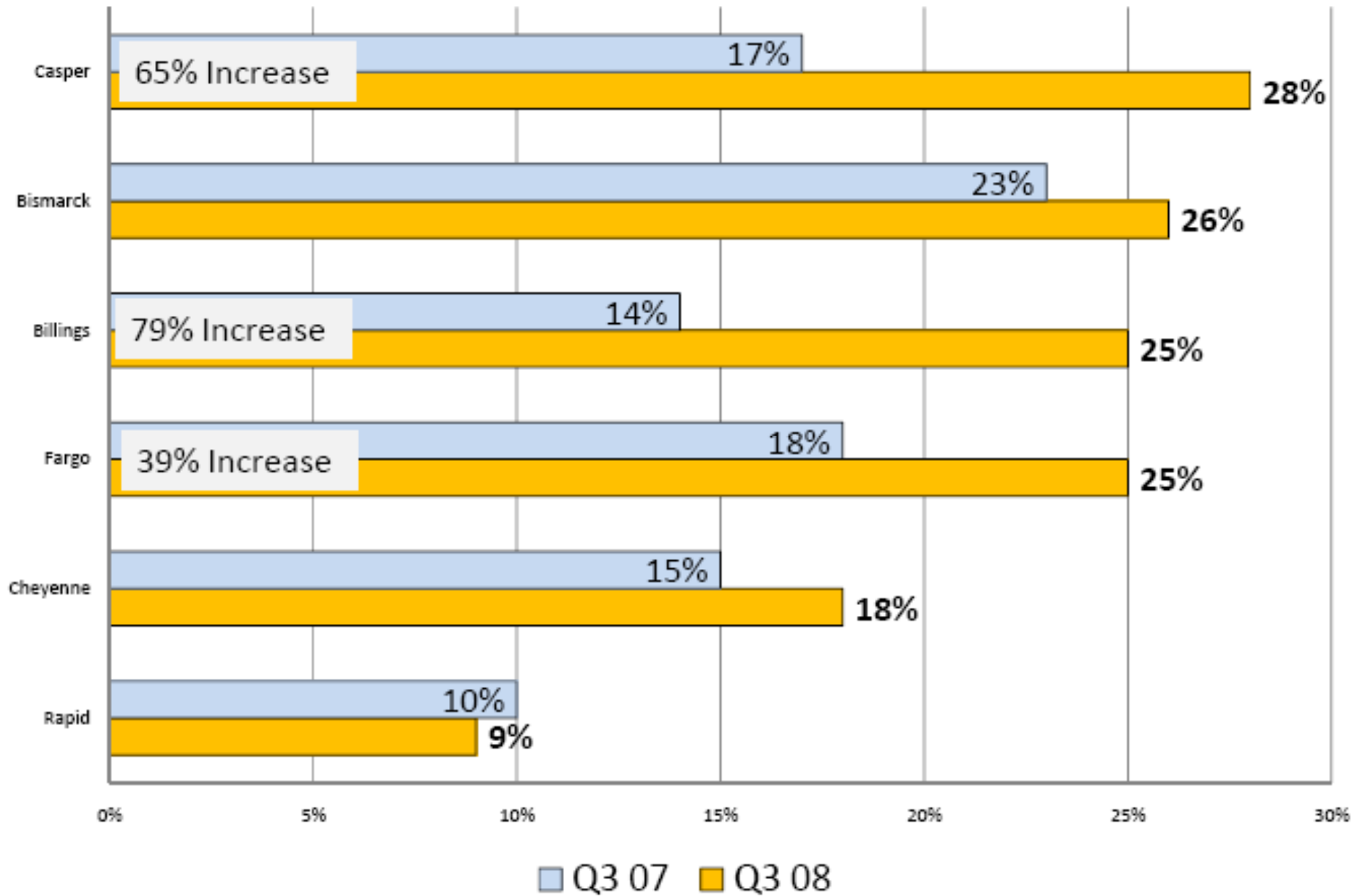


## Products per Procedure

(12% average increase)

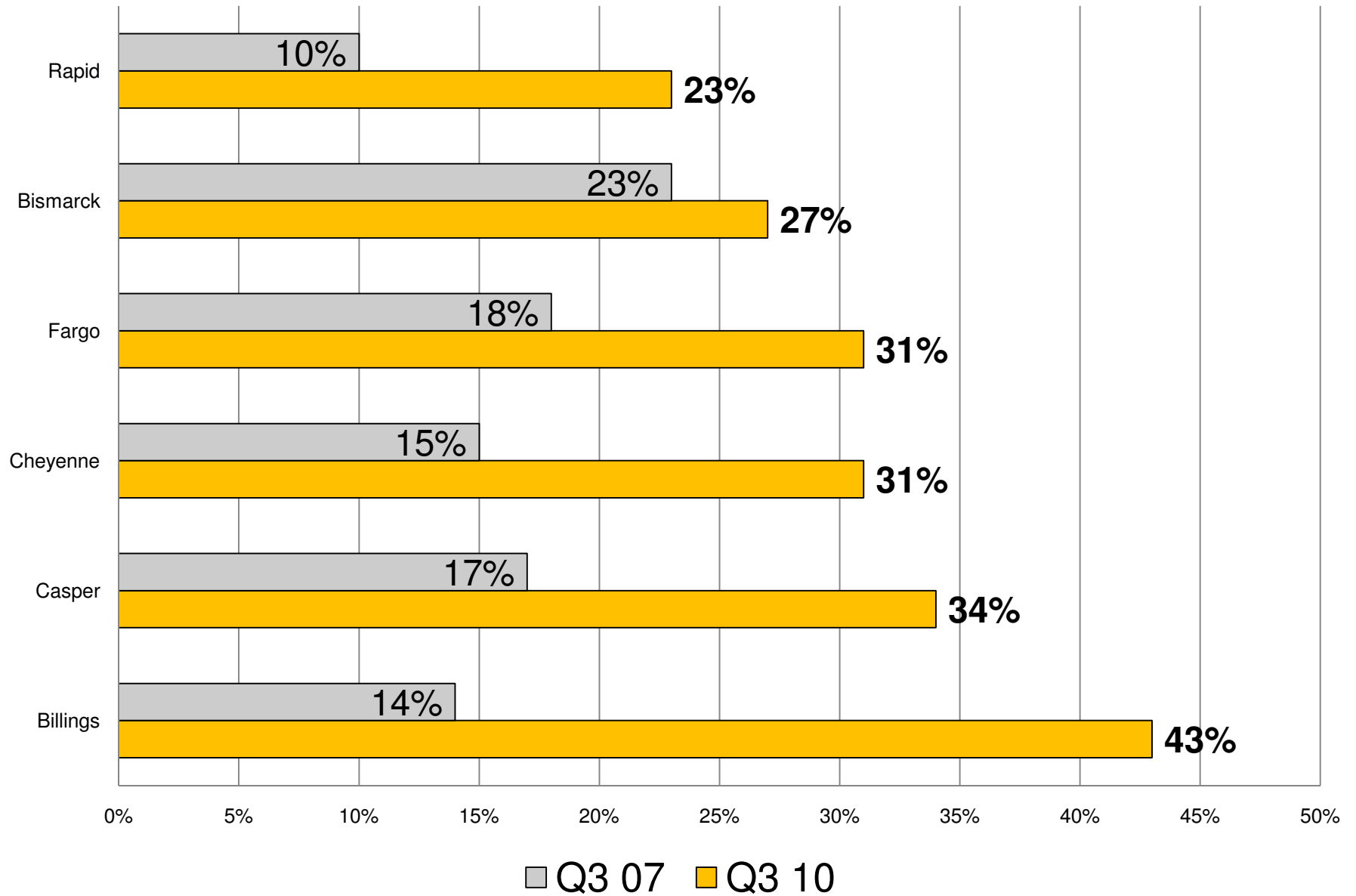


## Concurrent RBC Rate (35% average increase)



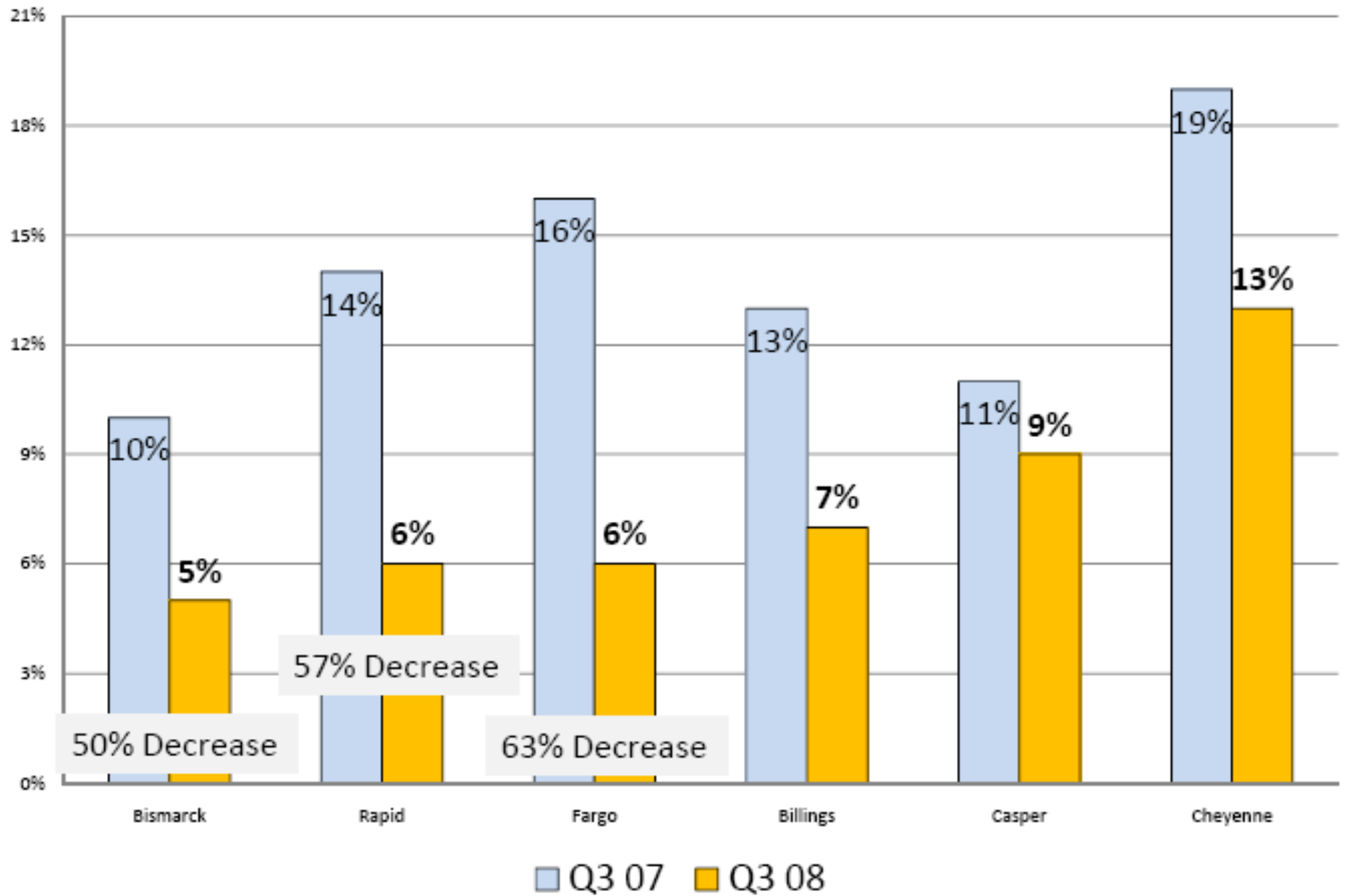
# Concurrent RBC Rate

(95% average increase)



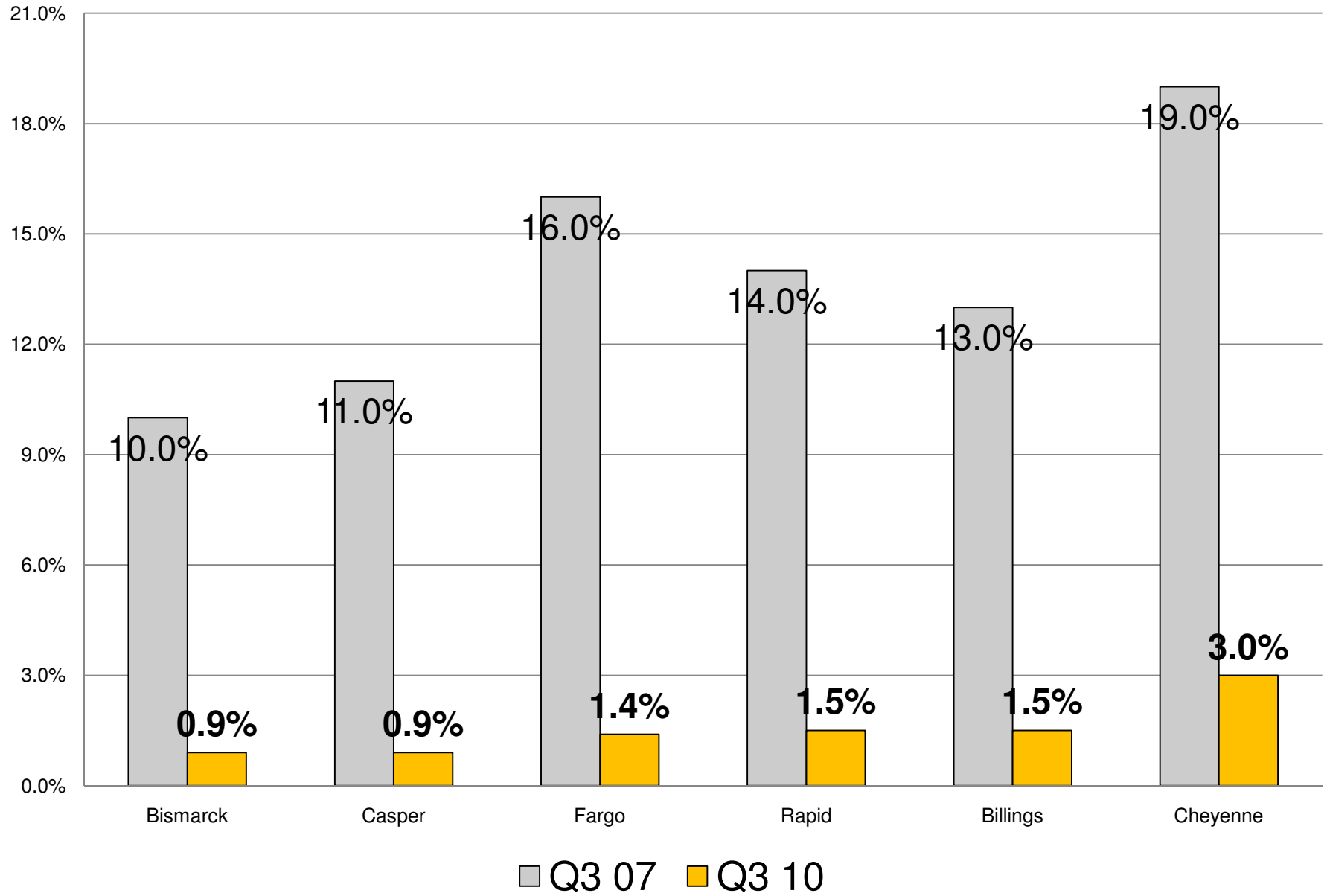
## Single Product Only Rate

(45% average decrease)



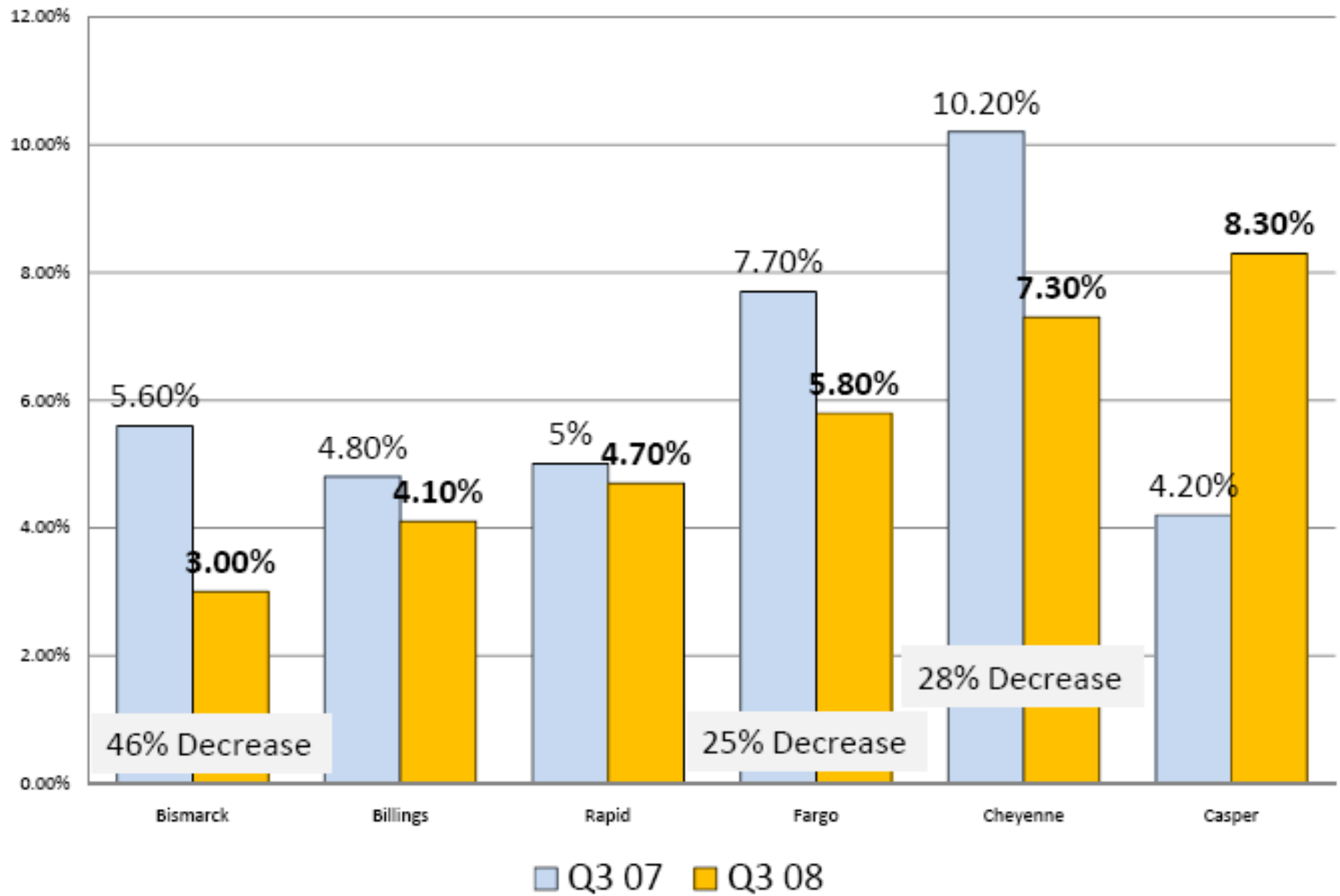
# Single Product Only Rate

(89% average decrease)



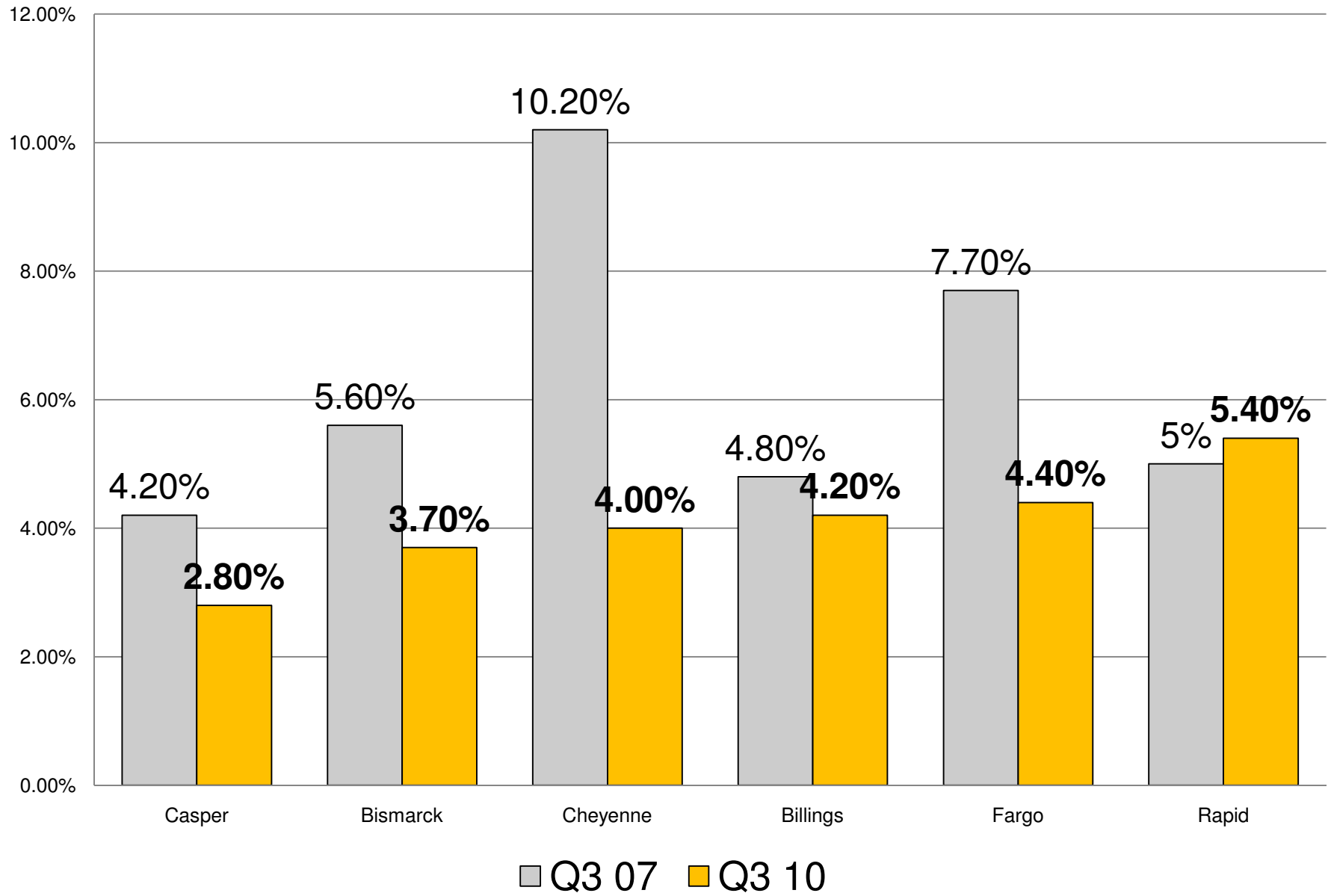
# Incomplete Rate

(11% average decrease)



# Incomplete Rate

(35% average decrease)



# Summary of Results 2007 -vs- 2010

- ♥ **Turns:** average increase of 26%
- ♥ **Products per Procedure:** average increase of 12%
- ♥ **Concurrent RBC Rate:** average increase of 95%
  
- ♥ **Single Product Rate:** average decrease of 89%
- ♥ **Incomplete Rate:** average decrease of 35%



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# Expense Reduction & Added Revenue Potential

- ♥ Reduction in abort rate: Yield \$2,310/month
- ♥ Increased cRBC Rate: Yield \$31,000/month
- ♥ Increased cPlasma Rate: Yield \$26,082/month
- ♥ Increased Platelets per Procedure (Billings): Yield \$8,900/month
- ♥ Totals: \$68,292/month & \$819,504/year



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# Action Item Example:

## Configuration changes

- ♥ 15 different product priority combinations of platelets/plasma/RBCs possible
  - Removed option to collect 2RBC from blood type A donors, kept option for O and B donors
  - Increased plasma volume targets to shorten run times and increase split rate



# Success Strategies

- ♥ Purple Top Program
- ♥ Stoplight Program
- ♥ A Team



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# Purple Top Program

- ♥ Target whole blood donors at the fixed site and on local mobiles (within 30 miles of fixed site).
- ♥ Communication of process by knowledgeable staff
- ♥ Follow-up letter within 2 weeks
- ♥ Follow-up call within 3 weeks
- ♥ Goal – Schedule when eligible for multiple components



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# Stoplight Program Purpose

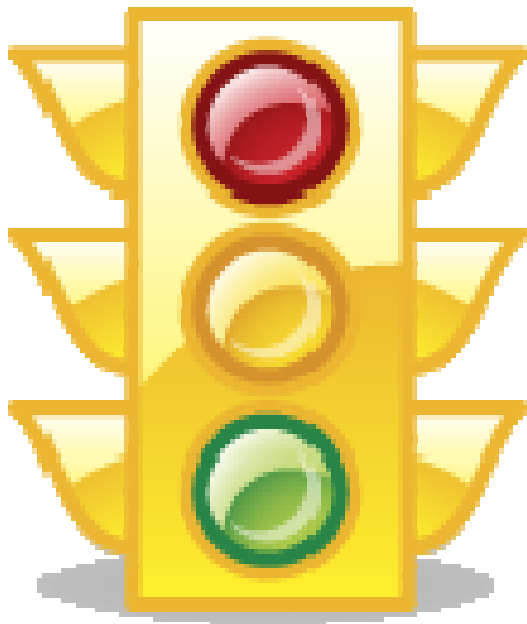
- ♥ To establish an effective program, categorizing donors based on product yield and show rates; ensuring a more predictable schedule for meeting current draw needs and goals at the regional level.



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# Minimum Criteria

Evaluation based on last (3) appointments



## ♥ Red Donors

- Donors who have a show rate of 0 or 1 out of the last three appointments

## ♥ Yellow Donors

- Donors who have kept 2 out of their last 3 appointments.

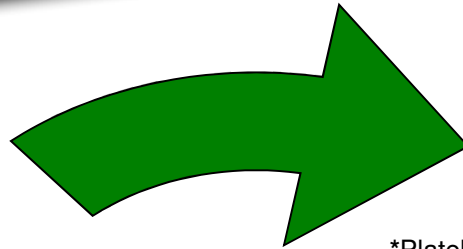
## ♥ Green Donors

- Donors who have a 100% show rate for their last 3 appointments



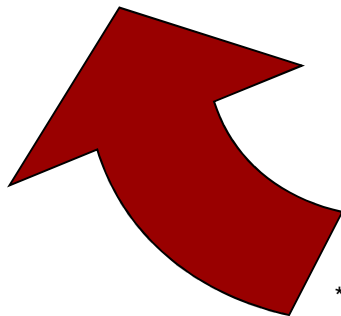
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# Notes & Attributes

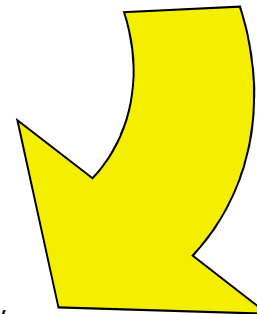


\*Platelet Campaigns Loaded  
\*Attribute Filters Applied

\*Platelet Donor Product Yield Identified  
\*Verification of Show Rate Completed  
\*Color Coded Note Keyed Into eDonor



\*Attributes Recorded in eDonor  
\*Identify Donation Type  
*Triple, Double, Single*  
\*Identify Recruit for Platelet Category  
*Green, Yellow or Red*



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# Stoplight Insight Report

Stoplight Insight Report - 2011													
	Overall Predicted Pt	Triple Green	Triple Yellow	Triple Red	Double Green	Double Yellow	Double Red	Single Green	Single Yellow	Single Red	Total Green	Total Yellow	Total Red
Debbie	1.89	4	6	1	18	12	4	7	9	2	29	27	7
Dianne	1.38	0	1	0	1	1	1	5	1	3	6	3	4
Jennifer W.	1.62	9	5	0	16	22	2	23	22	10	48	49	12
Jennifer V.	1.80	10	14	5	31	30	12	15	25	22	56	69	39
Landon	1.67	1	0	0	3	3	0	3	1	1	7	4	1
Roberta	2.01	15	5	6	37	21	13	10	10	5	62	36	24
Tisha	1.88	27	7	3	86	61	17	36	28	7	149	96	27

Exceptional >2.75  
 Superior 2.4 - 2.74  
 Successful 2.0 - 2.39  
 Needs Development 1.85 - 1.99  
 Unsuccessful <1.85

Carrie		1	1		1	3		2, 1 Commitment	2 HLA, 1 Commitment, 4	
CCC		1		1	1	2	1	2	3	2
Admin		1	3		6	12	6	6	8	4
Donor			1		4	4	2	4	2	
Staff		6	1		14	9	5	6	4	1
Other						2		2		



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# A Team Purpose

♥ The “A” team consists of a cross functional group of individuals that make decisions about when we draw more or less product. The following factors are considered when making decisions:

- Predicted Yield From Each Center
- Local Usage for the Region
- Ad Hoc Opportunities
- Environmental Issues that may Impact a Site (i.e blizzard in Cheyenne)
- Lab Needs (QC, Validations)



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# Communication

- ♥ Each center will have a designee that will be responsible for reporting their progress in real time to the “A” team via email
- ♥ The designee should send a progress report by 2 p.m. Mon-Thurs and by 11 a.m. on Friday and Saturday via email
  - Report Includes:
    - How many drawn so far
    - How many donors left for the day
    - The prediction for the remainder of the day
- ♥ Final report of the day is distributed by 5PM
  - Synopsis of the current draw day
  - Expected yields for the following day
  - Any HLA requests above and beyond goal



# Report Examples

## A Team Report 11 am

May 7, 2010  
(Friday Draw)

### **Hello Everyone: Goal today is 29**

HS told me that we could draw 2 over today!! For 31 platelets

### **Billings – Goal 16: (17 whole blood appointments and 0 double red)**

Billings currently has 8 products with a potential of 6 more.

Usage: 6.7 per day

Currently:@ 11AM we are -8

### **Cheyenne – Goal 6: (8 whole blood appointments and 3 double red)**

Cheyenne currently has 6 products with a potential of 3-4 more. Please draw your last two donors and notify us when you have them.

Usage: 1.4 per day

Currently:@ 11AM we are +0

### **Casper – Goal 7: (9 whole blood appointments with 0 double reds)**

Casper currently has 5 products with the potential to draw 4 more. Please draw your last two donors and notify us when you have them.

Currently:@11AM we are -2

### **Thank you-**

If anyone has any questions or concerns, please contact me at 1-800-365-4450.

Carrie Rigney

**Regional Potential Draw: 32**

## A Team Report 5 pm

May 7, 2010 (Today)

### **Region: Today---- +2 As requested by HS**

Billings drew 14 for a goal of 16 -2

Casper drew 9 for a goal of 7 +2

Cheyenne drew 8 for a goal of 6 +2

### **Billings**

#### **Sat – Goal 18: (23 whole blood appointments and 4 Double Red)**

Appointments: 10 (6 Green, 3 Yellow, and 1 Red)

Platelets: 18

0 HLA donors scheduled at this time (not included above)

Currently @ **Goal**

### **Cheyenne**

#### **Sat – Goal 12: (11 whole blood appointments and 1 Double Red)**

Appointments: 6 (4 Green, 2 Yellow, and 0 Red)

Platelets: 14

0 HLA donors scheduled at this time (not included above)

Currently @ +2

### **Casper**

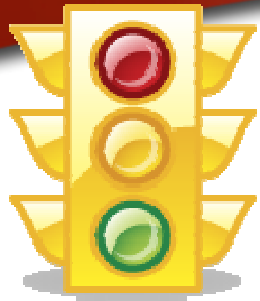
#### **Sat - Center Closed**

**Region: +2**



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# Early Results of the Pilot



## Stoplight Pilot Not In Place

- ♥ January – 74% Show Rate in Apheresis
- ♥ February – 72% Show Rate in Apheresis

## Stoplight Pilot In Place

- ♥ March – 79% Show Rate in Apheresis
- ♥ April – 82% Show Rate in Apheresis
- ♥ May – 87% Show Rate in Apheresis
- ♥ June – 88% Show Rate in Apheresis

## A Team Not In Place

- ♥ January – Daily Goals Missed 7 / 31 Days \*Overdrew Daily Goal 17 / 31 Days
  - **Platelet Expirations 52**
- ♥ February – Daily Goals Missed 13 / 28 Days \*Overdrew Daily Goals 11 / 28 Days
  - **Platelet Expirations 49**

## A Team Implementation with Stoplight Program in March 2010

- ♥ March – Daily Goals Missed 7 / 31 Days
  - \*Overdrew Daily Goal 2 / 31 Days
    - **Platelet Expirations 42**
- ♥ April – Daily Goals Missed 9 / 30 Days
  - \*Overdrew Daily Goal 3 / 30 Days
    - **Platelet Expirations 29**
- ♥ May – Daily Goals Missed 5 / 31 Days
  - \*Overdrew Daily Goal 3 / 31 Days
    - **Platelet Expirations 19**
- ♥ June – Daily Goals Missed 4 / 31 Days
  - \*Overdrew Daily Goal 2 / 30 Days
    - **Platelet Expirations 7**



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# In Conclusion...

- ♥ *Measure and analyze data*
- ♥ *Engage the operators and other key players in your operation*
- ♥ *Establish and monitor goals*
- ♥ *Create a culture of healthy competition and excellence*
- ♥ *Celebrate achievements*
- ♥ *Yield sustained success*



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# Acknowledgements

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  - Mark Malone, Senior Performance Improvement Specialist (?)
  - Jacque Graham, Director North American Sales and Commercialization Automated Collections



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# Contact Information

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