In 2021, the New Jersey Public Health and Environmental Laboratories (PHEL) implemented an electronic test ordering and reporting (ETOR) system with support from the Centers for Disease Control and Prevention (CDC) Epidemiology and Laboratory Capacity (ELC) Enhanced Detection funding. This ETOR eliminated multiple paper requisition forms and an antiquated reporting process. The Laboratory Outreach Program (LOP) was recruited to coordinate enrollment. The LOP elected to use a Project Management approach to reach an ambitious goal of 100% client enrollment in three months. A team of subject matter experts was formed, and a project management process was followed throughout four phases of implementation. A near 100% enrollment of five client groups was attained within the target period.

### Overview

<table>
<thead>
<tr>
<th>Client Group</th>
<th>Test Menu</th>
<th>Training Team</th>
<th>Training Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical (Hospital/Commercial) Laboratories</td>
<td>All menus LIMS, Virology, Microbiology, Outreach</td>
<td>• October 19,20,21, 2021</td>
<td></td>
</tr>
<tr>
<td>STD Clinics</td>
<td>STD menu LIMS, Microbiology, Outreach</td>
<td>• October 26,27, 2021</td>
<td>• December 7, 2021</td>
</tr>
<tr>
<td>COVID-19 Only Submitters</td>
<td>SARS COV-2 PCR</td>
<td>LIMS, Virology, Outreach</td>
<td>• November 9,10, 2021</td>
</tr>
<tr>
<td>TB Clinics</td>
<td>TB Menu LIMS, Microbiology, Outreach</td>
<td>• November 16,17, 2021</td>
<td>• December 8, 2021</td>
</tr>
<tr>
<td>Rabies Submitters</td>
<td>Rabies menu LIMS, Virology, Outreach, Interns</td>
<td>• March 2022</td>
<td></td>
</tr>
</tbody>
</table>

### Onboarding Challenges

|Hospital/ Commercial Laboratories | Competing priorities due to a pandemic |
|STD Clinics | Difficulty affiliating traditional color-coded requisition slips with online test name |
|COVID-19 Only Submitters | Non-traditional clients, Minimal access to computers, printers, internet, Unfamiliar with CLIA requirements, Staffing/ funding complexities |
|Rabies Submitters | No uniform workflows for external users, No access to Wi-Fi or electronics for ACO’s in the field |

### Results

- Nearly 100% of the targeted sites were enrolled within three months. The use of SMART objectives in combination with a Project Management Model provided the team with structured planning tools and leadership to enable an effective use of time and resources during a pandemic.

### Discussion

Client Group Strengths (Clinical Laboratories and Clinics)
- Familiarity with EHR, ELR, and other online reporting systems
- Knowledge of CLIA requirements
- Knowledge of test choice due to frequent use

Client Group Challenges (COVID Only Sites)
- Minimal experience with laboratory testing
- No knowledge of CLIA requirements
- Lack of supplies and equipment (computers, Wi-Fi)
- Staffing shortages

### Conclusion

Benefits of Using Project Management Model:
- Aligns with Lean ideologies, get work done faster and more effectively
- Removes full burden from management by identifying roles and responsibilities for team members
- Allows staff leadership opportunities
- Individual growth and leadership can be documented in annual electronic performance reviews
- Creates a synergistic team
- Can involve interns/fellows in support of in-house programs
- Supports overall knowledge across units

A strong Outreach program is critical to the coordination of efforts between the laboratory and a diverse client population. As a distributed public health laboratory infrastructure is adopted for enhanced surveillance and the number of partners increase, the need for the use of PMP and a strong Outreach program increases.

### References:
- https://hbr.org/2021/11/the-project-economy-has-arrived