Sylvester Trial Activation Reduction Time (S.T.A.R.T.) Initiative
Lindsey Mooney, Laura Thyssen, Sergio Cardona, Silvia Garcia, Gabriel Diaz, Kelly Williams, Philip Arlen, Josefin Sanchez, Kelly Hearne
Sylvester Comprehensive Cancer Center at the University of Miami Miller School of Medicine

BACKGROUND
It is critical to open new clinical trials as quickly and efficiently as possible and to provide patients access to the best possible treatment options. Clinical trial start up is an extremely complex process that transpires across multiple positions, departments, organizations and systems as shown below. We hypothesized that by streamlining these processes and working in simultaneous batched flows, we can eliminate bottlenecks in the highly complex activation process.

OBJECTIVE
The objective of the S.T.A.R.T. initiative was to understand the current state and implement a streamlined trial activation workflow designed to reduce the median Trial Activation Time (TAT) to our target of 90 calendar days.

METHODS
- Created an ideal state to present to key personnel and process stakeholders
- Replaced current linear workflow with new and simplified batched process workflow with a new target of 90 days TAT (median) across all trial types
- Held a Kaizen event to collect feedback for the new process to identify bottlenecks
- Developed a portfolio of projects intended to improve TAT efficiencies with support from the Sylvester Research project management team
- Created a diagram aligning projects to key stakeholders
- Implemented new activation process while improving internal and University collaboration to improve efficiencies

OUTCOMES
- After S.T.A.R.T. launch, reduction from 279 calendar days (baseline = Q2, FY 2023) to 112 calendar days median Trial Activation Time for the current quarter (Q2, FY 2024)
- Trial Activation Time 60% reduction from baseline
- Number of trials open per quarter remained consistent
- The number of clinical trials activated in ≤ 90 days grew by 700% after launch

FUTURE PLANS
Improving clinical trial start up is a balance of meeting sponsor expectations, remaining competitive with comparable cancer centers, and evaluating the internal needs of our stakeholders. The project is not yet complete. We will continue to identify and work on new projects identified through the initiative.

Key components of the S.T.A.R.T. initiative moving forward include:
- Establishing a clinical trial start up team
- Developing a rewards and recognition system for meeting or exceeding targets
- Increasing Catchment Area relevant and programmatically-aligned protocols to increase prioritization

This value stream map demonstrates the complexity of the process and visualizes where bottlenecks in the process occur.