

— **Laboratory Management**

— **Medical Laboratory Services (Laboratory results)** are essential to all aspects of health care and they should be:

— 1-accurate,

— 2- reliable,

— 3- timely

— 70% of clinical medicine decision making is predicated upon, or confirmed by medical laboratory test results

— In the United States there are between 7 and 10 billion laboratory tests reported annually

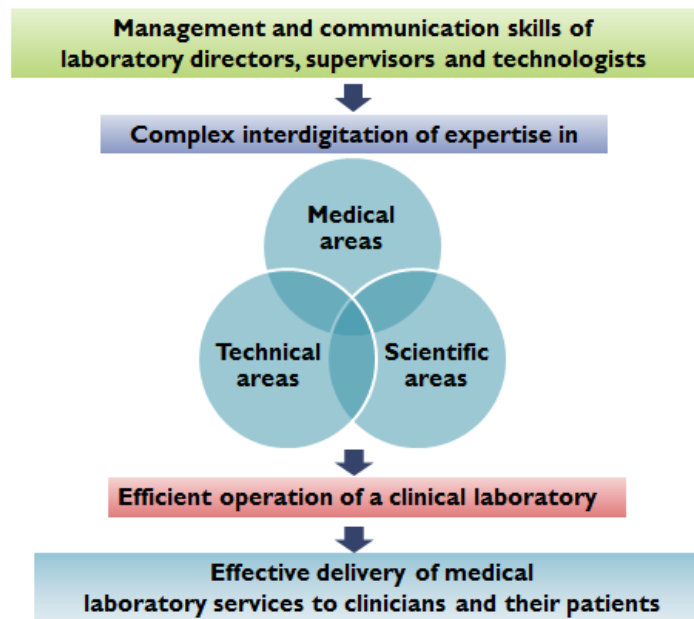
— If inaccurate results are provided, the consequences can be very significant including:

- Unnecessary treatment
- Treatment complications
- Failure to provide the proper treatment
- Delay in correct diagnosis
- Additional and unnecessary diagnostic testing

— The efficient operation of a clinical laboratory and the effective delivery of medical laboratory services to clinicians and their patients require a complex interdigitating of expertise in medical, scientific and technical areas.

— Although the medical, scientific, and technical expertise are essential pre-requisites for the provision of medical laboratory service, success in applying these techniques to benefit patient care is vitally dependent on:

- the management and communication skills of laboratory directors, supervisors and technologists



— Definitions of Management

— **It is very difficult to give a precise definition of the term 'management'.**

1. Management involves the coordination and integration of resources to accomplish specific results
2. Management is a social process comprising a series of actions that lead to the accomplishment of objectives
3. Management is defined as “Getting from where we are to where we want to be with the least expenditure of time, money and effort”

— Definitions of Management

4. Management is the universal process of efficiently getting activities completed with and through other people

— Another definition which was formulated on consensus is:

- Management is the guiding of human and physical resources into dynamic organization units that achieve their objectives to the satisfaction of those served and with a

high degree of morale and sense of attainment on the part of those rendering the service

— **The definition contains four basic elements:**

- Toward objectives
- Through people
- Using techniques
- In an organization

— **Toward objectives**

- Goals and purposes consistent with efficient delivery of laboratory services for quality healthcare.

— **Through people**

- Guiding "leading and directing" in such a manner that these professional laboratory technicians feel a sense of responsibilities and attainment "achievement"

— **Using techniques**

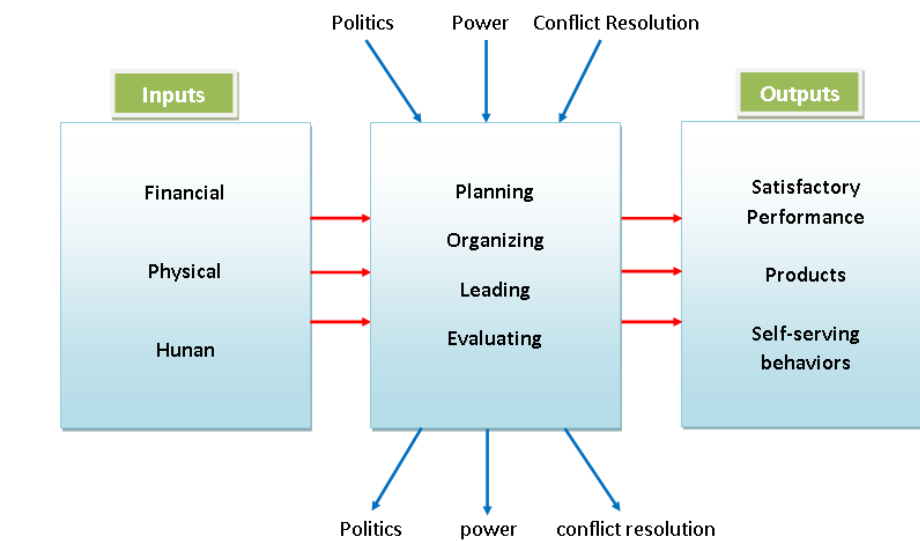
- Physical resources such as laboratory equipment, computers, space and so forth

— **In an organization**

- Into dynamic organizational units implying division of labor, specialization, protocols and procedures, and functional processing units

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Descriptive Administration Model



— **Laboratory managers are entrusted with three categories of resources (inputs):**

— **1- Financial**

- operating and capital budget

— **2- Physical**

- space, equipment and supplies

— **3- Human**

- technical and support staff

— As a result of the managerial role and fulfilling certain functions
(planning, organizing, leading and evaluating)

— **Three categories of output are expected:**

- satisfactory performance,
 - products- laboratory reports to the physician when needed
 - and self-serving behavior-a sense of accomplishment among the staff doing the work
- There are many external and organizational forces that influence the administration process in any given institution e.g. politics, power, conflict resolution.
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— **Managerial Duties and Responsibilities**

- 1- A **director** directs the affairs of an organization by establishing goals and priorities that determine the direction the organization will take
- The director might not directly supervise in a technical sense, since his role is primarily one of broad policy making
- 2- An **administrator** administers or runs an organization within the framework of the various directives and policies given to him
- He is not the person who establishes the larger goals, but a technician who knows how to make the organization move efficiently, to achieve its purpose
- 3- A **manager** takes charge of the management or oversees the functioning of an activity to achieve a set goal or purpose
- his strength is in his ability to use all of these resources to get things done properly
- 4- A **supervisor** oversees the activities of others to help them accomplish specific tasks or to perform scheduled activities efficiently.
- Distinction of three levels in the management team of the laboratory

— **Laboratory directors and administrators**

- Retain ultimate responsibility in achieving goals e.g. changes in technology, capital investments, and services rendered are finalized by this level of laboratory management

— **Laboratory managers or chief technologist**

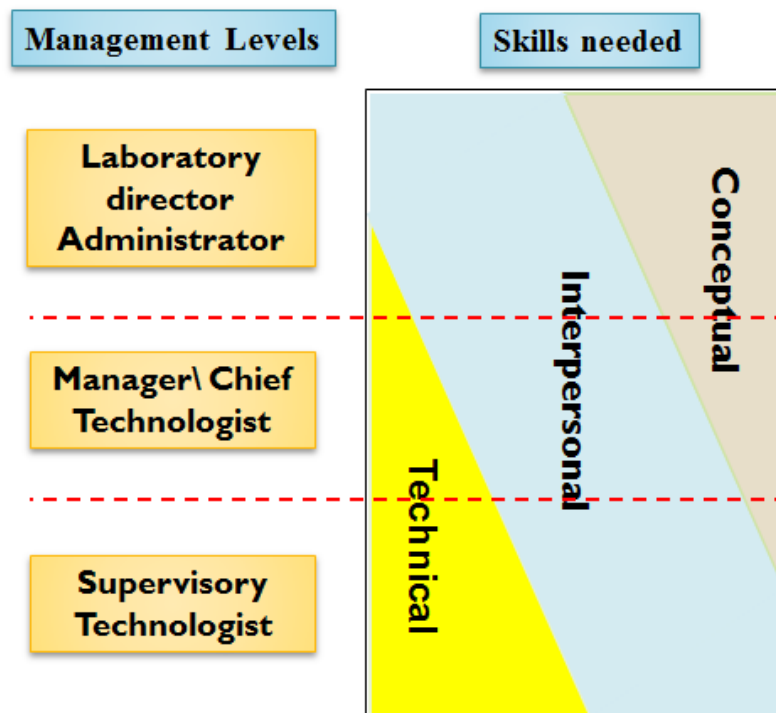
- They create and maintain an environment for laboratory professionals to function efficiently.
- They plan, organize, direct, and control jobs.

— **Laboratory supervisors**

- They focus on people and operational delivery of laboratory services.
- **The bench – level supervisor duties**
 - Exercise a large numbers of technical skills in the performance of laboratory testing
 - **Examples**
 - instrument repair
 - troubleshooting
 - new procedure selection development

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— **Leadership skills needed at various managerial levels**



— The laboratory director or administrator exercises fewer technical skills, rather, the emphasis shifts at this level to conceptual skills such as:

- Long – range planning
- Goal setting
- Innovating in response to change

— Leadership skills needed at various managerial levels

— The administrative or chief technologist in the middle is required to exercise skills in both the technical and conceptual areas

— All three levels of laboratory management need to be equally clever in interpersonal skills

- Human relations skills in a laboratory are of critical importance to managerial effectiveness

- The clinical laboratory is staffed by a wide variety of backgrounds and educational preparation, from units clerk through doctorate – levels
- The cohesion of this group as a healthcare team is essential for effective management
- The clinical laboratory administrator is a manager of professionals
- Laboratory supervisor manages things but leads people
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- The task is thus a process comprising a series of actions

— **Planning of Activities**

- Planning of activities is the key function of managers at all levels where both long – range and short range plans are drawn up.
- **Long – range planning** is concerned with growth potential
 - "identifying sufficient equipment,
 - "space and personnel,
 - "a series of written protocols and procedures,
 - cost – per test analysis, and so forth.
- **Short – range planning** includes setting specific objectives to aid in reaching long – range goals.
- All levels of laboratory management should be involved in various phases of both long and short – range planning.

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— **Organizing**

- The organizing function involves developing structure to facilitate the coordination of resources to achieve completion long and short – range planes.
- Working relationships must be outlined to include lines of authority and workflow for the optimal functioning of the interrelated units

— **Directing**

- The directing function is the managerial leadership.
- Managers in the clinical laboratory are concerned with the human element.
- Successful managerial leadership creates a climate in which both the needs of the individual and the goals of the organization can be met.

— **Controlling**

- The wrap-up function in the administrative process is controlling which ensures that the end-product of organized and directed events conforms to plans
- Supervisors are aware of importance of good quality control
- In the administrative process controlling is important including:
 - defining standards
 - criteria for acceptable performance,
 - developing reporting system,
 - and taking corrective action when and where needed

