Module 1: Productivity Management
Key Message ...

My lab delivers service smoothly and efficiently.

Desired Outcome

- Efficient workflow
- Evenly distributed workload
- Uninterrupted service delivery
Discussion

- What does the laboratory produce?
- What is its product?
The product we are selling is INFORMATION

- Accurate, reliable results
- The right test on the right patient at the right time
- Laboratory information within a quality system produces increased knowledge and better patient care
Why is no result better than a wrong result?
Desired Outcome

- Efficient Workflow
- Evenly Distributed Workload
- Uninterrupted Service
Tasks that Contribute to Efficient Workflow

- 1.1 - Organize the laboratory and coordinate work space to allow for smooth, efficient service operations.
- 1.2 - Design workflow for optimal productivity.
Process + Structure = Outcome

- Optimal laboratory design involves two factors:
  - Process
    - Workflow path designed around the steps of the process to be performed in that space
    - The specimen flow through the laboratory that originates with the clinician’s order and ends with the lab result returned to the clinician.
  - Structure
    - Physical layout of the allotted space
      - Overall Laboratory Floor Plan
      - Individual Workstations

- The desired outcome is improving workflow by reducing or eliminating waste
  - Wasted Time
  - Wasted Effort
  - Wasted Movement
Laboratory Floor Plan
Floor Plan with Equipment and Designated Work Areas
Floor Plan with Process Steps

9 10 11 12
for each work area

Window with exhaust fan

Smear Preparation and Staining Area (AFB smears, blood)

Urinalysis, Pregnancy, RPR, HIV

Module 1: Productivity Management (2014)
Activity: Process + Structure = Outcome

Purpose
To design a laboratory layout with regard to the workflow using the provided floor plan.

What will you need?
- Worksheet 1: Floor Plan
- Worksheet 2: Equipment Cut-outs
- Worksheet 3: Diagram with Equipment
- Handout 4: Observed Steps
- Scissors, glue sticks, and pencils with erasers

What will you do?
I. Divide into groups of 3-5 to:
   - Cut-out objects (Worksheet 2) and place them into the floor plan (Worksheet 1)
   - Collaborate and design one laboratory layout with your group
   - Designate specific workstation areas in your group’s floor plan
II. Work individually to:
   - Trace the movement of the technologist onto Worksheet 3 using the steps from Handout 4
III. Resume group work to:
   - Trace the movement of the technologist onto the group’s floor plan using Handout 4

35 minutes
Floor Plan with Spaghetti Diagram
It is a manager’s responsibility to provide a safe and productive work environment.

IMPROVING A PROBLEM FLOOR PLAN
Hazardous Laboratory Layout
Checklist Item 12.4

Is the physical work environment appropriate for testing?

- Are wires and cables properly located and protected from traffic?
- Is equipment placed appropriately (away from water hazards, out of traffic areas)?
Activity: Improving a Problem Floor Plan

Purpose
To identify hazardous elements in a laboratory layout and to redesign this layout to address the issues.

What will you need?
- Worksheet 1: Floor Plan
- Worksheet 2: Equipment Cut-outs
- Scissors, glue sticks

What will you do?
Divide into groups of 3-5 to:
- Cut-out objects and place them into the floor plan using Worksheets 1 & 2
- Collaborate and redesign the laboratory layout with your group

15 minutes
Suggested Redesign of Layout
Let’s explore your laboratory layout.

MAPPING OUT THE FLOOR PLAN OF YOUR LABORATORY
Activity: Mapping Out the Floor Plan of Your Laboratory

Purpose
To create the floor plan of your laboratory using cut-out pieces

What will you need?
- Worksheet 1: Cut-outs for Unmovable Items
- Worksheet 2: Cut-outs for Workbench
- Worksheet 3: Cut-outs for Movable Items
- Construction paper, scissors, glue sticks, pencils with eraser

What will you do?
Work individually to:
- Draw permanent structure on construction paper (walls, doors, windows, electrical outlets)
- Use cut-out pieces to indicate the placement of unmovable objects (basins, benches) using Worksheets 1 & 2
- Use cut-out pieces to indicate the movable objects (instruments) using Worksheet 3
- Use a pencil to mark workflow by following a sample

35 minutes
Activity: Redesigning The Floor Plan of Your Laboratory

**Purpose**
To redesign your laboratory layout to improve the workflow by repositioning movable items in your floor plan.

**What will you need?**
- Floor plan you created
- Cut-out pieces/symbols, glue stick, and pencils with erasers
- Job Aid 1: Guiding Principles for Laboratory Layout

**What will you do?**
Work individually to:
- Erase the pencil-marked workflow in the floor plan from the previous activity
- Re-position the movable cut-out pieces until you find the best layout for your lab’s floor plan
- Use a pencil to mark the new work flow path created by the redesigned layout.

10 minutes
Process + Structure = Outcome

- Optimal laboratory design involves two factors:
  - Process
    - Workflow path designed around the steps of the process to be performed in that space
    - The specimen flow through the laboratory that originates with the clinician’s order and ends with the lab result returned to the clinician.
  - Structure
    - Physical layout of the allotted space
      - Overall Laboratory Floor Plan
      - Individual Workstations

- The desired outcome is improving workflow by reducing or eliminating waste
  - Wasted Time
  - Wasted Effort
  - Wasted Movement
Activity: Making a Cup of Tea

Purpose
To demonstrate the role organization plays in the workstation set-up by performing a daily task, making a cup of tea

What will you need?
Items to make a cup of tea

What will you do?
- Two volunteers will be selected to demonstrate this activity
- If requested, assist the volunteer with the disorganized workstation
- Participate in the classroom’s discussion

11 minutes
Activity: Workstation Set-up

Purpose
To create and organize an efficient and productive workstation using elements developed from each module.

What will you need?
- Laboratory Accreditation Preparedness Checklist

What will you do?
- Participate in the classroom’s discussion
- Integrate key concepts from earlier activities

15 minutes
Process + Structure = Outcome

- Optimal laboratory design involves two factors:
  - Process
    - Workflow path designed around the steps of the process to be performed in that space
    - The specimen flow through the laboratory that originates with the clinician’s order and ends with the lab result returned to the clinician.
  - Structure
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- The desired outcome is improving workflow by reducing or eliminating waste
  - Wasted Time
  - Wasted Effort
  - Wasted Movement
Activity: Whisper Down the Alley

Purpose
To identify the most efficient way to accurately communicate a message to a group of people

What will you need?
Messages

What will you do?
Divide into two teams
- Round 1: Line up in the front of the room. Each person whispers the message as they understand it to the next person. The last person states the message out loud.
- Round 2: Repeat the activity with a new message. However, this time see how much faster you can do it without broadcasting the message while keeping it accurate.
- You will be timed for each round.

12 minutes
Activity: What are the Benefits of a Standardized Process?

Purpose
To demonstrate the benefits of standardizing processes and procedures in the laboratory

What will you need?
Volunteers will need a pen/pencil to complete the process steps.

What will you do?
- Three volunteers will be selected to demonstrate this activity
- Participate in the classroom’s discussion

10 minutes
Desired Outcome

- Efficient Workflow
- Evenly Distributed Workload
- Uninterrupted Service
Task that Contributes to Evenly Distributed Workload

1.3 - Prioritize and assign work according to:
- personnel skill level
- workloads
- completion timeframe.
Assigning personnel to specific workstations

DUTY ROSTER
## Laboratory Staffing Schedule

<table>
<thead>
<tr>
<th>DAY</th>
<th>DATE</th>
<th>DAY DUTY</th>
<th>EVENING DUTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>1/2/2009</td>
<td>Tech B, Tech C, Tech D, Lead Tech</td>
<td>Tech A</td>
</tr>
<tr>
<td>Friday</td>
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<td>Tech B</td>
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<tr>
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<td>Tech C, Tech B</td>
<td>Tech C</td>
</tr>
<tr>
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<td>Tech C</td>
</tr>
<tr>
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<td>Tech A</td>
</tr>
<tr>
<td>Friday</td>
<td>12/2/2009</td>
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<td>Tech C</td>
</tr>
<tr>
<td>Saturday</td>
<td>13/2/2009</td>
<td>Tech B, Tech C</td>
<td>Tech A</td>
</tr>
<tr>
<td>Sunday</td>
<td>14/2/2009</td>
<td>Tech D, Lead Tech</td>
<td>Tech A</td>
</tr>
<tr>
<td>Monday</td>
<td>15/2/2009</td>
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<td>Tech B</td>
</tr>
<tr>
<td>Tuesday</td>
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</tr>
<tr>
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<td>Tech A</td>
</tr>
<tr>
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</tr>
<tr>
<td>Sunday</td>
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<td>Tech C, Tech D</td>
<td>Tech B</td>
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</table>
Workstation Assignments

<table>
<thead>
<tr>
<th></th>
<th>HIV</th>
<th>UA</th>
<th>TB</th>
<th>FBC, BS</th>
<th>RPR</th>
<th>Phleb</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>rapid HIV testing</td>
<td>routine urinalysis, pregnancy</td>
<td>AFB testing</td>
<td>full blood count, malaria smears</td>
<td>RPR and additional serology testing</td>
<td>phlebotomy, glucometer, lactate</td>
</tr>
</tbody>
</table>

Laboratory Duty Roster (Workstation Assignments)

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Lead Tech</strong></td>
<td>HIV, UA</td>
<td>FBC, BS</td>
<td>Evening</td>
<td>FBC, BS</td>
<td>RPR, Phleb</td>
</tr>
<tr>
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<td>Evening</td>
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<td>Evening</td>
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<th>TB</th>
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</thead>
</table>

| Tech D    | RPR, Phleb       | TB               | RPR, Phleb         | TB                | HIV, UA         |

### FBC & BS Workstation Duties

<table>
<thead>
<tr>
<th></th>
<th>Daily</th>
<th>Weekly/Monthly/ As-Needed</th>
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</thead>
<tbody>
<tr>
<td>§</td>
<td>Perform all daily maintenance on analyzer and document in log</td>
<td>§ Perform, verify, and document calibration as needed</td>
</tr>
<tr>
<td>§</td>
<td>Perform daily analyzer system checks; verify acceptability and document</td>
<td>§ Analyze and report EQA testing</td>
</tr>
<tr>
<td>§</td>
<td>Perform daily QC; verify acceptability and document</td>
<td>§ Change stain as needed and verify its performance</td>
</tr>
<tr>
<td>§</td>
<td>Monitor performance of new lots</td>
<td>§ Monitor performance of new lots</td>
</tr>
</tbody>
</table>
Four Factors That Affect Duty Rosters

- Testing Menu
- Workload
- Personnel Available
  - # of Staff
  - Skill Level
  - Hours Worked
- Operational Hours
TEST MENU | WORKLOAD
---|---
HIV Rapid Testing | 75 per day
RPR Syphilis Serology | 40 per day
Malaria Smear | 15 per day
Phlebotomy | 80 per day

- Personnel - three staff members competent in all areas
- Operational Time - 8:00 am to 4:00 pm, Monday through Friday
- More than one task can be assigned to a staff member
- Symbols used in the duty roster:
  - P = Phlebotomy
  - H = HIV
  - R = RPR
  - MS = Malaria Smear

- Create a duty roster for the upcoming week:

<table>
<thead>
<tr>
<th></th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
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<tbody>
<tr>
<td>Staff A</td>
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Activity: How Do You Assign Personnel to Tasks?

Purpose
To create a duty roster based on a lab’s testing menu, workload, personnel available and operational hours

What will you need?
- Handout 1: Duty Scheduling Scenario
- Handout 2: Workload Statistics
- Handout 3: Workstation Assignments
- Worksheet: Duty Roster Schedule

What will you do?
Work in pairs to:
- Create a duty roster (Worksheet) for the next two weeks based on the scenario (Handouts 1 & 2)
- Discuss “What If” scenarios involving your duty roster

20 minutes
### Workstation Assignments

- **HIV**: rapid HIV testing
- **UA**: routine urinalysis, pregnancy
- **TB**: AFB testing
- **FBC, BS**: full blood count, malaria blood smears
- **RPR**: RPR
- **Phleb**: phlebotomy, glucometer

### Laboratory Duty Roster (Workstation Assignments)

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**Daily HIV TAT**
- 28 min
- 45 min
- 26 min
- 53 min
- 27 min

**Target HIV TAT 30 minutes**

**Average HIV TAT for the week 36 min**
Conscious use of time will assist a manager to be well organized and well prepared.

MANAGEMENT CALENDAR
The Calendar Allows a Manager to:

- Balance and prioritize tasks
- Coordinate and schedule these tasks
- Communicate task assignments
Activity: Creating a Management Calendar

**Purpose**
To use the calendar as a tool to balance, prioritize, coordinate, and schedule laboratory tasks.

**What will you need?**
- Handout 1: Tasks To Be Scheduled
- Worksheet: Calendar

**What will you do?**
Work individually to populate the calendar (Worksheet) with task from Handout 1.

25 minutes
**Time Management Tools**

- **Duty Roster and Calendar**
- **Allow a manager to:**
  - Be prepared for meetings.
  - Minimize time wasted on non-productive and non-essential issues.
  - Be aware of existing commitments.
  - Understand capacity to address:
    - New assignments
    - Prioritize assignments
    - When to say ‘No”
  - Plan each day’s work efficiently and effectively.
  - Assure that no task (large or small) is neglected.
Desired Outcome

- Efficient Workflow
- Evenly Distributed Workload
- Uninterrupted Service
The Laboratory Staff

- Well trained laboratory staff are:
  - the most important part of a quality system
  - the laboratory’s greatest asset

- Success of a quality system is dependent on:
  - Staff knowledge and skills
  - Staff motivation and commitment to following the quality system process
Staff Development

- Job Description
- Orientation Program
- Continuing Education/Training
- Competency Assessments
- Personnel Files
Tasks that Contribute to Uninterrupted Service

- 1.4 - Assess personnel competency against standards and determined corrective action and training needs.
- 1.6 - Meet with staff individually to communicate expectations, provide feedback, coaching, or on-the-job training to ensure competency and productivity.
- 1.7 - Provide/coordinate new-hire orientation and training to staff.
Activity: Competency Assessment

**Purpose**
Competency assessment is important in assuring the quality of the laboratory output. This activity provides suggested policy and guidelines for implementing competency assessment.

**What will you do?**
- Read Handout: Policy
- Complete Worksheet: Quiz
- Participate in the classroom review and discussion of Worksheet: Quiz

**What will you need?**
- Handout: Competency Evaluation Policy
- Worksheet: Competency Evaluation Quiz

Overnight +15 minutes
Tasks that Contribute to Uninterrupted Service

- 1.5 - Conduct weekly staff meetings to coordinate activities, review laboratory operations, reward success, celebrate accomplishments, and resolve issues.
- 1.11 - Implement measures to motivate staff to improve quality of work and productivity.
Guiding Principles of Quality Assurance

- Focus on the needs of the users
- Focus on processes to increase the productivity of work
- Use data to improve services
- **Use teams to improve quality**
- Improve communication
Activity: Planning and Conducting a Staff Meeting

Purpose
Effective staff meetings yield a cohesive and informed staff working together toward shared institutional goals. This activity provides guidelines for conducting the meeting and building an agenda.

What will you need?
- Job Aid 1: Tips for Planning and Conducting a Staff Meeting
- Job Aid 2: Staff Meeting Agenda Template
- Worksheet: Topics for Staff Meeting Agenda

What will you do?
- Read Job Aid 1: Tips – Select one tip that you will use in your staff meetings
- Complete Worksheet: Topics – Add topics to the worksheet as you note them over the course of the workshop
- Participate in the classroom discussion

Throughout Workshop + 15 minutes
Task that Contributes to Uninterrupted Service

- 1.7 - Provide/coordinate new-hire orientation and training to staff.
- 1.8 - Maintain and update personnel records.
- 1.11 - Implement measures to motivate staff to improve quality of work and productivity.
Activity: Creating a Personnel File

Purpose
Managing human resources requires documentation and organization of a significant amount of information. You will provide rationale for including information in a personnel file. Inappropriate information will be identified.

What will you need?
- One potential document for personnel files per person, provided by the facilitators
- Job Aid: General Guidelines for Personnel Files

What will you do?
- Stand up and read the title of your document.
- Present your rationale for including the document in a personnel file.
- Identify any document that does not belong in a personnel file.
- Participate in the classroom discussion.
- Review Job Aid

35 minutes
Tasks that Contribute to Uninterrupted Service

- 1.9 - Create a work plan and budget based on personnel, test, facility, and equipment needs.
- 1.10 - Create/review/forward reports on laboratory operations to upper management.
Tasks that Contribute to Uninterrupted Service

- **1.12 - Develop and implement laboratory improvement plans based on best practices and feedback from staff, patients, customers, quality indicators, and external assessment.**
  - Cross-cutting: Improvement Project Planning
  - Cross-cutting: Reporting Improvement Projects

- **1.13 - Communicate to upper management regarding personnel, facility, and operational needs**
  - Cross-cutting: Balanced Scorecard
Communicating with Management

- **Management Levels**
  - Laboratory Director
  - Hospital Administration
  - Other Departments (Pharmacy, Radiology, Nursing)

- **Reports**
  - Operational Plans and Budget Proposals Addressing Future Needs
  - Testing Volumes
  - Turn-Around Times (TAT)
  - Specimen Acceptability (on-site or referred)
  - Improvement Projects
  - External Quality Assessment (EQA) Scores
  - Client Satisfaction Survey Summaries
Building Blocks of a Productive Laboratory

- Uninterrupted Service
- Efficient Workflow
- Evenly distributed workload
Activity: What Would You Do?

Purpose
To integrate the module’s lessons and apply them to the case scenario.

What will you need?
Case study scenarios

What will you do?
Divide into groups of 4-5
- Select a spokesperson for your group
- Formulate specific action steps to address the scenario.
- The group’s spokesperson presents the proposed steps during the 2 minute class report.

5 minutes
What Would You Do?

You are the only staff member available to attend an in-service training seminar on instrument maintenance. You are responsible to train your coworkers using your notes from the training and the instrument operator’s manual.

- List the steps you will take to assure the staff is fully trained.
- How will you document the training?
What Would You Do?

After arriving at work at 8 AM, you already notice a long outpatient queue. By 8:30 AM, the queue is even longer and two workstation daily set-ups have not yet been completed. Both workstations have already received their first batch of patient specimens ready for analysis. You discover that the personnel assigned to the workstations are reading the morning newspaper.

As the laboratory manager, how will you handle this situation?
Tasks

- Organize the laboratory and coordinate work space to allow for smooth, efficient service operations.
- Design workflow for optimal productivity.
- Prioritize and assign work according to personnel skill level, workloads, and completion timeframe.
- Assess personnel competency against standards and determined corrective action and training needs.
- Meet with staff individually to communicate expectations, provide feedback, coaching, or on-the-job training to ensure competency and productivity.
Tasks

- Provide/coordinate new-hire orientation and training to staff.
- Conduct weekly staff meetings to coordinate activities, review laboratory operations, rewards success, celebrate accomplishments, and resolve issues.
- Implement measures to motivate staff to improve quality of work and productivity.
- Maintain and update personnel records.
**Tasks**

- Create a work plan and budget based on personnel, test, facility, and equipment needs.
- Create/review/forward reports on laboratory operations to upper management.
- Develop and implement lab improvement plans based on best practices and feedback from staff, patients, customers, quality indicators, and external assessment.
- Communicate to upper management regarding personnel, facility, and operational needs.