

BEAUMONT LABORATORY

ORGANIZATIONAL STRUCTURE & COMMUNICATIONS



School of Medical Laboratory Science Orientation

Goals:

1. Review basics of effective communication
2. Illustrate the Beaumont Health chain of command
3. Illustrate the Beaumont Laboratory table of organization
4. Provide tips for a smooth transition into your role as a student and future medical laboratory science professional

Communication: The Weakest Link

If we could eliminate or dramatically reduce:

- No communication
- Untimely communication
- Inaccurate communication
- Inappropriate communication....

1. How much more effective/efficient would we be?
2. How much would morale improve?
3. Would it effect employee/student satisfaction?
4. Would it effect patient satisfaction?

Beaumont Laboratory's Professional Bi-Directional Communication Mantra

**The right people,
at the right time,
in the right place,
in the right spirit,
about the right issue.**

Communication Expectations & Realities

- It is not just the message; it's the delivery too.
- Bi-directional communication:
 - You can't be listening if you are always talking.
- A question is the least offensive way to make a point.
- Utilize "I" messaging...

"I" Messaging

"When I..."	Start with a statement that describes the behavior without judgment, exaggeration, labeling, or motives. State the facts as specifically as possible.
I feel..."	Describe how the behavior impacts you.
"Because I..."	Explain why you are affected that way. Describe the connection between the facts you observed and the feelings they provoke in you.
Pause for discussion	Let the other person respond.
"I would like..."	Describe what changes you would like the other person to consider.
"Because..."	Explain why you think the change will alleviate the problem.
"What do you think?"	Listen to the other person's response. Be prepared to discuss options and compromise on a solution.

Communication Expectations & Realities

- For discussions to be effective and bear fruit, they cannot be a complaint session.
 - Provide ideas and suggestions to improve the situation.
- Ask. Don't assume.
 - Ask twice, if necessary!!
 - Gather facts from all parties before drawing conclusion.

Nonverbal Behaviors

Kinesics (body language)

Kinesics includes facial expressions, hand gestures, stares, body stiffness, movements.

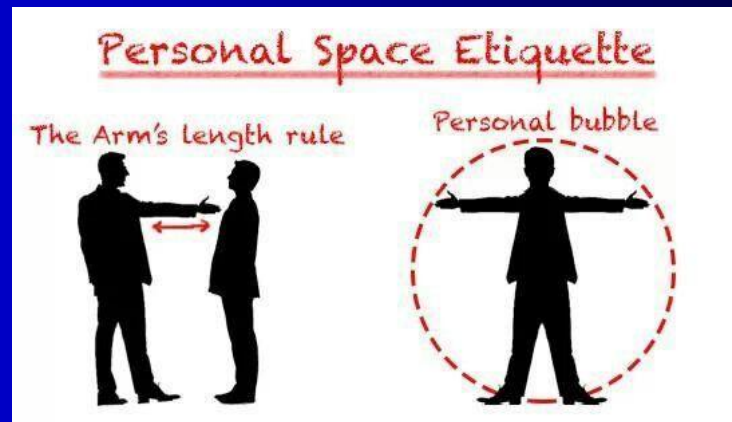
A staff or student's body language is always being observed by others around him/her.



Nonverbal Behaviors

Proxemics (personal space)

- Typical comfort zone is about 1.5 to 3.0 feet.
- Varies with situation, culture, size, profession, sex, age, history, relationship, race, appearance, etc.
 - ✓ Also includes personal belongings such as wheelchair, etc.
- ***Improper proxemics can increase the anxiety of an individual.***



Paraverbal Communication

The link between verbal and nonverbal.

(How we say what we say – aka “**Total Voice Control**”.)

1. **Tone:** Try to avoid inflections of impatience, condescension, inattention, etc.
2. **Volume:** Keep the volume appropriate for the distance and the situation.
3. **Cadence:** Deliver your message using an even rate and rhythm.

Lab Leadership's Goals

Address any and all issues consistently utilizing professional bi-directional communication throughout the laboratory.



Promote open and honest communication without fear of retribution.

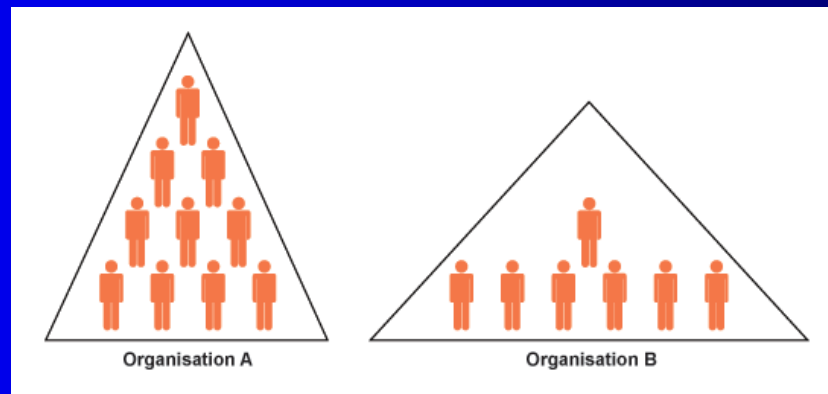
How

Promote a framework and structure to the communication process.

- Laboratory Committee Meetings
- Lab Section Staff Meetings with Manager
- Quarterly Town-Hall Staff Meetings with Lab Administrator and Medical Chief
- E-mail communications
- Individual manager-to-staff meetings
- Lab Link Newsletter
- Laboratory Test Bulletins

Chain of Command

- Why is it there?
 - Respect it.
 - Use it.
 - It is a two-way street.
 - No circumventions allowed.
 - Varies within each organization.



Chain of Command – Beaumont Health

Corporate Beaumont Health

- Corporate Hospital Presidents / Administrators
- Corporate Compliance
- Support Departments – e.g., Human Resources, Information Technology, Security

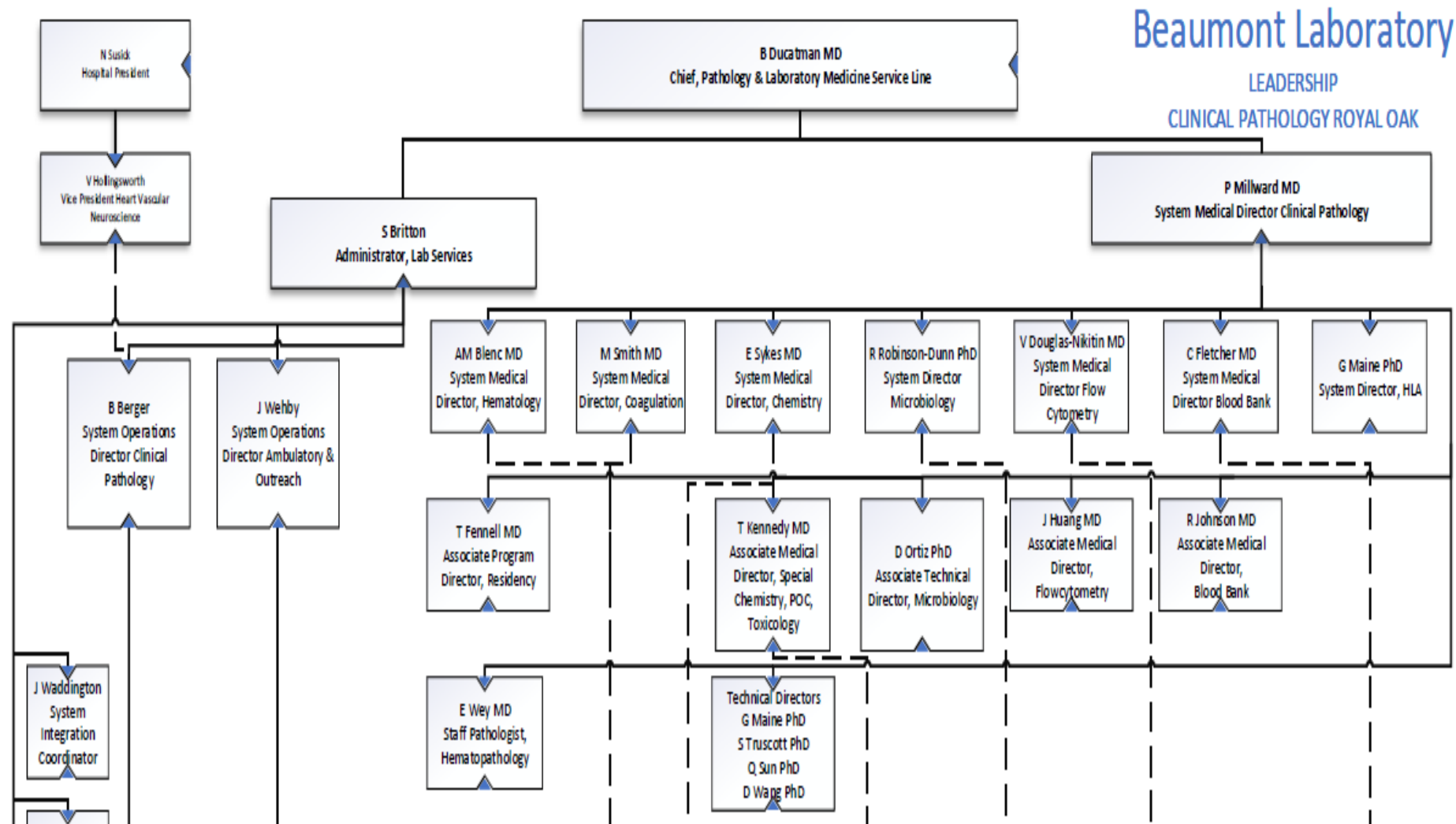
Beaumont Laboratory

- Medical Chief and Medical Chairs
- Laboratory Administrator
- Campus Operation Directors
- System Managers

Laboratory Departments

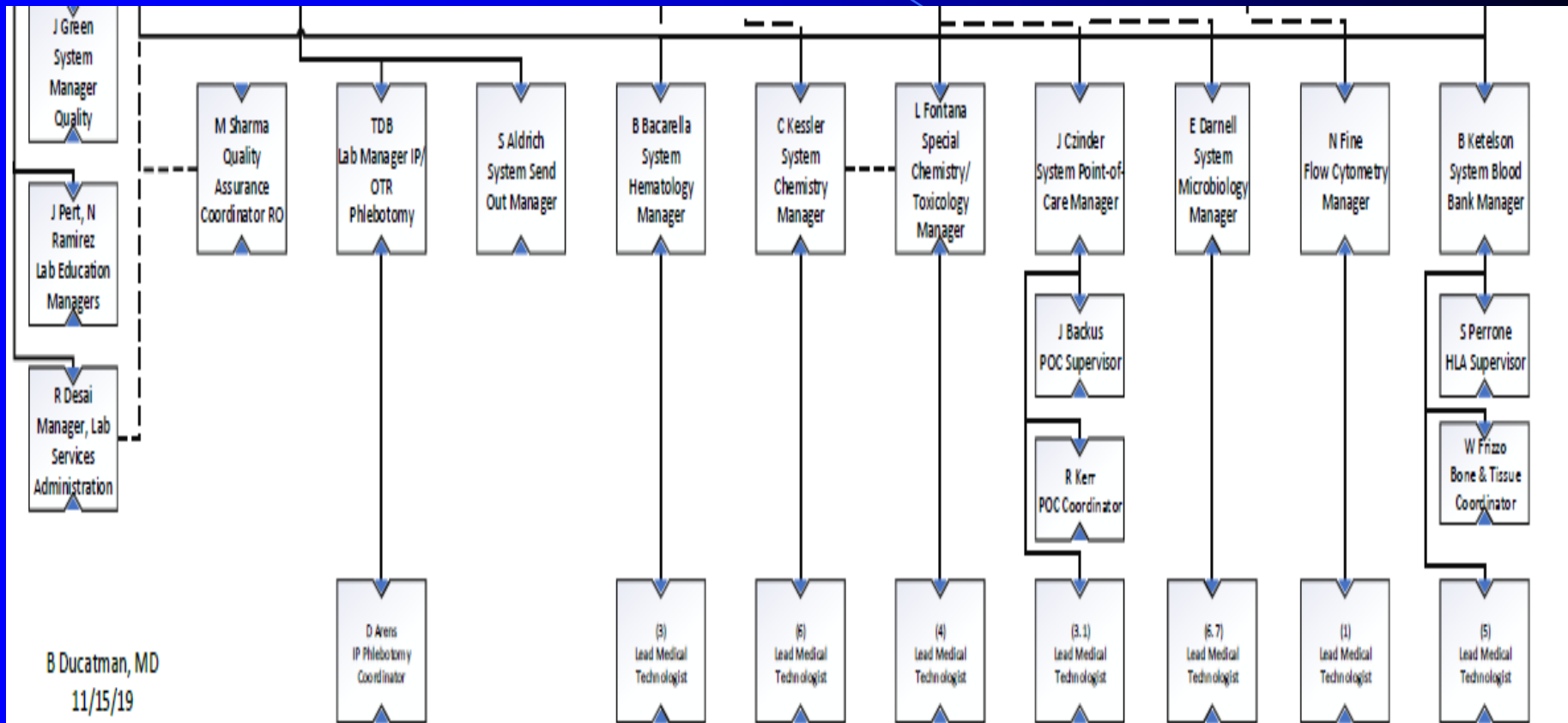
- Campus Laboratory Section Managers
- Lead Technologists (e.g., Clinical Instructors)
- Bench Technologists / Non-technical Staff
- **Students**

Example: Clinical Pathology – Royal Oak



Example:

Clinical Pathology – Royal Oak



Where can these be found?

Laboratory Services Website

Beaumont
Inside Beaumont Online

Home Password Paging Directories E-Mail Microsoft Time Study

Search Go

Documents Education Human Resources Departments Online Tools References Quality Service

Management Resources
Clinical Resources
Physician Resources
Research Resources

Beaumont Laboratory
Anatomic Pathology
Beaumont Laboratory Documents
Clinical Pathology
Lab Employee Communication
Lab Reference Guides
Laboratory Compliance
Laboratory Education
Laboratory Quality
Laboratory Quality Education
Laboratory Safety
Medical Staff Bulletins

Beaumont Laboratory



Beaumont Laboratory Mission Statement

A commitment to excellence in providing the highest quality laboratory services to our clients and patients... delivered with care, compassion and industry-leading medical expertise.

Beaumont Laboratory Core Values

- *Innovation*: Develop new ideas and methods.
- *Empowerment*: Promote positive thinking and change.
- *Respect*: Be courteous and show consideration for everyone.
- *Diversity*: Support the differences in everyone and the variety of options.
- *Accountability*: Provide excellent quality services and reliable end results in a safe environment.

Lab Link

[Newsletter for Beaumont Laboratory Employees](#)

Laboratory SharePoint

[Beaumont Laboratory SharePoint](#)

Physician Resources

- [Lab Test Directory \(LTD\)](#)

Tables of Organization

Beaumont Inside Beaumont Online

DocumentsEducationHuman ResourcesDepartmentsOnline ToolsReference

Management Resources▶
Clinical Resources▶
Physician Resources▶
Research Resources▶

Beaumont Laboratory
Anatomic Pathology
Beaumont Laboratory Documents
Clinical Pathology
Lab Employee Communication
Lab Reference Guides
Laboratory Compliance
Laboratory Education
Laboratory Quality
Laboratory Quality Education
Laboratory Safety

Beaumont Laboratory Documents

Table of Organization

▼Go!

[View All in Numerical Order ▼](#)

- [BHL.TOO.2019 - Beaumont Health Laboratory Leadership Table of Organization](#)
- [DRB.TOO.2019 - Dearborn Laboratory Table of Organization](#)
- [FH.TOO.2019 - Farmington Hills Laboratory Table of Organization](#)
- [GP.TOO.2019 - Grosse Pointe Laboratory Table of Organization](#)
- [QTR.TOO.2019 - Outreach Table of Organization](#)
- [QPOC.TOO.2019 - Quality and Point-of-Care, Laboratory Table of Organization](#)
- [RO.AP.TOO.2019 - Royal Oak Anatomic Pathology Laboratory Table of Organization](#)
- [RO.CP.TOO.2019 - Royal Oak Clinical Pathology Laboratory Table of Organization](#)
- [TROY.TOO.2019 - Troy Laboratory Table of Organization](#)
- [TTW.TOO.2019 - Taylor, Trenton, Wayne, Laboratory Table of Organization](#)

[Collapse ▲](#)

What does all this have to do with Students?

- Adherence to policies and procedures
- Complete learning activities as assigned
- Maintain professional behavior
- Effective communications with fellow students, instructors and program director
- Understand the additional responsibilities of those you will interact with.

Effective Communication with Clinical Instructors

- Read technical procedure before laboratory session
- Work on objectives as assigned
- Don't dominate class discussions
- Take turns answering questions and allow others a chance to respond
- Ask questions when appropriate

Professional Responsibilities

Clinical Instructors

- **Educator & Mentor**
 - MLS Students - ~60% of their time *(larger rotations)*
- **Personnel**
 - Scheduling & PTO requests
 - New Employee Training
 - Staff Competency Assessment - ~50% of time
- QA / QC / PI tasks
- Nursing unit / specimen issue resolution
- Maintaining personal continuing education

Effective communication with Program Director

- Open door policy although appointment preferred
 - Not available during all program hours; 1-4 pm best
 - E-mail better
- Reply when asked a question via e-mail or in seminar
- Whenever you have questions or concerns that were not addressed at Orientation or scheduled class meetings
 - Have you checked the Student Handbook?
 - Special Topics Resource Manual? SharePoint?
 - Remember the FAQ's

Professional Responsibilities

Program Director

- **Students**

- Beaumont MLS Students
 - Orientation, Graduation & Admissions
- University MLS Students – FH, Troy, DB
- Technologist Students – Micro, Chem
- Phlebotomy and Lab Assistant

- **Employees / Managers**

- Training & Competency Assessment SOPs
- CM and CE guidance
- Manager questions on job applicants
- Chair: Education Committee
- Laboratory Education webpage oversight
- Laboratory HealthStream™ Administrator

Professional Responsibilities

Program Director – cont.

- **Clinical Instructors**

- Monthly faculty meetings
- Quarterly CMS Time Studies

- **Lab & Hospital Administration**

- Monthly standing meeting with Lab Administrator
- Monthly Clin Path Manager meetings
- HR & Manager questions on applicants
- Annual program cost report to Reimbursement

- **NAACLS**

- Annual program report and webpage updates
- Annual student outcomes assessment
- Annual Advisory Committee meeting

Major Communication Tool

Outlook E-Mail

- All students and employees have access
- Keep up-to-date with your e-mails
 - **Check daily; at minimum weekly**

E-Mail Etiquette

- **Professional** – do NOT send non-business related e-mails (e.g., humor, chain letters, etc.)
- Remember to include a **Subject**
- **Formal and Brief** – black text; standard font
- Address at **highest level of courtesy** – e.g., “Hello, Mr. Anderson” *(not “Hey Joe”)*
- **BC:** - use with caution; only use when contacts do not personally know each other.
- Reply to your manager’s e-mails in timely manner!!

E-Mail Etiquette – cont.

- Once sent, can't correct!!
 - Messages are permanent and stored!
- Privacy and confidentiality cannot be guaranteed.
- **RESPONDING:**
 - Assume good intentions of sender.
 - Not necessary to respond to every e-mail with a Thank You!
 - Not necessary to respond to every e-mail you are **CC:**'d on.
 - “Reply to All” – use with discretion; be considerate of other's time and interest in your response
- **SENDING:**
 - Never insult or criticize.
 - Keep recipients and **CC:**'s to a minimum.
 - Keep acronyms to a minimum.

Beaumont Hospitals Information Security Policy

- E-mails must be work-related and business appropriate
- Contents are not private and may be reviewed, monitored and copied by authorized representatives of Beaumont Hospitals
- In addition, they may be disclosed to law enforcement officials with or without notice to employees

Beaumont Hospitals Information Security Policy

- Electronic mail systems may **NOT** be used:
 - To send confidential patient information outside of the hospital; a secured file must be used if needed
 - To communicate or solicit non-management approved personal activities or products
 - To send messages that are obscene or harass employees, patients, patients' families or outside e-mail accounts
 - Any material that can be interpreted a sexually explicit, profane, obscene, harassing, fraudulent, racially offensive, ethically offensive, defamatory or otherwise unlawful

REMINDERS

The background is a dark blue gradient. A light blue curved line starts from the left edge and curves downwards towards the bottom right. A light blue triangular shape is positioned in the bottom right corner, pointing towards the center.

HIPAA

- Employees (students) are prohibited from accessing, releasing, reading, copying or reproducing any patient PHI without the patient's prior written authorization or as required for performance of their job responsibilities.
- It is every employee's responsibility to protect the confidentiality of patient information. Department Managers, in conjunction with the Privacy and Information Security Officers, are responsible for safeguarding a patient's PHI from improper access and/or release. Department Managers are responsible to limit employees' access of PHI to the minimum necessary required to perform their job functions. Department Managers are responsible to conduct at least yearly audits to determine unauthorized access.
- Any improper access and/or release of patient information, in any form, is grounds for dismissal.

HIPAA

- Access to patients' EPIC oneChart™ files:
 - **Technologists:** Permitted within normal work process (e.g., chart review; specimen problem-solving)
 - **Students:** Case study investigation only
- Respect coworkers' (and fellow student's) privacy.
 - **NOTE:**
Compliance audits on Clinical Pathology and Outreach access to EPIC and SOFT are performed twice a year!

SUMMARY

Communication Mantra

**The right people,
at the right time,
in the right place,
in the right spirit,
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