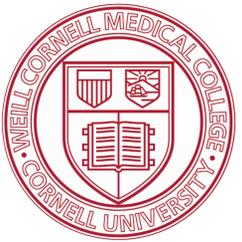


The Benefits of Shared Governance Within the Laboratory

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Abstract

- “More Than a Specimen” (MTAS) is an initiative and laboratory committee at NewYork Presbyterian Hospital/ Weill Cornell Medicine (NYP/WC). It was founded in the fall of 2017 to be a voice by the laboratory, for the laboratory.
- Participation is voluntary and open to laboratory personnel of all levels.
- The goals of MTAS are:
 - to increase public understanding and appreciation for clinical laboratory professionals
 - To illustrate the connection between quality laboratory results and saving lives
 - to raise employee engagement, satisfaction, and commitment to NYP culture and core beliefs
- The objective of this study is to measure the impact of MTAS and the shared governance model.

Introduction

- Shared governance is not a new concept; it is a professional practice model that was adopted by our nursing department. It can be defined as “a dynamic staff-leader partnership that promotes collaboration, shared decision making and accountability for improving quality of care, safety, and enhancing work life.”¹
- More Than a Specimen emulated this model with the belief that a specimen is more than just a part of day to day work; it is a microcosm of the patient. They aim to “go beyond” that mindset.
- To achieve that, it is important to make sure that everyone feels like they have a voice. This means all stakeholders, everyone who is affected in a decision, takes part in the discussion when changes are made as opposed to a hierarchical model.



Our Mission and Vision
To Be the Top Academic Medical Center in Patient Centered Care, Research and Education.

Our Competency Framework
These are the behaviors that you demonstrate to achieve your goals. This is how you choose to do your job every day.

Our Culture & Values
Much like our buildings, this is our foundation. These are the beliefs that drive our behaviors.

Limitations

- The greatest limitation is the short time frame; it has been one year since MTAS was founded.
- I will continue to monitor MTAS to observe long term outcomes.

Methods



- MTAS
 - They communicate via email, online forum, and in-person meetings. Central Council and Community meetings are held every other week.
 - They publish a newsletter quarterly and distribute it among laboratories, faculty, and friends.
- Talent development
 - After losing high performing employees to the competition, they recognized that talent development targeting laboratory professionals was nonexistent.
 - People showed interest in learning management skills and in vertical movement.

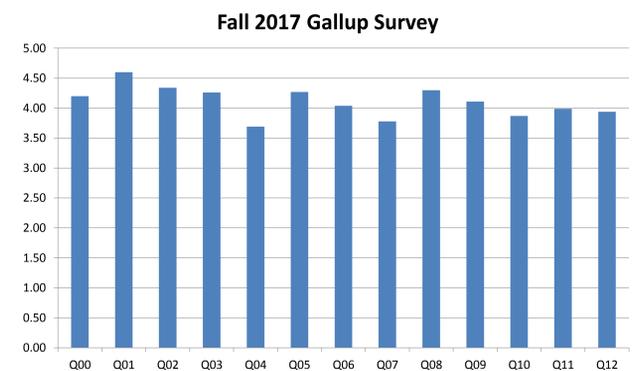
- Medical Laboratory Professionals Week
 - Technologists gave tours to techs from other laboratories.
 - An information booth was set up in the cafeteria with two games, a guess-how-many contest, a photo booth, and a raffle.
 - Weill Cornell faculty gave continuing education lectures about anatomic pathology and microbiology.
 - The hospital provided lunch for all laboratory professionals and held a poster contest.
 - Individual laboratories had their own games and celebrations.

- Test menu
 - There has been some confusion among nurses because the test menu is so vast.
 - An inservice has been arranged to explain how to best utilize it.
 - The test menu does not include the more uncommonly ordered test and needs to be updated.
- Test cancellations
 - There were 30,000 test cancellations per month within Cerner, which prompted further investigation.

Results

- MTAS is participating in the Lang Youth Medical Program, which is a six year science education and mentoring program for middle and high school students in Washington Heights and Inwood.²
 - Students learn about medical technology, observe operations, and attend medical lectures.
- The lab week festivities were well received; it improved morale and allowed technologists from many labs to meet each other.
 - The information booth got a lot of traffic. It engaged laboratory personnel as well as visitors and hospital staff.
 - The lab tours were a success and will be offered to clinicians in the near future.
 - The continuing education lectures were so popular that technologists suggested that faculty give them regularly.
- It is too soon to see whether there is a correlation between MTAS and staffing.

Year-Quarter	Hire Count	Termination Count
2017-Q3	24	18
2017-Q4	19	14
2018-Q1	34	12
2018-Q2	27	23



Conclusions

- MTAS effectively served as a platform for discussion. It gathers management and technologists alike from different departments.
- Problems can be expressed to the group and approached collectively. They addressed and collaborated on issues that were often dismissed.
- There seems to be some misunderstanding that MTAS is an avenue for complaints or suggestions. It is more than that and I would encourage more active participation.
- I encourage all laboratories to adopt a similar initiative. Although MTAS is currently limited to NYP/WC, I hope for MTAS to expand to all NYP campuses.

References and Acknowledgement

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 - "Lang Youth Medical Program at NewYork-Presbyterian." NewYork-Presbyterian. Accessed July 03, 2018. <https://www.nyp.org/clinical-services/ambulatory-care-network-programs/lang-youth-medical-program>.
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