

PARTICULARITIES OF THE MANAGEMENT OF THE HISTOLOGY LABORATORY

Assist. Oprea-Valentin BUSU Ph. D
University of Craiova
Teaching Staff Training Department, Craiova,
Romania
Student Cristina-Elena ANDREI Student
University of Medicine and Pharmacy of Craiova
Faculty of Dental Medicine
Craiova, Romania

Abstract: The managerial process in the health field is an extremely complex one, because it presents besides the basic components of an organizational system and the human component: the patient. Also, in today's society, marked by an intense evolution of the medical field, the histology laboratories are obliged to ensure a high quality of the services rendered translated by the fidelity of the results obtained from the analyzes performed on the collected samples. Another key element is the statistical evaluation of the medical laboratory which involves the clinical interpretation of the statistical data, the correct establishment of the physiological and pathological variations. The main objective of a histological laboratory is to issue results following the analyzes performed by histological and immunohistochemical techniques as correct, for which it was established that elimination of the sources of error can be implemented through two components: internal quality control and external control.

JEL Classification: I0, I2, M19

Key words: management; health system; services quality; histological techniques

1. INTRODUCTION

Although a histology laboratory has a relatively small or medium number of employees, it requires a well-developed management system, because the activities carried out have a high degree of difficulty.

Thus, the management activity of the histology laboratory can be defined as a set consisting of human resources, financial resources that include the substances and equipment used, the funds allocated for research, the patient, but also the bureaucratic component that is characterized by the decentralization of a very large amount of information.

Basically, within this medical unit several fields of activity are included: most medical and pharmaceutical specialties, medical research, the educational process of medical students.

The bureaucratic process of a histological medical laboratory comprises a series of protocols, formulations, but also the informed consent of the patient.

At the same time, the managerial process within this organization is hampered by the fact that each employee has a different specialization, and if the teamwork is not efficient the result will not be as expected. The management of human resources in a medical laboratory is essential in order to obtain the desired results. According to John Kotter, a professor at Harvard University, the basis of management is "team spirit" (Kotter,1979). By this notion is understood the desire to involve each employee in the common activity carried out in order to obtain a maximum score. Many specialist studies argue that leadership is a component of management. The concept of leadership means the existence of a group of people involved in organizing tasks (Ursoniu, 2000, pp. 19-20). Also, over time, four leadership styles have been defined according to psycho-social and managerial characteristics:

- the authoritarian style: is characterized by the evaluation, the strict control of the activity undertaken by the subordinated employees; In this style, formal behavior predominates, often using fear as a method of performing the tasks outlined.

- the democratic style: is characterized by a flexible attitude, the promotion of the dialogue, good communication with the employees, the possibility of offering alternative solutions, a relaxing, comfortable environment.

- the laissez-faire style: the manager is not involved at all in the decision making, leaving total freedom of decision to the subordinates; within this style the control process is missing or very reduced, and this aspect can lead to decreased performance;

- bureaucratic style: most decisions are decided in writing; the whole activity is dominated by documents, protocols, signatures, stamps, etc. Within a medical laboratory, a bureaucratic component occupies a primary place, but in order to make the organization more efficient, verbal communication, human interaction and interdisciplinarity are necessary.

2. OBJECTIVES

Our objective is to highlight the complexity of organizing a histological laboratory in a society in which current medical practice is constantly evolving. It is emphasized that a histological medical laboratory is defined by the interdisciplinary character. The role of the laboratory is to issue a diagnosis of certain in order to increase the quality of the patient's life.

3. METHODOLOGY

The article is based on the meta analytical method in which we sought to bring to the fore the functioning and collaboration of the histological laboratory with the other physicians and other institutions aimed at ensuring population health.

We can say that the management of the laboratory includes both : human resources and financial resources represented by the materials used for biopsies, latest generation equipment whose role is to deliver a correct result in a short time.

4. MANAGEMENT IMPROVEMENT IN A MEDICAL LABORATORY

There are a number of elements that lead to the improvement of the activity of the health unit, with the aim of increasing the quality of the medical services offered that contribute to the improvement of the health status of the investigated population.

1. Communication - it is important to encourage all the members of an organization to communicate efficiently, to express their ideas, opinions about the work

done. They need to understand that communicating is an indispensable activity, being perceived as an active process in which an exchange of data and information takes place between a sender and a receiver. Through this exchange of information a common strategy can be obtained to solve a complex medical case that requires an accumulation of knowledge from different medical fields (Adizes, 2010, pp. 123-124).

2. Motivation of employees - most managerial strategies are based on the fact that financial remuneration is the best way to motivate an employee to perform his activity at maximum rates. Often, it could be observed that this strategy either did not lead to the desired results, or an increase in performance within the organization was not observed. The employee's motivation is influenced by several aspects, it is not strictly limited to the financial component. In the case of the health sector, the motivation of the personnel also concerns the aspect of the continuous medical education that requires the provision of courses of improvement in the field, but also the use of materials and devices of last generation that allow to simplify the work, but also to obtain the results in shorter period (Harter, 2009, p. 45).

3. Accuracy - in the histological field, accuracy in the activity is vital. Even the slightest mistake can lead to a misinterpretation of the results. From a small error it is possible to establish an incorrect diagnosis and treatment plan, having serious repercussions on the patient's health. The protocols in the histological laboratory are extremely clear, precise, without leaving room for interpretation, and their failure to comply has the consequence of lowering the quality of the medical act that can lead to alteration of the patient's health. The processing of a small sample in the histology laboratory requires an average of 17 hours, and in the case of large pieces it can reach 5 days.

This is an example of histological protocol approved by the Ministry of Health in 2010, which refers to the general principles of histological technique: Fixing the harvested sample (with 10% formalin) aimed at preventing the alteration of the piece; Histopathological processing (dehydration, clarification and inclusion in paraffin); Inclusion in the paraffin block; Sectioning of the paraffin block with the microtome; Displaying the sections on the slides; Coloring the slides; Mounting the slides, which implies the protection and preservation of the colored histological preparation.

4. Evaluation of the work strategy - this stage involves checking the way in which the target objectives that the organization set at the beginning of the activity were met. Thus, a series of characteristics that can influence the process of carrying out the activity will be evaluated: effectiveness, quality, correctness, duration, identification of problems encountered during the course and their causes, making the necessary corrections in order to issue results in accordance with the qualitative standards in force.

5. The implementation of a correct and legal way of working - the activity of a histological laboratory is strongly influenced by the bureaucratic component. It is essential that employees understand the major importance of patient informed consent. In many cases, the laboratory staff will only receive the referral ticket from the doctor who performed the biopsy, without being attached the observation sheet and the informed agreement by which the patient agrees on the processing of the harvested fragment. The histologist is the one who makes the histopathological diagnosis of the harvested biopsy, but in order to establish a definitive diagnosis, it is mandatory to correlate the data from the anamnesis with the microscopic aspects obtained based on

the performed smear. Laboratory medicine is extremely extensive and requires interdisciplinarity.

Example: The histologist receives from the dentist a fragment of gingival mucosa fixed in 10% formol, in a disposable tube. Before beginning the process of histological processing of the sample obtained by the laboratory technician, he is obliged to consult the anamnesis of the patient, which highlights the aspect that may influence the result of the histological examination: age (gingivitis or menopause), physiological state (pregnancy), systemic diseases present (diabetes, heart disease, leukemia), medication (antihypertensive, insulin, anti-epileptic, contraceptive), hygiene status of oral cavity (bacterial plaque induced gingivitis or dental injury). All these items on the patient observation sheet can modify the histological result. Also, the achievement of a thorough history has the role of establishing a correct diagnosis in a shorter period of time (Popescu, 2013, pp. 11-15).

4.1 Approaching the concept of change in health management. Long-term objectives of a histological laboratory

The change must be understood within an organization as being the possibility to evolve, to accumulate new knowledge, and at the same time an opportunity to generate new services on the medical market, whose main objective is to increase life expectancy and maintain population health. However, in Romania, the changes are often misinterpreted: either we respond to an overwhelming number of changes in a short period of time and there is a disturbance, a state of confusion, or we are reluctant to change and produce a stagnation or even involution.

For a good understanding of the change process it is necessary that the manager of the organization explain to the employees the following aspect: The objective reasons for which the change is necessary and its purpose; The contribution of each individual in order to achieve change; Increasing the efficiency of communication and relationship with other fields of activity; Changing the attitude towards changes; Understanding the benefits that change brings both at the organizational level and at the individual level; Explaining that the process of change will be achieved in several stages, and not suddenly (Clarke, 2002, p. 137).

All the medical units propose at a certain time a series of objectives that must be met; these can be short-term or long-term. In general, the focus falls on the long-term objectives that have a role in the economic and financial stabilization of the organization, but also in improving the quality standards of the services provided.

Objectives:

- The contribution of each employee in order to issue a correct analysis result;
- Increasing the quality of the patient's life by providing a wide range of medical services meant to identify a series of disorders;
- Efficiency of doctor-patient communication, but also of communication within the organization;
- Assuming responsibilities in case of failure and identifying a way to solve it;
- Opening of employees to the new, to changes that can bring more value to the organization;
- The desire for continuous improvement through participation in workshops and courses with medical topics that address current topics;
- Permanently informing the management of the laboratory about the irregularities or uncertainties that occur during the activities carried out;

- Strict compliance to protocols;
- Ensuring optimal working conditions (periodic verification of medical equipment, use of protective equipment);
- Compliance with hygiene, disinfection and sterilization standards;
- Flexibility of ideas and promotion of innovation;
- Adopting a behavior directly proportional to moral ethics and medical ethics (Stanciu, 2001, pages 109-111).

4.2 Human resources management in the health sector

A particularly important stage of human resources management is the recruitment of medical personnel (Bacanu, 2006, pp. 232-233). The selection process of the employees aims at a number of principles including: Clearly establish the recruitment criteria according to the proposed position (doctor, technician, IT-ist etc.); Establishing an exact date for the exam; Candidates should be accurately informed about the competences they must possess, the activities carried out within the laboratory and the degree of difficulty; Candidates must be informed that if they do not meet the job requirements during the accommodation period they may be redirected to another job; The employer must abide to the principle of transparency, the principle of non-discrimination and the avoidance of conflict of interests; Publication of vacancies especially in the *Viata Medicala Magazine*; The selection process comprises two major stages: a preliminary selection consisting of the evaluation of the CVs and an in-depth interview in which the professional competences of the candidate are evaluated and his / her capabilities of applying the theoretical notions in practice.

Specific tests for employee recruiting:

1. Testing the knowledge in the medical laboratory field - aims at approaching a well-established topic that is in force by law at the time of the contest; Frequently, these tests are used when the number of candidates registered is quite large, and the CV evaluation stage is insufficient to clarify the degree of professional experience.

2. Applicative tests - this type of tests brings a great contribution in the daily medical activity, because it highlights the candidate's ability to use in practice the theoretical information accumulated over the years of study; often in the medical and pharmaceutical field, the emphasis is on the practical component;

3. Medical and psychological tests - medical tests include the usual tests (hemolothogram, blood glucose, calcium, electrocardiogram) that reflect the candidate's tiredness in order to be able to perform the work in appropriate conditions, without jeopardizing his health. Psychological tests in the health sector are of particular importance and concern the ability of the individual to work with symbols, the ability to abstract, the degree of stress resistance, the way he relates to other individuals;

4. Personality tests are optional, but there are employers who want to know in depth data about the psychological component of the future candidate. In general, for this type of tests the questionnaire method is used. The candidate is asked what his opinion is about or how he would react in different situations. In the case of these tests, there are generally two aspects: the correct establishment of the personality traits based on the answers provided by the candidate and the establishment of a set of questions that highlight personality traits meant to ensure success within the medical unit.

The policy of recruiting human resources in a histology laboratory depends on a number of factors: Legislative framework - the obligation to provide a work contract with a work card, as well as avoiding any kind of discrimination; The type, dimensions,

recognition (image), tradition and reputation of the organization; -The financial resources of the organization (Vasilescu, 2016, pp. 140-141); The relationship between labor market demand and supply; Ensuring the consistency between the recruitment activity and the organization's strategies; The recruitment process must be planned and correlated with the selection process, through which the compatibility of the candidates with the respective position is verified; Human Resources Department has several responsibilities, including: conducting the interview initiated by the management structure, organizing the exam, getting useful information about the professional competence of the candidate, the reason for choosing this job, its expectations about the work and the financial reward, the selection of the most suitable candidates and the evaluation of the exam scores.

5. CONCLUSIONS

The management of a histology laboratory is characterized by the complexity of the activities carried out. An aspect of major importance is the need to ensure a very well-organized interdisciplinary process in which each employee knows and exercises his / her duties correctly without jeopardizing the joint work. At the same time, it is emphasized that the team of the medical laboratory is made up of medical staff, but also auxiliary staff that work together in order to achieve performance in the health sector. The activity of the histology laboratory is vital for establishing a diagnosis with certainty, followed by the application of a treatment that is minimally invasive and that ensure the improvement of the quality of life for the patient.

REFERENCES

1. Adizes, I. K. Cum să indentifici și să-ți perfecționezi stilul de management, Iași: Polirom Publishing, 2010
2. Bacanu, B. Practici de management strategic. Metode și studii de caz, Iași: Polirom Publishing, 2006
3. Clarke, L., Paul, R. Managementul schimbării. Ghid practice privind producerea, menținerea și controlul schimbării într-o firmă sau organizație, București: Teora Publishing, 2002.
4. Harter, J. K. 12 Elemente ale managementului performant. București: ALLFA Publishing, 2009.
5. Kotter, J. P. Managing External Dependence. Academy of Management Review, Vol. 4, No. 1, 1979
6. Popescu M. Reabilitare orală, Craiova: SITECH Publishing, 2013
7. Stanciu S. Managementul resurselor umane, București: Comunicare.ro Publishing, 2001
8. Ursoniu S. Management sanitar, Timișoara: West Publishing, 2000
9. Vasilescu L. Managementul financiar al corporațiilor, Craiova: Universitaria Publishing, 2016
10. * * * GHID din 16 septembrie 2010 de practică medicală pentru specialitatea anatomie patologică "Tehnici de lucru pentru prelucrare și colorare a preparatelor citopatologice și histopatologice"* – Anexa, Emitent: Ministerul Sănătății publicat în: Monitorul Oficial nr. 723 din 29 octombrie 2010