

# Clinical Laboratory Management Programme

(November 21-23, 2012).



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The health scenario in the country is changing rapidly due to changing disease patterns, technological developments, and patient-doctor expectations. Clinical labs play a very important role in the diagnostic phase of healthcare. More than 60 to 70 per cent of most important decisions on admission, discharge, and medication are based on lab test results. There is very rapid change in technology in lab sciences and costs of setting up and managing the labs are increasing. Considering that labs will play increasing role in medical care and health, quality, reliability, cost effectiveness, and turnaround time of lab services become very important parameters of overall efficiency of health and medical care. The performance of a clinical lab is assessed by the turnaround time for giving reliable test results. Any delay in giving test results or unreliable results could have adverse implications on patients' health. Clinical labs need to invest more on medical and information technology, employ technically qualified staff, and closely monitor the lab operations in order to meet the increasing expectations from both the clinicians and the patients for a quick turnaround time for reliable test results. Success of labs in future would also increasingly depend on selecting appropriate markets and marketing strategies to provide services at affordable prices. It is, therefore, essential to equip lab managers with a basic understanding of challenges in managing the delivery of quality lab services at affordable prices to patients, desired timely and quality reports to physicians, and ensure adequate financial returns to the labs.

## Objective

The main objective of this programme is to build the capability of lab managers (doctors and non-doctors) to enable them to manage their lab services efficiently and effectively using fundamentals of management.

## For Whom

This short-term programme will benefit lab owners, lab managers, pathologists, and senior technologists in improving turnaround time, inventory management, operational efficiency, quality practices and staff skills, patient selection and management, and better understanding of lab costing and investment decisions. Improved service quality, efficiencies, and professionalism in lab management will result in better patient experience and raise the standards of laboratory practice in India. Improved understanding of lab operations, costing, investment analysis and decisions, and HR management will equip lab owners and lab managers with better decision-making skills in delivering good quality services.

## Programme Coverage

- **Operations Management** – Efficient and effective management of lab activities for controlling lab errors and producing reliable test results.
- **Cost and Revenue Management** – Costing methodology, cost control and management, investment decisions and return on investment.
- **Service Management and Quality** – Understand the basic concepts of service management, assessing the expectations of the clients and referring doctors, and organizing service delivery mechanisms to meet their expectations.
- **Business Development and Marketing** – Segmentation, pricing, positioning, and market development.
- **Operations Management:** Use of clinical lab test results in diagnostic decision making has become an integral part of clinical medicine. With increasing dependence on lab test results by the clinicians (physicians) for treatment, the reliability of lab testing and reporting is of utmost importance. Even though automation, standardization, and technological advances have significantly improved the analytical reliability of lab tests, errors still do occur in the pre-analytical, analytical, and post-analytical processes of the total testing process. It is the responsibility of the lab manager to minimize lab errors occurring at any stage of the testing process. Lab errors lead to sample rejection which, in turn, calls for repeat sample collection and analysis thereby causing delays in reporting the test results. Any delay in test results could have adverse consequences on the patients' health. Sample rejections leading to repeat sample collection and analysis also increases the cost for providing reliable test results and thereby affects the profitability of the lab. Therefore, this module's focus would be on efficient measurement of lab activities.
- **Cost and Revenue Management:** This module will focus on providing an overview of financial and cost management challenges facing clinical labs. Topics to be discussed include (i) Healthcare finance, (ii) Finance and operating analysis focusing on understanding costs, (iii) Cost control areas, (iv) Evaluating investment opportunities, (v) Financing options, etc.
- **Service Management and Service Quality:** Clinical lab is a service industry and hence an understanding of the characteristics of services is vital to improving lab quality. Labs have to meet the service quality expectations of their clients and referring doctors. Lab managers have to manage human resources and machines to deliver the expected quality of care within limited resources. Many service management concepts of quality are applicable to labs such as service quality gap model, total quality management, and service excellence. This module will cover a basic understanding of service management and service quality.
- **Business Development and Marketing:** Effective management of lab requires selection of appropriate customers (patients) to target for successful operation of the lab. This needs to be followed up by appropriate programmes for attracting and retaining selected customers. The latter depends on what value/ benefit does the lab offer to customers in comparison to other labs on a sustained basis. This module, therefore, will focus on understanding customer values, segmentation of market, selection of suitable segments, choosing the right set of values which are superior to those offered by others, and broad approaches to the design of programme to attract and retain customers.

## Pedagogy

The programme will use a mix of case studies and lecture sessions and encourage active interaction by the participants through classroom discussions.

## Programme Faculty

- Shailesh Gandhi
- Abhinandan Jain
- Dileep Mavalankar
- K.V. Ramani (Coordinator), email: ramani@iimahd.ernet.in

## Venue and Accommodation

The programme will be held at the Indian Institute of Management, Ahmedabad. Participants get full board and air-conditioned single room accommodation on the Institute campus.

## Fee

Rs. 60,000/- per participant from SAARC countries including India and US\$ 1,900 for participants from other countries. The fee includes tuition fees, teaching material, room and board expenses.

**Kindly note that 12.36% service tax is applicable in addition to the fee. Please note that the programme fee should be received at the MDP Office before the programme commencement date. In case of cancellation, the fee will be refunded only if a request is received at least 15 days prior to the programme commencement date.**

Fee for the programme can be paid by Demand Draft, payable at Ahmedabad, India or a pan India cheque payable at par. The cheque or draft should be in favour of **"Indian Institute of Management, Ahmedabad."**

Fee can also be paid through Electronic Fund Transfer. The details are:

1. For credit to Savings Bank A/c No.032010100040460, or Current A/c No.032010200002660, IIM, Ahmedabad Axis Bank, Vastrapur Branch (RTGS Code: UTIB0000032)
2. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organization)
3. Purpose of Remittance: **Clinical Laboratory Management**
4. IIMA Permanent Account Number (PAN): AAATI1247F
5. IIMA Tax Deduction Account Number (TAN): AHMI00189A
6. IIMA Service Tax Registration Number: AAATI1247FST001

Please **DO** inform us the complete transaction details so that we can connect the same.

## Discount

**Early Bird Discount:** Nominations received with payments on or before **October 31, 2012** will be entitled to an early bird discount of 10%. Early submission of fee and nomination does not, however, guarantee acceptance of application.

**Group Discount:** Any organization sponsoring five or more participants to a programme will be entitled to a discount of 10% on total fee payable provided that at least five participants actually attend the programme.

Organizations can avail themselves of both the discounts subject to a maximum overall discount of 20%.

## Income-tax Exemption

The income of the Indian Institute of Management, Ahmedabad is exempt from tax u/s. 10(23C) (vi) of the Income Tax Act, 1961. **Kindly provide the PAN and TAN number of your organization while forwarding the Nomination Form of the participants sponsored by your organization.** On the basis of PAN / TAN numbers received, the Income Tax Department would be issuing TDS Exemption Certificate at Nil rate in the name of the organization.

## Nominations and Inquiries

Nominations should reach the Manager - MDP latest by **November 7, 2012**.

Organizational sponsorship is generally required but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness. A formal acceptance letter will be sent to nominees subject to selection and approval by the programme faculty.

For nomination forms and more information, please contact:

### Manager - MDP

Indian Institute of Management, Vastrapur, Ahmedabad 380 015

**Phone:** 91-79-6632 4071 / 4072-77, 91-79-6544 9057 • **Fax:** 91-79-2630 0352 (MDP)/2630 6896 (General)

**email:** mdp@iimahd.ernet.in • **website:** www.iimahd.ernet.in/mdp

## Alumni Association

All participants of open enrolment MDPs who complete three weeks of training through participation in one or more programmes are eligible for MDP ALUMNI status. They would be issued alumni identity cards on payment of one-time alumni membership fee of Rs.10,000/-.

## Health Services Management

IIMA's involvement in the health sector started with the establishment of the Public Systems Group. In the initial period, our research focused on the management of primary healthcare services and family planning. We expanded our research activities to include the management of secondary healthcare services in the 80s and to tertiary healthcare services in the 90s. Today, our research interests also span related areas such as health insurance, healthcare informatics, and healthcare logistics management. IIMA's contributions to the health sector in the last 12 years include 65 projects (completed and on-going), 48 articles in journals/publications, 15 chapters in books, 30 conference presentations, 15 seminar/colloquia presentations, 50 working papers/ monographs, 20 registered cases, and more than 50 capacity development programmes, workshops, and seminars. Our current research projects focus on Maternal Health, HIV/AIDS, Urban Health, Cancer Care, Management Capacity Assessment, etc. Our recent research partners include Mailman School of Public Health, Columbia University, USA; Nuffield Centre for International Health & Development, University of Leeds, UK; Karolinska Institute, Sweden; School of Public Health, Fudan University, China; Hanoi School of Public Health, Vietnam; WHO Geneva; University of Aberdeen, Norway; India Partnership Initiative, and the Bill & Melinda Gates Foundation.

**Centre for Management of Health Services (CMHS):** In June 2004, IIMA Board approved the setting up of a Centre for Management of Health Services (CMHS) under the Public Systems Group in recognition of IIMA's contributions to the health sector in the past and felt the need to strengthen the management of health services in the context of socio-economic developments of our country. The overall objectives of CMHS are to address the managerial challenges in the delivery of health services to respond to the needs of different segments of our population efficiently and effectively, build institutions of excellence in the health sector, and influence health policies and wider environments. Through these initiatives, CMHS is expected to achieve the following:

- Provide thrust and long-term sustainability for our involvement in health sector.
- Highlight our commitment to social sector.
- Facilitate our involvement in large projects.
- Attract healthcare researchers from all over the world.
- Develop synergies with other institutions involved in healthcare management.
- Actively participate in the dissemination of knowledge.
- Capacity building activities in health management.

**The Indian Institute of Management, Ahmedabad (IIMA)**, was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting, and research facilities in management.

### The Institute conducts the following major programmes:

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives (PGPX, equivalent to MBA)
- Management Development Programmes (MDPs) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport, and population.
- Faculty Development Programme for teachers in universities and colleges.

The Institute has about 90 faculty members working in the following management areas and sectors:

### Disciplinary Areas

Business Policy • Communications • Economics • Finance and Accounting • Marketing • Organizational Behaviour • Personnel and Industrial Relations • Production and Quantitative Methods

### Interdisciplinary Centres and Groups

Centre for Innovation, Incubation, and Entrepreneurship • Centre for Infrastructure Policy and Regulation • Centre for Management in Agriculture • Centre for Management of Health Services • Centre for Retailing • Computer and Information Systems Group • Gender Resource Centre • IIMA-Idea Telecom Centre of Excellence • Insurance Research Centre • Public Systems Group • Ravi J. Matthai Centre for Educational Innovation

**The Kasturbhai Lalbhai Management Development Centre (KLMDC)**, located in the IIMA main campus, and the **International Management Development Centre (IMDC)**, located in the new campus, provide an academic and learning environment for participants of the Management Development Programmes. All rooms at the KLMDC and the IMDC are air-conditioned and have internet connectivity. Each Centre has a dining hall, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms, and a computer lab. The campus is wi-fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, TT, carom, chess, volleyball and cricket). Participants can also take advantage of the Institute's library.



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