Session Code: 1A
Utilize CLMA’s BOK for Medical Laboratory Management to Achieve ASCP DLM Certification

Patty J. Eschliman, B.S., MLS(ASCP)CM
CLMA, Board of Directors

Rebecca Kenner, B.S., DLM, MT(ASCP)
Chairman ASCP DLM Exam Committee

Anne Pontius, MBA, CMPE, MT(ASCP)
CLMA, Immediate Past President
Session Objectives

Following this session, the attendee should be able to:

1. Understand the CLMA Body of Knowledge for Medical Laboratory Management (BOK)
2. Determine appropriate educational resources to bridge gaps in managerial competencies established from a gap analysis
3. Promote the laboratory management professional by understanding the unique set of competencies needed to be a successful manager or administrator and the knowledge necessary to successfully pass the ASCP DLM certification
What is a Body of Knowledge?

- A tangible document that:
  - Defines the scope of knowledge of a profession
  - Legitimizes the profession
  - Creates credibility for the profession
  - Provides guidance for career building
  - Can be used to identify and resolve management issues
CLMA’s BOK for MLM

- Why does MLM need a BOK?
  - CLMA’s vision to appropriately fill the void
  - Insufficient programs offering management certification
  - Growing profession that needs guidance for succession planning
  - Need for profession legitimacy in eyes of the C-suite: CEO, CFO, COO, CIO, CCO, CMO
Career Advancements

• On the Bench
  - Doctorates
  - Masters of Science
  - Specialty Certifications
  - Research
  - Industry QC specialties
  - Working Managers

• Off the Bench
  - Sales
  - Customer Service
  - Masters
    - Business Administration
    - Management
    - Healthcare Administration
  - Management / Admin
    - Certification – DLM (ASCP)
What is the BOK’s structure?

• Domains
  - Major area of management responsibility

• Competencies
  - Skills necessary to demonstrate requisite performance (listed as objectives)

• Tasks
  - Activities that demonstrate achievement of competencies
    ▪ Levels – I (Emerging), II (Developed), III (Advanced)
How was the BOK established?

CLMA BOK Task Force

- Diana Mass – Chair
  - MA, MT(ASCP)
- Connie Bishop
  - MT(ASCP), SH
- Barbara Diefenbach
  - MSA, MT(ASCP)
- Rodney Forsman
  - BS
- Deborah Garton
  - MHA, MT(ASCP)
- Paul Keoppel
  - MBA, MT(ASCP)
- Paul Labbe
  - NMT, MCLT
- Barbara Lemay
  - ART, MLT; ASQ CMQ/OE CQA
- Edna Parker
  - MA, MT(ASCP)
- Ruth Pollison
  - MS(HSA)
- Sarina Rodriques
  - MSH, CLS, MT(ASCP)DLM
How was the BOK established?

• Domain Authors
  • 21 Experts
    ▪ CLMA members
    ▪ Specialized in a Domain
Living Document

Certain topics and tasks overlap different domains; as such, additional information on a number of topics may be found in more than one domain.

Competencies may not have all three levels defined in order to reflect the current scope of practice.
How Do I Use the BOK?

• For yourself
  - Perform a competency gap analysis
  - Create a roadmap for career development
    - Lead to the ASCP DLM certification
  - Use as a template to design a document management system based on Domains, Competencies and Tasks
  - Become the reference source for articles and documents that support domains
How Do I Use the BOK?

• For others
  ▪ Resolve management issues
    ▪ Write a job description
    ▪ Write a job advertisement
    ▪ Create interview questions
    ▪ Develop evaluations for management positions
  ▪ Be the teacher – develop educational opportunities
    ▪ Author an article
    ▪ Present an educational session
  ▪ Map out strategic initiatives
  ▪ Share with others to explain the MLM profession
CLMA BOK Domains

1. Governance and Organizational Dynamics
2. Business and Clinical Operations
3. Financial Management
4. Strategic Planning and Marketing
5. Human Resource Management
CLMA BOK Domains

6. Quality Management for Patient Safety
7. Information Management and Technology
8. Compliance and Risk Management
9. Medical Decision Support
10. Professional Development
Using the BOK: Domain 1
Governance and Organizational Dynamics

- Institutional organization functionality
- Corporate mission and vision
- Development of department activities to support strategic plan
- Quality initiatives to support institutional goals and values
Using the BOK: Domain 2
Business and Clinical Outcomes

- Patient and customer value
- Work processes that meet facility requirements
- Improvements that reduce variability, minimize errors and ensure quality
- Workplace preparedness plans for disasters and continuity
Using the BOK: Domain 3
Financial Management

- Develop and Implement budget
- Knowledge of reimbursement
- Internal audit of collections to maximize return on investment
- Monitor and control the allocation of resources
- Capital investment decisions
Using the BOK: Domain 4
Strategic Planning and Marketing

- Departmental strategic plan
- Dynamic annual business plan
- Marketing plan
- Outreach service and education
- Customer feedback process to ensure market retention and customer satisfaction
Using the BOK: Domain 5 – Human Resource Management

- Recruitment and Hiring
- Compensation and Benefits
- Operational Staffing needs
- Develop and Retain Talent
- Employee Satisfaction
- Resolve Employee Issues
Using the BOK: Domain 6
Quality Management for Patient Safety

• QC Program for quality testing
• QA Program – key indicators of laboratory quality
• QMS Program for meeting requirements (regulatory, accreditation, etc.)
• Financial impact of quality
• Institutional quality improvement
Using the BOK: Domain 7
Information Management and Technology

• Accurate and consistent flow of information
• Computer environment and regulatory needs
• Information system security
• Implementation of new and inactivation of old information systems
Using the BOK: Domain 8
Compliance and Risk Management

- Compliance with CLIA
  - CAP, AABB, COLA, TJC, etc.
- Compliance with HIPAA
- Occupational Safety
  - OSHA, EPA, DOT, etc.
- High-risk compliance areas
  - Medicare billing
- Signed contracts with outside organizations
Using the BOK: Domain 9
Medical Decision Support

- Optimal test utilization
- New methodologies, tests and equipment
- Seeking provider involvement
- Improving service levels
- Institutional culture that is patient-focused
Using the BOK: Domain 10
Professional Development

• Professionalism
• Professional goals for career development
• Develop personal attributes for a leadership role
• Identify continuing education to develop opportunities
• Evaluation of effectiveness
Diplomate Laboratory Management Data

- Started in 1989
- Total 958 DLM Certified individuals
  - As of June 2011, over 40,000 laboratories receive biennial inspections
- 2010 – 33 individuals took the exam
  - 5 passed (15%)
  - 28 failed (85%)
- The lowest pass rate of any ASCP certification exam
Preparation – Competency Gap Analysis

CLMA Body of Knowledge
- 10 Domains
  - 5-8 Competencies each
  - 1-3 levels in each competency

ASCP DLM Certification
- 4 Subtests
  - Financial Management – 33%
  - Operations Management – 29%
  - Personnel Management – 26%
  - Marketing Management – 12%

ASCP Website [www.ascp.org](http://www.ascp.org)
- Lab Professional - top Certification – drop down
- Get Certified - left
- Step 5 – Study for the exam
- Reading list
- Diplomate in Lab Mgmnt
- Book list recommended by ASCP, direct links to purchase both new and used
DLM (ASCP) Eligibility - Fee: $375

To be eligible for this examination category, an applicant must satisfy the requirements of at least one of the following routes:

**Route 1:** MBA or MHA or other management related Master’s degree from a regionally accredited college/university AND at least two years of full time acceptable experience in clinical laboratory supervision or management in the U.S., Canada or an accredited laboratory* within the last ten years; OR

**Route 2:** Master’s degree from a regionally accredited college/university AND ASCP Board of Certification technologist/scientist or specialist certification AND at least two years of full time acceptable experience in clinical laboratory supervision or management in the U.S., Canada or an accredited laboratory* within the last ten years; OR
DLM (ASCP) Eligibility

**Route 3:** Baccalaureate degree from a regionally accredited college/university AND ASCP Board of Certification technologist or specialist certification AND at least four years of full time acceptable experience in clinical laboratory supervision or management in the U.S., Canada or an accredited laboratory* within the last ten years; OR

**Route 4:** Doctorate in medicine, chemistry, biology, immunology, microbiology, allied health, clinical laboratory sciences, or an appropriately related field from a regionally accredited college/university AND at least two years of full time acceptable experience in clinical laboratory supervision or management in the U.S., Canada or an accredited laboratory* within the last ten years; OR
DLM (ASCP) Eligibility

**Route 5:** Baccalaureate degree in a management or business related field from a regionally accredited college/university AND at least four years of full time acceptable experience in clinical laboratory supervision or management in the U.S., Canada or an accredited laboratory* within the last ten years; OR

**Route 6:** Baccalaureate degree from a regionally accredited college/university AND at least five years of full time acceptable experience in clinical laboratory supervision or management in the U.S., Canada or an accredited laboratory* within the last ten years.

*Laboratory accredited by a CMS approved accreditation organization (i.e., AABB, CAP, COLA, DNV, Joint Commission, etc.)
DLM (ASCP) Eligibility

Additional Documents Required for the DLM Examination
If you own your own business, you must submit incorporation papers or other form of ownership documentation. Experience Requirements for Management.

Experience Requirements for Management
To fulfill the experience requirements for the Diplomate in Laboratory Management examination, you must have experience, within the last ten years, in twenty of the thirty-two areas listed below.
DLM (ASCP) Certification

• Financial Management
  • Billing
  • Budgets
  • Capital equipment acquisition
  • Cash flow analysis
  • Contract negotiations
  • Cost analysis
  • Financial accounting
  • Materials management: inventory control
  • Materials management: purchasing
  • Reimbursement issues

From ASCP website 3/17/11
DLM (ASCP) Certification

• Marketing Management
  ▶ Consumer relations
  ▶ Managed care
  ▶ Market research
  ▶ Product development

From ASCP website 3/17/11
DLM (ASCP) Certification

- Operations Management
  - Information Technology
  - Facilities management
  - Data management
  - Intra/Interdepartmental relations
  - Licensure/accreditation/regulatory
  - Performance improvement
  - Productivity
  - Risk management/medical-legal issues
  - Safety

From ASCP website 3/17/11
DLM (ASCP) Certification

- **Personnel Management**
  - Conflict resolution
  - Counseling/disciplinary action
  - Education and training/continuing education
  - Job descriptions
  - Motivation
  - Performance standards/evaluations
  - Personnel negotiations
  - Staffing/scheduling
  - Wage and salary administration

From ASCP website 3/17/11
Questions and Comments

• Will use of the CLMA BOK influence or promote you into taking the DLM certification?
• Does DLM certification add value to the profession?
• Will the BOK help you in your daily job?
Goals for the MLM Profession

Increase # of DLM certified individuals
Session Objectives

Following this session, the attendee should be able to:

1. Perform management competency gap analysis on him/herself and staff by utilizing the CLMA Body of Knowledge for Medical Laboratory Management (BOK) and testing areas of the ASCP Diplomate of Laboratory Medicine (DLM)

2. Determine appropriate educational resources to bridge gaps in managerial competencies established from a gap analysis

3. Promote the laboratory management professional by understanding the unique set of competencies needed to be a successful manager or administrator and the knowledge necessary to successfully pass the ASCP DLM certification
Thank you!

Patty J. Eschliman
MLS(ASCP)CM

Rebecca Kenner, B.S.,
DLM, MT(ASCP)

Anne Pontius, MBA,
CMPE, MT(ASCP)

Please remember to fill out your session evaluation!