Contents

	Foreword	ix
	Preface	X
	Acknowledgments	xi
	Contributors	xii
1	Principles of Management and Leadership Elizabeth A. Wagar, Isam-eldin A. Eltoum, Michael B. Cohen History of Management and Management Theories, 1 Functions of Management, 3 The Primary Leadership in the Laboratory: The Pathologist, 4 The Primary Planning Procedure: The Strategic Plan, 7 Appendix 1-1. Leadership Competencies, 11 Appendix 1-2. Motivation Strategies, 11 Appendix 1-3. How to Make a Decision, 11 Appendix 1-4. Performing a SWOT Analysis, 12	
2	Competencies and Interfaces of the Involved Pathologist Elizabeth A. Wagar, Isam-eldin A. Eltoum, Michael B. Cohen Competencies of the Involved Pathologist, 13 Interfacing With Clinicians, 16 Interfacing With the Medical Staff, 16 Interfacing With the Hospital or System Administration, 18 Interfacing With the Laboratory Staff, 19 Interfacing With the Pathology Group, 22 Interfaces Beyond the Hospital or System, 23 Strategies for Improving Interfaces, 24 Appendix 2-1. Options for Satisfying Pathologists' General Competencies and for Ongoing and Focused Professional Practice Evaluation (OPPE and FPPE), 26 Appendix 2-2. Model Privilege Delineation Form, 26 Appendix 2-3. How to Conduct a Meeting, 27 Appendix 2-4. How to Give a Talk, 28 Appendix 2-5. Assembling a Medical Staff Bulletin, 29 Appendix 2-6. Annual Report of a Pathology Department, 30 Appendix 2-7. Pathologist Performance Evaluations, 30 Appendix 2-8. Laboratory Specialty Societies, 31	13
3	Laboratory Operations Elizabeth A. Wagar History, 33 Organization, 34 Policies and Procedures: Describing the "Work" of Laboratory Operations, 40 Tools: Organizational Charts, Policies, and Procedures, 40 Test Development, 41 Point-of-Care and Ancillary Testing, 42 Signs and Symptoms of Poor Laboratory Operations, 43	33

	Diagnosis and Treatment of Poor Laboratory Operations, 44 Other Systems for Improving Laboratory Operations, 44 Appendix 3-1. Standard Operating Procedure Format, 46
1	Personnel Management55
	Elizabeth A. Wagar
	Human Resources, 55
	Rights and Responsibilities of Management, 55
	Government Regulations, 56
	Unions and Civil Service, 58
	The Job and the Job Description, 59
	Recruitment and Selection, 61
	Interviews, 62
	Compensation, 62
	Hiring and Orientation, 63
	Scheduling and Staffing, 63
	Performance Appraisal, Annual Review, and Competencies, 64
	Employee Retention, 65
	Counseling and Discipline, 65
	Termination, 66
	Personnel Files, 67
	The Position Justification, 67
	Business-Based Workforce Reductions, 68
	Managing the Difficult Conversation, 68
	Appendix 4-1. Employee Handbook Contents, 70
	Appendix 4-2. Interviewing Strategies, 71
	Appendix 4-3. Sample Questions for a Behavior-Based Interview, 71
	Appendix 4-4. Sample Performance Evaluation Template, 72
5	Laboratory Space Planning, Equipment, and Supplies73
	Sherry Polhill, Gene P. Siegal
	· · · · · · · · · · · · · · · · · · ·
	Introduction, 73
	Equipment Acquisition, 73
	Equipment Maintenance, 81 Supply Management, 82
	Contract Services, 85
	Space Planning, Renovation, and Construction, 86
5	Management of Pathology Information Systems93
	James H. Harrison Jr.
	Definition of Pathology Informatics, 93
	Early Development and Growth of Laboratory Information Systems, 93
	Maturation and Adoption, 94
	Recent Developments and Challenges, 95
	Computer Basics, 96
	Data Representation, 97
	Image Compression, 97
	Data Standards, 98
	General Characteristics of Laboratory Information Systems, 98
	Database Applications, 99
	Computer Networking, 102
	System Interfaces and HL7, 103
	System and Data Security, 104
	Disaster Recovery, 107
	Systems and Personnel, 108

Contents

	Application Management, 108 Interface Management, 109 Other Systems, 110 Record Retention, 111 Procedure Manual, 111 System Evaluation, Selection, and Installation, 111 Performance Monitoring and Quality Assurance, 114 Laboratory Analytics and Computational Pathology, 114 Software Tools and Local Software Development, 116 Diagramming Tools for Requirements Analysis and Workflow Redesign, 116 Summary, 118 Appendix 6-1. Site Visit Questions for LIS Acquisition, 124
7	Quality Management in Laboratory Medicine
8	Quality Management in the Anatomic Pathology Laboratory
9	Patient Safety and High Reliability in Laboratory Medicine and Pathology

	Communication, Handoffs, and Transitions, 162 Communication in Anatomic and Clinical Pathology Laboratories, 162 Improving Laboratory Patient Safety Through Technology, 163 Building High-Reliability Teams in the Laboratory, 165 What Constitutes Teamwork and How It Is Achieved, 166 Getting Your Hospital Board on Board, 166 Teaching Teamwork to the Next Generation, 167 Patient Safety Curriculum: New ACGME Pathology Milestones, 167 Implementation of NAS and CLER Site Visits, 167 Summary, 168
	Financial Management of the Laboratory
	Donald S. Karcher Introduction, 189 A Brief Financial History of Pathology Practice in the United States, 189 Pathology Practice Settings, 191 Sources of Income, 191 Financial Responsibilities, 195 Planning and Budgeting, 196 Billing and Collections, 198 Insurance and Risk Management, 202 Pension Fund Management, 205 Accounting and Auditing, 206 Contracting, 207 Mergers, Acquisitions, and Laboratory Outsourcing, 210
12	The Pathology Position: Evaluating Different Practice Settings and Getting and Keeping a Job

Contents

13	Laboratory Laws and Regulations	229
	Donald S. Karcher	
	The Laboratory Regulatory Landscape, 229	
	Regulatory Affairs for the Laboratory Leader, 231	
	CLIA-Defined Laboratory Positions, 237	
	Laboratory Certification, Accreditation, and Inspections, 239	
	Metrics Applicable to CLIA Regulations, 240	
	Proficiency Testing: Special Precautions and Consequences, 243	
14	Legal Affairs for Pathologists	247
	Elizabeth A. Wagar, Gene P. Siegal	
	The Lawyer and the Doctor: A Contrast in Philosophies, 247	
	A Pathologist's Effect on Liability: Direct Patient Injury Versus Indirect Patient Injury, 248	
	A Pathologist's Effects on the Liability of Others, 251	
	Subpoenas, Depositions, Court Appearances, and Other Legal Activities, 252	
	Working With Risk Management, 255	
	How to Be an Expert Witness, 256 Emerging Medical–Legal Issues of Special Interest to Pathologists, 257	
	Ellierging Medical-Legal Issues of Special Interest to Pathologists, 257	
15	Ethics for Pathology and Laboratory Medicine	261
	Matthew D. Krasowski, Elizabeth A. Wagar, Michael B. Cohen	
	The Philosophical Framework for Values and Ethics, 261	
	The Seven Principles of Medical Ethics, 262	
	Bioethics, 264	
	Individual Professional Responsibility, 264	
	Codes for Ethical Behavior in the Professions, 266 The Institutional Review Board, 266	
	How the Institutional Ethics Committee Can Help With Ethical Questions, 268	
	The Laboratory Director: Examples of Practical Ethical Issues in the Laboratory, 268	
	Appendix 15-1. AMA Principles of Medical Ethics, 272	
	List of Acronyms	273
	Index	
		/ _