



8th Annual **Executive War College**

ON LAB AND PATHOLOGY MANAGEMENT

*A complete curriculum for lab administrators,
pathologists, and industry executives:*

- *Growing Impact of Genetic/Molecular Testing on Laboratories*
- *Candid Insights About Implementing Laboratory Automation*
- *Impact of Patient Safety on Laboratory Operations*
- *Successes with Integrating Lab Information Systems*
- *Clinical Lab and Pathology Group Responses to Competitive Shifts*

Presented and Underwritten by
THE DARK REPORT

Continuing Education Units
provided by the AACC

**2003 EXECUTIVE
WAR COLLEGE**
On Lab and Pathology Management

*Join us in New Orleans
For the Laboratory World's
Premier Event!*

Two exciting days of learning and discovery on the financial/income/management side of today's rapidly changing lab-pathology community. Mingle with the movers and shakers... meet the field's celebrated leaders and innovators.

**Astor Crowne
Plaza Hotel
New Orleans
Louisiana
May 6-7, 2003**

Special Thanks and Acknowledgement to Corporate Benefactors:

DADE BEHRING



Ortho-Clinical Diagnostics
a Johnson & Johnson company

Turbocharge
Your Lab's Performance!
(See pages 4-5)



Learn what's new! ***Learn what's best!***

Here's a sampling of our great Laboratory Case Studies for 2003:



Alverno Clinical Laboratories—Hammond, Indiana

Total Lab Automation (TLA) supports multiple hospitals and thriving lab outreach program as enabling step for additional lab testing services.

Vanderbilt University Med Center Labs—Nashville, Tennessee

Clinical decision support system in medical center reduces lab test utilization by 40% and enables laboratory to deliver added value to clinicians.

PacLab Regional Lab Network—Washington State

Growing regional hospital laboratory network delivers outreach profits through effective managed care contracting, professional sales, and standardized testing services across member hospital laboratories.



Cunningham Associates—Birmingham, Alabama

Regional anatomic pathology group built a new laboratory to support enhanced AP services and is now developing a state-wide service and sales organization to compete for payer contracts and new specimen volume.

Michigan Co-Tenancy Laboratories—Ann Arbor, Michigan

As the nation's largest laboratory co-tenancy, it is passing considerable savings and service enhancements to its participating hospital labs. Owned by 17 hospitals, it provides lab testing to more than 30 hospitals in the upper Midwest.



Esoterix, Inc.—Brentwood, Tennessee Division

Even as the Brentwood laboratory was launching a full menu of new specialty assays, it was undergoing a total process redesign, including lab automation. It now has double the specimen volume capacity without any increase in FTEs.

For information and to register, call 800.560.6363



Is your lab ready for healthcare's new challenges?

Get the Answers You Need At Executive War College 2003!

Dear laboratory leader,

New healthcare market forces are reshaping the form and delivery of American medicine. Laboratories now face a new set of challenges—radically different than those of the past decade.

Patient safety is a major market force. Employers now demand that providers do more to improve patient safety. It is increasingly necessary to accurately measure the rate of medical errors and report that to regulators, payers, even the public! To accomplish these new priorities, laboratories and pathology group practices must manage their laboratory work processes in new ways.

Genetic and molecular testing is a growing factor. Most such tests are expensive and complex to perform. Compounding their negative budget impact is the new “local lab-unfriendly” marketing model for patent-protected esoteric tests. Diagnostic companies bringing these tests to market increasingly bypass local labs and market directly to physicians and consumers.

Inadequate numbers of med techs is becoming a high-priority management problem. The recognized national shortage of trained laboratory technologists is already universal for histotech-nologists...and it continues to grow for MTs, MLTs, and CLSs.

These new trends are now transforming the American healthcare system. Once again, the *Executive War College* is first to bring you face-to-face with the experts who can explain these trends to you—and more importantly, show how your laboratory can successfully respond.

You owe it to yourself and your laboratory staff to join us this year. Get ahead of these developing healthcare trends and keep your laboratory organization at the top of its game! Call and reserve your place at *Executive War College 2003* today!

Yours truly,

Robert L. Michel
War College Founder & Host



“Healthcare’s newest trends will trigger deep and profound changes to the organization of labs and pathology groups. The lab industry is on the cusp of radical new technologies and business models.”

—Robert L. Michel
War College Founder



War College Agenda for Tuesday May 6

8:15 a.m.-9:00 a.m.

How 2002's Acquisitions Changed the Lab Profession: Turmoil and Tension Cloud Opportunity

Robert L. Michel, Editor, THE DARK REPORT

9:00 a.m.-9:45 a.m.

Alverno Clinical Laboratories, Inc., Hammond, Indiana (Laboratory automation, hospital lab outreach)

James C. Sparks, Ph.D., President & CEO

10:15 a.m.-11:15 a.m.

Vanderbilt University Medical Center Laboratories, Nashville, Tennessee (Clinical decision support system, lab automation)

Martha Miers, Executive Director, Diagnostic Laboratories

11:15 a.m.-12:00 p.m.

PacLab Network Laboratories, Washington State (Statewide regional laboratory network with integrated operations, outreach, managed care contracting)

Stu Adelman, COO and General Manager

1:15 p.m.-2:00 p.m.

Michigan Co-Tenancy Laboratories, Ann Arbor, Michigan (Shared reference laboratory venture owned by 18 hospitals)

Dennis Hodges, Manager of Business Development; Stephen Zawacki, Chief Financial Officer

2:00 p.m.-2:50 p.m. **Concurrent Breakout Sessions 1**

A: Vermont Lab Network Uses Value-Added Lab Test Information To Improve Clinical Outcomes

Michael Gagnon, Director, Business Development and Information Services, Fletcher Allen Healthcare, Burlington, Vermont

B: Convincing Hospital CEOs to Fund Med Tech Training: How 15 Labs Raised \$1.5 Million

Susie Lu, VP, Clinical Laboratory Services, Stanford University Medical Center, Stanford, California

C: Academic Center Laboratory Embraces Accelerated Change

Rick Panning, Administrative Director, Laboratory Services, Fairview Health Services, Minneapolis, Minnesota

D: Secrets of Turning Forced Pathology Group Mergers Into Happy Marriages

Edward Catalano, M.D., Chairman, Pathology Service Associates, Columbia, South Carolina

3:00 p.m.-3:50 p.m. **Concurrent Breakout Sessions 2**

E: New Budget-Busting Threat: Strategies to Cope With High-Priced Specialty Testing

Jack Shaw, Executive Director, Joint Venture Hospital Laboratories, Detroit, Michigan

F. Building Profitable Revenues by Marketing Local Pathology to Physicians' Offices

Paul A. Johnson, DBA, CEO, Innovative Pathology Services, LLC, Knoxville, Tennessee

G: Practical Ways to Simplify HIPAA Compliance in the Laboratory

John Zimmerman, Vice President, E-Health, Siemens Medical Solutions Health Services Corp., Malvern, Pennsylvania

H. Seven Legal Landmines Every Clinical Lab Ignores at Its Peril

Richard S. Cooper, Esq., Partner, McDonald, Hopkins, Burke & Haber, Cleveland, Ohio

4:00 p.m.-4:50 p.m. **Concurrent Breakout Sessions 3**

I: How Health Partners Cut Its Laboratory Expenses 50% in One Year

Nancy Butala, Senior Director, Laboratory & Radiology Services, HealthPartners, Minneapolis, Minnesota

J. Applying Co-Tenancy Concepts to Multi-Hospital Lab Testing Ventures

Dennis Hodges, Manager of Business Development; Stephen Zawacki, Chief Financial Officer; Gary Assarian, M.D., Director, Hospital Consolidated Laboratories, Southfield, Michigan

K: Integrating Lab Services From Order to Results and Billing

Robert Browning, Executive Director, Laboratory Services, Baptist Hospital of East Tennessee, Knoxville, Tennessee

L: Five Hot Legal Issues Facing Every Anatomic Pathology Group

Richard S. Cooper, Esq., Partner, McDonald, Hopkins, Burke & Haber, Cleveland, Ohio

5:00 p.m.-5:30 p.m.

Panel: Vendor's View: Management Traits Common to Top Performing Laboratories

James Ellis, Director, Laboratory Consulting, Ortho-Clinical Diagnostics; Chris Christopher, Director, Health Care Consulting, Dade Behring; Moderator: Robert L. Michel, Editor-In-Chief, THE DARK REPORT

5:30 p.m.-7:30 p.m.

Grand Reception



War College Agenda for Wednesday May 7

8:00 a.m.-8:40 a.m.

Why Employers Are Prodding Healthcare Providers to Adopt New Management Systems

Joseph A. De Feo, President & CEO, Juran Institute, Inc., Wilton, Connecticut

8:40 a.m.-9:20 a.m.

Disease Management Programs Come of Age

Bob Stone, Executive Vice President, American Healthways, Inc., Brentwood, Tennessee

9:20 a.m.- 10:00 a.m.

Predictive Genetic Testing: What Myriad Genetic's Experience Teaches

Gregory C. Critchfield, M.D., President, Myriad Genetic Laboratories, Inc., Salt Lake City, Utah

10:20 a.m.-11:00 a.m.

Case Study: Geisinger Health System Laboratories, Danville, Pennsylvania

Conrad Schuerch, M.D., Chairman, Laboratory Medicine, Danville, Pennsylvania

11:00 a.m.-11:40 a.m.

Case Study: Esoterix, Inc., Brentwood, Tennessee Division (Specialty test development, lab automation, integrated informatics)

Jay Weiss, Ph.D., Director, Immunoassay Development, Brentwood, Tennessee

11:40 a.m.-12:20 p.m.

Case Study: Cunningham Pathology, Birmingham, Alabama (Regional pathology group with advanced diagnostics, sales & marketing, managed care contracting)

Scot A. Cardwell, CEO

1:20 p.m.-2:10 p.m. **Concurrent Breakout Sessions 4**

M: Patient Safety Hits the Laboratory Industry: Early Findings from the CDC

Ana Stankovic, M.D., Ph.D., Medical Officer, Centers for Disease Control, Atlanta, Georgia

N: Making Lab Automation Pay Big Dividends in the Hospital Without TLA

Herbert Auerbach, D.O., Chairman, Department of Pathology, Abington Hospital, Abington, Pennsylvania

O: Using Electronic Web-Orders From Doc's Offices to Drive Laboratory Business Processes

George Engleberg, Senior Vice President, Chief Information Officer, MDS Laboratory Services, Toronto, Ontario, Canada

P: Sorting Through the Healthcare IT Revolution: Ten Survival Strategies for Laboratories

Bruce Friedman, M.D., Director of Ancillary Information Systems, Professor of Pathology, University of Michigan Health System, Ann Arbor, Michigan

2:20 p.m.- 3:10 p.m. **Concurrent Breakout Sessions 5**

Q: Energizing Productivity and Quality in the Mid-Sized Hospital Laboratory

Marilyn Bartel, Laboratory Manager, St. Francis Hospital, Tulsa, Oklahoma

R: Creating Seamless Lab Information Flows From Electronic Physician Orders to Reporting & Billing

Michael E. Ladd, CEO, MEDex Regional Laboratories, Kingsport, Tennessee

S: Making Point-of-Care Testing Succeed in the Multi-Hospital Health System

Lou Ann Wyer, Clinical Specialist, Point-of-Care Testing and Quality Management, Sentara Health System, Virginia Beach, Virginia

T: Starting From Scratch: Building a Profitable Lab Outreach Program on a Shoestring Budget

Gary V. Catarella, Corporate Director, Laboratory Services, Meridian Health, Neptune, New Jersey

3:20 p.m.- 3:50 p.m.

The Wrap: Lessons and Unexpected Themes From This Year's Executive War College

Robert L. Michel, Editor-In-Chief, THE DARK REPORT

3:50 p.m.

EXECUTIVE WAR COLLEGE ends





ANOTHER LAB INDUSTRY FIRST!

Turbocharge Your Laboratory's Performance!

Proven Methods and Easy Secrets To Maximize Productivity of Lab Labor, Automation, and Lab Information Systems

- ▶ Learn powerful methods for improving quality.
- ▶ Discover how to energize your lab team.
- ▶ Understand how lower costs and higher quality are both expected outcomes.
- ▶ Master multiple methods for improving laboratory operations.
- ▶ Gain insights about how and why these systems are expected to transform laboratory operations.

It couldn't be more timely!

A special one-day program on quality management systems used in Six Sigma, Lean, and ISO-9000

Even as you read this, a revolution in laboratory management is unfolding in the United States and Canada. Employers and payers are demanding that hospitals, physicians, and clinical laboratories take active steps to improve patient safety and reduce medical errors. The solution? New management systems like ISO-9000, Six Sigma, and Lean. JCAHO, CAP and other accrediting agencies are moving swiftly to reconfigure their requirements around the management principles of these systems.

Early-adopter laboratories first to embrace these new management models are posting fabulous successes in boosting quality, slashing costs, and streamlining work processes within their labs. Now you have the opportunity to learn, first-hand, what makes these management systems effective and how you can deploy them with great results in your own laboratory.

In an *Executive War College* exclusive, we've invited a respected expert in "Lean" to share with you all the proven methods and inside secrets you need to turbocharge your laboratory. Fortune 100 companies use experts like Mark Jamrog to bring this information and training to their staff. Here's your opportunity to get the inside scoop in a special, one-day intensive designed exclusively for clinical laboratory administrators and pathologists!



Agenda for Thursday May 8: “Turbocharge Your Lab”

8:00 a.m.

Program Introduction and Start

*Moderator and Session Leader: William S. Neeley, M.D.,
Medical Director of Laboratories, Detroit Medical Center,
Detroit, Michigan*

8:30 a.m.

Sessions Led by

*Mark Jamrog, President & CEO, SMG Group,
Edwardsburg, Michigan*

With these topics:

- Demystifying “Lean” and “World Class Performance”
- How it works and why it works, particularly for clinical laboratories
- Five fundamentals to mastering and achieving standardized work models
- Introducing new management approaches: negotiable and non-negotiable operating requirements
- Reframing the lab’s relationships with customers and suppliers
- Generating “world class thinking” and harnessing brain power within the laboratory staff
- Solving problems from inside the laboratory
- Gaining control over work processes and outcomes
- Three important phases of the change process—how to manage them successfully
- Nurturing the critical elements to success
- Recognizing barriers and gateways to desired outcomes
- Making the right case for the laboratory’s need to change
- Understanding the “Inevitable March of Progress” and using it to create pressure to build and change for the better
- Directing the momentum of evolution toward continuous change and improvement

- Establishing consensus management within the laboratory
- Defining the current condition, then identifying potential avenues of action and improvement
- Measuring progress: proven secrets for energizing the laboratory to achieve the right goals
- The right way and the wrong way to celebrate success

3:20 p.m. - 4:00 p.m.

Case Study: Fairview University Medical Center Laboratories, Minneapolis, Minnesota

*Rick Panning, Administrative Director, Laboratory Services,
Fairview Health Services, Minneapolis, Minnesota*

4:00 p.m. - 4:30 p.m.

Questions & Answers

Moderator: William S. Neeley, M.D., Panelists: Mark Jamrog, Rick Panning

4:30 p.m. - 4:45 p.m.

Summary, Conclusions, and Recommendations

William Neeley, M.D.

4:45 p.m.

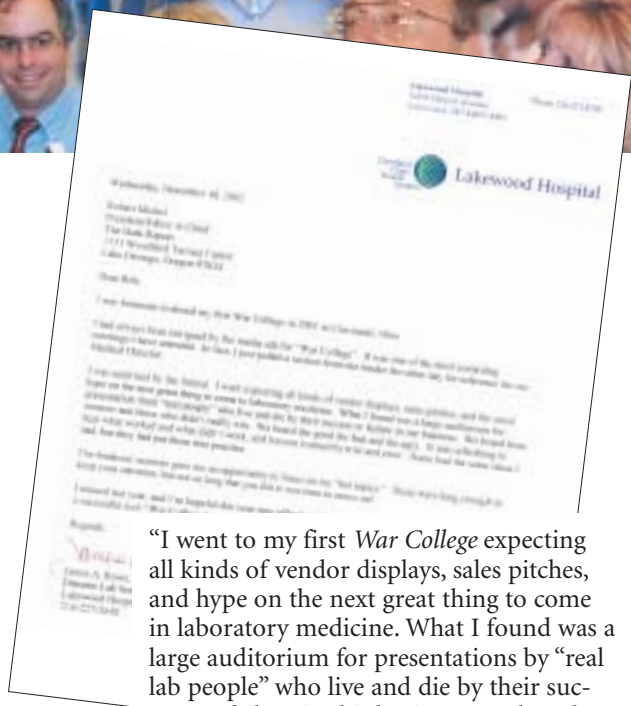
Official End of “Turbocharge Your Laboratory’s Performance”

**This vital strategy session
is a “must-attend” event,
space is limited.
REGISTER NOW
and avoid disappointment
Call 800-560-6363!**



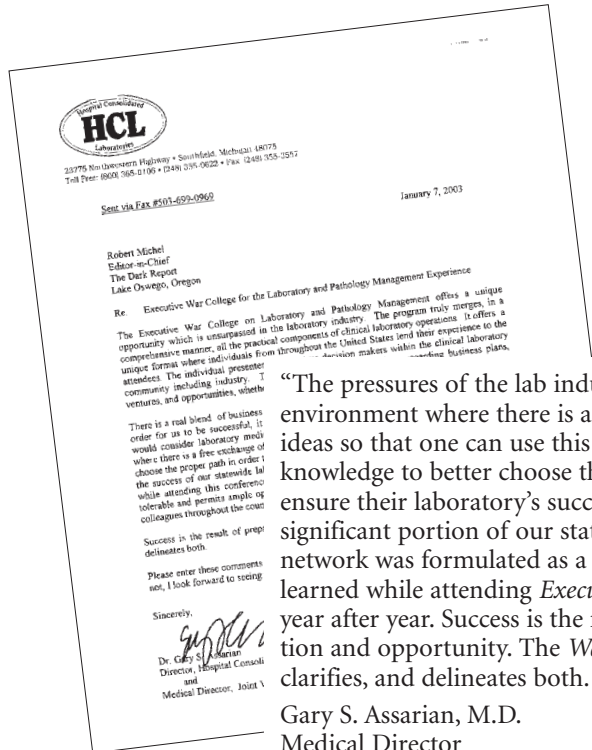
Powerful Recommendations from Your Peers...

“In Their Own Words”...War College Attendees Share How Their Labs are helped



“I went to my first *War College* expecting all kinds of vendor displays, sales pitches, and hype on the next great thing to come in laboratory medicine. What I found was a large auditorium for presentations by “real lab people” who live and die by their success or failure in this business. We heard the good, the bad, and the ugly. It was refreshing to hear what worked and what didn’t. It was one of the most rewarding meetings I have attended!

James A. Rowe, MBA
Director, Lab Services
Lakewood Hospital, Lakewood, Ohio



“The pressures of the lab industry require an environment where there is a free exchange of ideas so that one can use this accumulated knowledge to better choose the proper path to ensure their laboratory’s success. I know that a significant portion of our statewide laboratory network was formulated as a result of lessons learned while attending *Executive War Colleges* year after year. Success is the result of preparation and opportunity. The *War College* teaches, clarifies, and delineates both.

Gary S. Assarian, M.D.
Medical Director
Joint Venture Hospital Laboratory Network
Southfield, Michigan

“I’ve enjoyed the opportunity to attend dozens of national pathology conferences. None have been more pertinent nor provided more information than the *Executive War College*. Educational ammunition that I received ranges from learning effective ways to obtain AP managed care contracts to identifying appropriate technologies for our group’s investment, along with the right strategies to make them profitable. My enrollment in past *War Colleges* has harvested quantifiable gain.”

Tricia Hughey
Chief Operating Officer
UniPath, LLC
Denver, Colorado





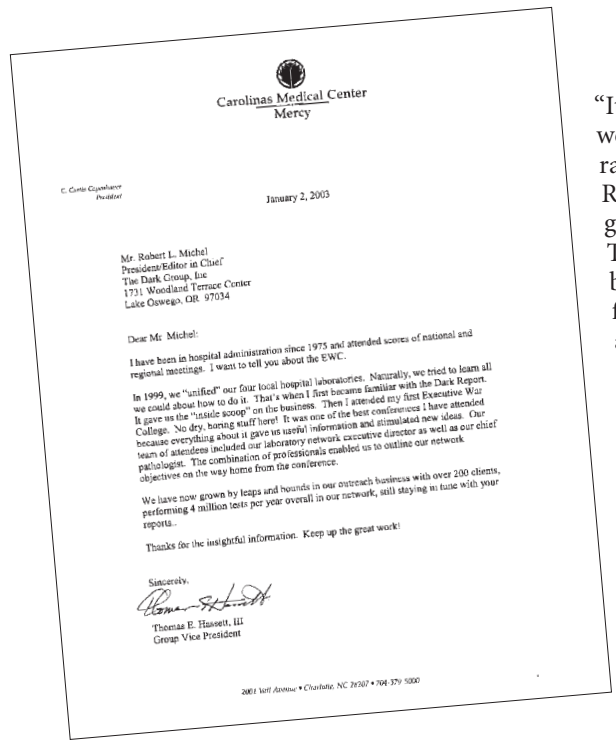
"As Director of Sales and Marketing for our laboratory, I feel attendance at the annual *Executive War College* is mandatory. There just isn't an option. The *War College* showcases laboratory leaders who have innovative thinking and offer ways to quickly implement market-leading ideas. When I came back, I was energized. I had new ideas and new ways to look at old problems. My R.O.I has been more than ten-fold!"

Jim Zache
 Director of Sales & Marketing
 Medical Science Laboratories
 Wauwatosa, Wisconsin



"It was 1999 when we unified our four local hospital laboratories and I became familiar with THE DARK REPORT and the *Executive War College*. Both gave us the 'inside scoop' on the lab business. Then I attended my first *War College*. No dry, boring stuff here! It was one of the best conferences I have attended because everything about it gave us useful information and stimulated new ideas. We've now grown by leaps and bounds and our outreach business now numbers 200 clients, performing four million tests per year in our network. Keep up the great work!"

Thomas E. Hassett, III
 Group Vice President
 Carolinas Medical Center
 Charlotte, North Carolina



"With economic conditions in the clinical laboratory business being what they are, it is more important than ever for managers to be discerning in their choice of conference attendance. That is why I am so happy there is an *Executive War College!* In a few short years, the *War College* is now the easy choice as THE MUST ATTEND lab conference of the year. The topics, faculty, and networking are consistently first rate."

Dennis Hodges
 Business Development
 Michigan Co-Tenancy Laboratories
 Ann Arbor, Michigan





“ What they say about the WAR COLLEGE...”



CAP TODAY

“The War College packs a punch for busy people. My schedule only permits me to attend one, maybe two lab meetings per year. Two days at the WAR COLLEGE leaves me much smarter about the industry and allows me to meet the people who are helpful and relevant to my work.”

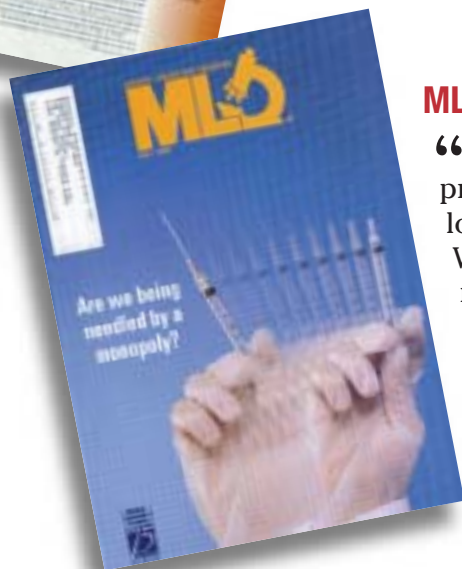
— *Sherry Rice, Editor*



CLINICAL LABORATORY NEWS

“It’s my ‘must-attend’ meeting for two reasons. One, WAR COLLEGE presenters don’t tell you how to cope with the lab industry’s volatility—they tell you how to use it to your advantage! Second, it gives me personal access to our most forward-thinking individuals in lab management.”

— *Sue Auxter, Editor*



MLO

“Presenters had plenty of candid, practical advice for clinical lab directors looking for better business strategies. We’ve asked several presenters for manuscripts to publish in MLO, and their work gets outstanding peer reviews.”

— *Darlene Berger, Editor*

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REGISTRATION EXECUTIVE WAR COLLEGE

May 6-7, 2003 • Astor Crowne Plaza • New Orleans

Name _____
Title _____
Organization _____
Phone _____ Fax _____
Email _____
Address _____
City _____ State _____ Zip+4 _____

Attach list of additional registrations. Groups of 2 or more save \$50 per registration.

REGISTRATION OPTIONS:

Seminar Tuition: Tuition is payable to THE DARK REPORT. Tuition includes all meeting materials, lunches and refreshments.

"Turbocharging Your Laboratory's Performance": Please register me for this special one-day session on Thursday, May 8. My tuition covers all meeting materials, lunch and refreshments.

	By <u>April 7</u>	After <u>April 7</u>
___ EXECUTIVE WAR COLLEGE Only:	\$695	\$755
___ Turbocharge Your Lab's Performance (5/8):	\$255	\$295
Total Tuition:	_____	_____

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Number

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Registration & Tuitions: All registrations will be confirmed in writing with receipt of your payment if received at least two weeks prior to the meeting. After that date, please call 800.560.6363 to confirm your registration. Telephone 503.699.0616 for special requests or information.

Cancellation & Substitution Policy: Substitutions may be made at any time. Cancellations made after May 1, 2003 are subject to a \$75 cancellation fee.

War College is co-produced by THE DARK REPORT and Stargate Event Management of Sausalito, California.

Space is limited. It is essential to register early!

QUESTIONS? 800.560.6363

FOUR EASY WAYS TO REGISTER:



By Phone
800.560.6363



By Fax
503.699.0969



By Mail

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By Internet

www.darkreport.com

For *War College* attendees, Delta Airlines will extend *additional discounts* of up to 10% on any published air fare for travel booked in advance through Imperial Travel. Call 800-888-2887 between 8:00 a.m. and 5:30 p.m., PST.

SATISFACTION GUARANTEE

If you don't gain everything we promise—and all that you expected—from this program, we'll refund your tuition in full, promptly and courteously.

**FAX THIS FORM
FOR QUICK ACTION!**

503.699.0969

JOIN LEADERS IN LAB & PATHOLOGY FOR TWO DAYS OF DISCOVERY!

Use this registration form to reserve your place at the WAR COLLEGE 2003! This year's faculty tops another first-class event. Podium presenters include innovative laboratory executives from the United States and Canada. Stay over on May 8 to attend "Turbocharging Your Lab's Performance," a one-day intensive introduction to the entire range of management systems and tools for improving quality, slashing costs, and boosting service. Join us for two productive days in fun-filled New Orleans!

CEU CREDITS

Application has been made to make CEU credits available through the AACC at this year's WAR COLLEGE.

ACCOMMODATIONS 800-227-6963

Call the Astor Crowne Plaza Hotel in New Orleans, 800-227-6963 for hotel reservations at the convention room rate of \$164.00 for single rooms. To guarantee that rate, make reservations by April 14, 2003. Accommodations for individuals who qualify under the Americans with Disabilities Act are available upon request at the hotel.

Plus Full Day Programs
Turbocharging Your Lab's
Productivity!

(see pages 4-5)



You've Heard About the
Executive War College!

Join us this year and find out why it's become
THE "Must-Attend" Event in Lab Management!

Lab Industry Breakthroughs

- ▶ **Impact of genetics and proteomics on lab finances**
- ▶ **Effective ways to fund Med Tech recruitment and training**
- ▶ **Clinical decision support systems now improving lab test utilization**
- ▶ **Boosting pathology group income and net profits**
- ▶ **Productivity gains with and without laboratory automation**
- ▶ **Patient safety initiatives altering lab management practices**

**supplemented with extra learning sessions*

Powerful Case Studies

- **Michigan Co-Tenancy Labs**
Ann Arbor, Michigan
- **Vanderbilt University Med. Center**
Nashville, Tennessee
- **Geisinger Health System Labs**
Danville, Pennsylvania
- **Cunningham Associates**
Birmingham, Alabama
- **PacLab Regional Lab Network**
State of Washington
- **Alverno Clinical Laboratories**
Hammond, Indiana

**plus other compelling lab stories!*

Relevant Topics

- ▶ **All about lab automation**
- ▶ **Using lab data to add value**
- ▶ **ISO-9000, Six Sigma, Lean**
- ▶ **Improving lab outreach billing**
- ▶ **New Legal pitfalls for labs**
- ▶ **Getting paid for new assays**
- ▶ **Redesigning of lab workflows**
- ▶ **Simplifying HIPAA compliance**
- ▶ **Managing hospital-wide POCT**

**more than 40 presentations!*

THE DARK REPORT

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Lake Oswego, OR 97034

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- Project Leader, Laboratory Operations
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