

PREPARING FOR THE
COMMUNITY PRACTICE
OF
PATHOLOGY

RICHARD E. HOROWITZ, MD
CLINICAL PROFESSOR OF PATHOLOGY
UCLA AND USC SCHOOLS OF MEDICINE

USCAP MEETING
DENVER, COLORADO
MARCH 2, 2008

ARE YOU READY?

CAN YOU DO A FROZEN IN LESS THAN 5 MINUTES?

CAN YOU CUT IN A WHIPPLE WITH LESS THAN 40
BLOCKS?

CAN YOU SIGN OUT 100 CASES A DAY?

CAN YOU HANDLE AN IRATE SURGEON?

CAN YOU RECOMMEND A TEST FOR
CYSTIC FIBROSIS CARRIER SCREENING?

CAN YOU SPEAK AND WRITE CLEARLY?

HOW'S YOUR SPELLING?

CAN YOU CONDUCT A TUMOR BOARD OR AN
INFECTION CONTROL COMMITTEE?

CAN YOU PLACATE A WEEPNG MED TECH?

WHAT'S a 401k or a 529 PLAN OR A 501c3?

THE SOURCES

APC	THE SUCCESSFUL COMMUNITY HOSPITAL PATHOLOGIST. 1996
ADASP	CRITERIA FOR HIRING A COMMUNITY PATHOLOGIST. 2002
APC	EXPECTATIONS OF THE WORKPLACE. 2005
KASS	ADEQUACY OF RESIDENCY TRAINING. 2007
BRIMHALL	CRITICAL SKILLS FOR PATHOLOGY PRACTICE. 2007
CAP GMEC	GAPS IN PATHOLOGY TRAINING. 2007

LEVELS OF SATISFACTION & PREPAREDNESS (EMPLOYERS)

VERY SATISFIED	17%	VERY PREPARED	35%
SATISFIED	40	PREPARED	32
NEUTRAL	29	SOMEWHAT	29
DISSATISFIED	11	SLIGHTLY	4
VERY DISSATISFIED	3		

RESIDENTS' LEVELS OF CONFIDENCE

EXTREMELY	16%
CONFIDENT	54
SOMEWHAT	20
ONLY SLIGHTLY	8

EXPECTED COMPETENCIES - AP

ACCURATE SURGICAL PATHOLOGY DIAGNOSIS
GROSS DISSECTION, DESCRIPTION, SAMPLING

RAPID & ACCURATE INTRA-OPERATIVE CONSULTATION

JUDGEMENT IN ORDERING SPECIAL STAINS & STUDIES

INTERFACE WITH SURGEONS & ONCOLOGISTS

PRACTICE INDEPENDENTLY YET KNOW LIMITATIONS

ADEQUATE WORKLOAD AND TAT

CYTOLOGY INCLUDING FNA

IMMUNOCHEMISTRY

GASTRO-INTESTINAL PATHOLOGY

AUTOPSY PATHOLOGY

AP QUALITY MANAGEMENT

CONSISTENT AP DEFICIENCIES

GROSS DISSECTION, DESCRIPTION, SAMPLING

JUDGEMENT IN ORDERING SPECIAL STAINS & STUDIES

INTERFACE WITH SURGEONS & ONCOLOGISTS

PRACTICE INDEPENDENTLY YET KNOW LIMITATIONS

INADEQUATE WORKLOAD AND PROLONGED TAT

EXPECTED COMPETENCIES - CP

KNOWLEDGE OF CLINICAL MEDICINE

CLINICAL EXPERIENCE & PERSPECTIVE

INTEGRATION OF LAB DATA WITH CLINICAL INFORMATION

HANDLING CLINICAL LABORATORY CONSULTATION
TEST INTERPRETATION AND TEST STRATEGIES

BENCH SKILLS IN TRANSFUSION MEDICINE AND COAGULATION

LABORATORY MANAGEMENT

QUALITY MANAGEMENT
INSPECTION & ACCREDITATION STRATEGIES
REGULATORY COMPLIANCE

CONSISTENT CP DEFICIENCIES

LACK OF KNOWLEDGE OF CLINICAL MEDICINE

LACK OF CLINICAL EXPERIENCE & PERSPECTIVE

INABILITY TO TRANSFORM LABORATORY DATA INTO
MEANINGFUL AND CLINICALLY USEFUL INFORMATION
FOR PATIENT CARE

EXPECTED COMPETENCIES – OTHER

MOLECULAR APPLICATIONS IN PATHOLOGY

(IHC, FLOW, PCR, FISH, CYTOGENETICS,
PHARMACOGENOMICS, MICROARRAYS, LASER
DISSECTION, ETC, ETC)

PRINCIPLES AND METHODOLOGY

INDICATIONS

INTERPRETATION OF TEST RESULTS

SUB-SPECIALIZATION

SURGICAL PATHOLOGY FELLOWSHIP

DERMATOPATHOLOGY

CYTOPATHOLOGY

GI FELLOWSHIP

HEMATOPATHOLOGY

TRANSFUSION MEDICINE

EXPECTED COMPETENCIES – NON PATHOLOGY

COMMUNICATION SKILLS

WRITTEN AND VERBAL

INTERPERSONAL SKILLS

AVAILABILITY, AFFABILITY, EMOTIONAL INTELLIGENCE

PRACTICE MANAGEMENT

CODING, BILLING, BUSINESS

PROFESSIONAL SKILLS

COLLEGIALITY, COMPETITION, COMPLAINT MANAGEMENT

LEADERSHIP AND TEACHING SKILLS

COMMITTEE MEETING METHODS

LABORATORY DIRECTION

PERSONNEL MANAGEMENT, BUDGETING, MOTIVATION

PRACTICE BASED LEARNING

LIFELONG LEARNING & SELF-ASSESSMENT

BEYOND THE LABORATORY AND HOSPITAL

MEDICAL SOCIETIES, COMMUNITY, POLITICS

CONSISTENT DEFICIENCIES – NON PATHOLOGY

COMMUNICATION SKILLS

WRITTEN AND VERBAL

INTERPERSONAL SKILLS

AVAILABILITY, AFFABILITY, EMOTIONAL INTELLIGENCE

PRACTICE MANAGEMENT

CODING, BILLING, BUSINESS

PROFESSIONAL SKILLS

COLLEGIALITY, COMPETITION, COMPLAINT MANAGEMENT

LEADERSHIP AND TEACHING SKILLS

COMMITTEE MEETING METHODS

LABORATORY DIRECTION

PERSONNEL MANAGEMENT, BUDGETING, MOTIVATION

PRACTICE BASED LEARNING

LIFELONG LEARNING & SELF-ASSESSMENT

BEYOND THE LABORATORY AND HOSPITAL

MEDICAL SOCIETIES, COMMUNITY, POLITICS

PATHOLOGIST AS PRACTICING PHYSICIAN

DEFINITION:

IS PHYSICIAN FIRST, PATHOLOGIST SECOND
IS A COLLEAGUE, CONSULTANT, FRIEND & EDUCATOR
IS AVAILABLE FOR CONSULTATION AT ANY TIME

PREREQUISITES:

KNOWLEDGE OF CLINICAL MEDICINE
SENSITIVITY TO THE PROBLEMS OF CLINICIANS
KNOWLEDGE OF PATHOLOGY AND LABORATORY MEDICINE
DIPLOMACY, EMPATHY AND HUMILITY
SUPERB COMMUNICATION SKILLS

PATHOLOGIST AS PRACTICING PHYSICIAN

THINGS TO DO:

MAKE ROUNDS IN SURGEON'S LOUNGE EVERY MORNING

MAKE ROUNDS IN DOCTOR'S DINING ROOM EVERY DAY

CALL IMPORTANT SURGICAL PATH DIAGNOSES

BE AWARE OF KEY AND CRITICAL PATIENTS

CALL PHYSICIAN ABOUT THESE CRITICAL PATIENTS

ESTABLISH SYSTEM OF COMPLAINT MANAGEMENT

ESTABLISH OPEN DOOR POLICY – AVAILABILITY

WEAR SCRUBS UNDER LAB COAT

PATHOLOGIST & MEDICAL STAFF

DEFINITION:

PATHOLOGIST MUST PARTICIPATE ENTHUSIASTICALLY
PATHOLOGIST SHOULD ASPIRE TO LEAD THE MEDICAL STAFF

PREREQUISITES:

KNOWLEDGE OF MEDICAL STAFF ORGANIZATION & BY-LAWS
COMMUNICATION SKILLS
KNOW HOW TO CONDUCT A MEETING
KNOW HOW TO CHAIR A COMMITTEE
VOLUNTEER – ALWAYS SAY: “YES, WITH PLEASURE!”
LEARN GOLF AND DANCING

PATHOLOGIST & MEDICAL STAFF

THINGS TO DO:

REQUEST ASSIGNMENT TO SPECIFIC COMMITTEES, e.g. TUMOR BOARD, INFECTION CONTROL, TRANSFUSION, TISSUE COMMITTEE

VOLUNTEER TO CHAIR COMMITTEE

AGREE TO ANY COMMITTEE ASSIGNMENT

VOLUNTEER FOR MEDICAL STAFF EDUCATIONAL FUNCTIONS, e.g., CPC,s, ORGAN RECITALS

PARTICIPATE IN STAFF OVERSIGHT FUNCTIONS, e.g., UTILIZATION REVIEW, PEER REVIEW, JCAHO INSPECTIONS

VOLUNTEER TO EDIT MEDICAL STAFF NEWSLETTER

PARTICIPATE IN MEDICAL STAFF SOCIAL EVENTS, e.g., DANCES, GOLF TOURNAMENTS

PATHOLOGIST IN THE LABORATORY

PREREQUISITES:

ABILITY TO PLAN, LEAD, ORGANIZE & CONTROL

ABILITY TO MOTIVATE

DEMONSTRATE THE LAB'S INVOLVEMENT IN PATIENT CARE

DEMONSTRATE YOUR OWN TECHNICAL EXPERTISE

KNOW YOUR EMPLOYEES BY NAME

THINGS TO DO:

MAKE DAILY ROUNDS IN THE LAB; INCL PM AND WEEKENDS

ARTICULATE THE LAB'S MISSION TO THE EMPLOYEES

MAKE WORK MEANINGFUL AND RELEVANT

PARTICIPATE IN STAFF ACTIVITIES (BASEBALL, DANCES)

PATHOLOGIST AND ADMINISTRATION

PREREQUISITES:

PATHOLOGIST IS DIRECTOR, NOT MEDICAL DIRECTOR
CHIEF TECH REPORTS TO PATHOLOGIST NOT ADMINISTRATION
KNOWLEDGE OF HEALTH CARE ECONOMICS
KNOWLEDGE OF HOSPITAL ORGANIZATION
GOLF & DANCING

THINGS TO DO:

ESTABLISH RAPPORT WITH HOSPITAL CEO, CFO AND COO
FREQUENT INFORMAL ADMINISTRATIVE ROUNDS
MONTHLY FORMAL MEETINGS WITH ADMINISTRATION
PREPARE ANNUAL REPORT
MONTHLY NURSING ROUNDS WITH CHIEF TECH
VOLUNTEER FOR HOSPITAL COMMITTEES & ACTIVITIES
PARTICIPATE IN HOSPITAL SOCIAL AND SPORTING EVENTS

PATHOLOGIST BEYOND THE HOSPITAL

PREREQUISITES:

MUST HAVE A CIVIC, POLITICAL & INTELLECTUAL AGENDA
MUST HAVE A PHILANTHROPIC AGENDA

THINGS TO DO:

JOIN & BE ACTIVE IN LOCAL AND NATIONAL MEDICAL AND
PATHOLOGY ORGANIZATIONS
OBTAIN CLINICAL APPOINTMENT IN LOCAL MEDICAL SCHOOL
TAKE AMA OR CAP COURSE ON POLITICAL ACTIVISM
VOLUNTEER IN YOUR COMMUNITY SCHOOLS
VOLUNTEER FOR HOSPITAL'S SPEAKERS BUREAU
VOLUNTEER TO RAISE FUNDS FOR THE HOSPITAL

REFERENCES

1. Horowitz, R.E. The Successful Community Hospital Pathologist - What it takes. Human Pathol. 29:211-214, March 1998
2. Horowitz, R.E., Expectations and Essentials for the Community Practice of Pathology. Hum Pathol. 37:969-973, August 2006
3. Kass, ME, Crawford, JM, Grimes, MM, Bennett, B, et al. Adequacy of Pathology Resident Training for Employment: A Survey Report From the Future of Pathology Task Group. Arch Pathol Lab Med. 131: 545–555, April 2007
4. Brimhall, BB, Wright, LD, McGregor, KL, Hernandez, JS. Critical Leadership and Management Skills for Pathology Practice. Arch Pathol Lab Med. 131:1547-1554, October 2007