

PREPARING FOR THE
COMMUNITY PRACTICE
 OF
PATHOLOGY

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

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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
COLLEGIALLY, 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
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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