FY2008:
Successes & Challenges
FY2008: Successes & Challenges

DISCLAIMER
high level overview
not comprehensive or detailed
data accuracy dictated by available systems
ANATOMIC PATHOLOGY
Faculty Meeting, September 8, 2008

FY2008:
Successes & Challenges

The Players
The Patients
Research
Education
Safety, Quality & Innovation
ANATOMIC PATHOLOGY 2008

The Players

Lost

Yijun Pang
Robert Pu
ANATOMIC PATHOLOGY 2008
The Players

Lost
Yijun Pang
Robert Pu

Gained
Jeff Hodgin
Jeff Jentzen
Xin Jing
Stewart Knoepp
Jon McHugh
Steve Olsen
Mohammad Yousef
FY2008: Successes & Failures

The Players
The Patients
The Patients

Cases Grew At Annual Rate of 3.3%
(16% in 5 years)
### The Patients

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>inside</td>
<td>51,763</td>
<td>50,245</td>
<td>3.0%</td>
</tr>
<tr>
<td>M-labs</td>
<td>6,361</td>
<td>6,084</td>
<td>4.6%</td>
</tr>
<tr>
<td>transfer</td>
<td>5,881</td>
<td>6,301</td>
<td>-6.7%</td>
</tr>
<tr>
<td>consults</td>
<td>8,275</td>
<td>7,361</td>
<td>12.4%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>72,280</td>
<td>69,991</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

[Chart showing patient distribution and changes from 2007 to 2008.]
## The Patients

<table>
<thead>
<tr>
<th></th>
<th>FY2007</th>
<th>FY2008</th>
<th>increase [decrease]</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room 1</td>
<td>9,268</td>
<td>9,372</td>
<td>104</td>
<td>1.1%</td>
</tr>
<tr>
<td>Breast</td>
<td>2,003</td>
<td>2,147</td>
<td>144</td>
<td>7.2%</td>
</tr>
<tr>
<td>GI</td>
<td>15,560</td>
<td>15,672</td>
<td>112</td>
<td>0.7%</td>
</tr>
<tr>
<td>GU</td>
<td>2,101</td>
<td>2,261</td>
<td>160</td>
<td>7.6%</td>
</tr>
<tr>
<td>GYN</td>
<td>5,649</td>
<td>5,680</td>
<td>31</td>
<td>0.5%</td>
</tr>
</tbody>
</table>
### The Patients

<table>
<thead>
<tr>
<th>Room 1</th>
<th>FY2007</th>
<th>FY2008</th>
<th>Increase [decrease]</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breast</td>
<td>2,003</td>
<td>2,147</td>
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<td>7.2%</td>
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<td>160</td>
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<td>5,649</td>
<td>5,680</td>
<td>31</td>
<td>0.5%</td>
</tr>
</tbody>
</table>
ANATOMIC PATHOLOGY 2008
The Patients

GI Consultation Practice, FY99-FY08
(12-Month Rolling Average)
### ANATOMIC PATHOLOGY 2008

#### The Patients

<table>
<thead>
<tr>
<th></th>
<th>FY2007</th>
<th>FY2008</th>
<th>increase [decrease]</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>dermpath</strong></td>
<td>20,355</td>
<td>21,590</td>
<td>1,235</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

- **ID**: 11,637 → 11,744, % change: 0.9%
- **MD**: 4,609 → 4,936, % change: 7.1%
- **TD**: 1,715 → 1,952, % change: 13.8%
- **DP**: 2,283 → 2,856, % change: 25.1%
- **MISC**: 111 → 102, % change: -8.1%
- **TOTALS**: 20,355 → 21,590, % change: 6.1%

---

![Dermatopathology Consultation Cases, FY03-FY08 (12 Month Rolling Average)](image-url)
<table>
<thead>
<tr>
<th></th>
<th>FY2007</th>
<th>FY2008</th>
<th>increase [decrease]</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>dermpath</td>
<td>20,355</td>
<td>21,590</td>
<td>1,235</td>
<td>6.1%</td>
</tr>
<tr>
<td>neuropath</td>
<td>1,061</td>
<td>1,056</td>
<td>[5]</td>
<td>-0.5%</td>
</tr>
<tr>
<td>NF</td>
<td>677</td>
<td>679</td>
<td>2</td>
<td>0.3%</td>
</tr>
<tr>
<td>IB</td>
<td>239</td>
<td>206</td>
<td>[33]</td>
<td>-13.8%</td>
</tr>
<tr>
<td>MM</td>
<td>145</td>
<td>171</td>
<td>26</td>
<td>17.9%</td>
</tr>
<tr>
<td>renal</td>
<td>641</td>
<td>666</td>
<td>25</td>
<td>3.9%</td>
</tr>
</tbody>
</table>
ANATOMIC PATHOLOGY 2008
The Patients

Renal Biopsy Service, FY06-08

Renal biopsy practice stable (opportunity?)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Cases</th>
<th>Increase</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2007</td>
<td>641</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2008</td>
<td>666</td>
<td>25</td>
<td>3.9%</td>
</tr>
</tbody>
</table>
**ANATOMIC PATHOLOGY 2008**

**The Patients - Placentas**

**FY08** – triaging cases for gross only exam
(over production/extra processing)

Placenta (PL) Volumes, FY05-08

<table>
<thead>
<tr>
<th>Month</th>
<th>FY2007</th>
<th>FY2008</th>
<th>Increase/Decrease</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placentas</td>
<td>1,042</td>
<td>1,255</td>
<td>213</td>
<td>20.4%</td>
</tr>
</tbody>
</table>

placentas remain an area of dramatic growth!
### INTRANET

**AP Service Calendar**

#### Filter Calendar:

- Autopsy
- CVC
- Derm C
- FNA
- GU
- Hene C
- Hene T
- Hene F
- Lung Transplant/TS
- Placenta
- Renal
- Room 1
- Breast
- Cyto C
- Derm ID/MD
- GI
- GYN
- Pediatric pathology

#### Previous Month

<table>
<thead>
<tr>
<th>Sunday</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

#### Next Month

<table>
<thead>
<tr>
<th>Saturday</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>13</th>
<th>14 Peds: D. Lucas #14313</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>16 Peds: D. Lucas #14313</td>
</tr>
<tr>
<td>16</td>
<td>17 Peds: D. Lucas #14313</td>
</tr>
<tr>
<td>17</td>
<td>18 Peds: D. Lucas #14313</td>
</tr>
<tr>
<td>18</td>
<td>19 Peds: D. Lucas #14313</td>
</tr>
<tr>
<td>20</td>
<td>21 Peds: Ruiz #13683</td>
</tr>
<tr>
<td>21</td>
<td>22 Peds: Ruiz #13683</td>
</tr>
<tr>
<td>22</td>
<td>23 Peds: Ruiz #13683</td>
</tr>
<tr>
<td>23</td>
<td>24 Peds: Ruiz #13683</td>
</tr>
<tr>
<td>24</td>
<td>25 Peds: Ruiz #13683</td>
</tr>
<tr>
<td>25</td>
<td>26</td>
</tr>
<tr>
<td>26</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>27</th>
<th>28 Peds: Visscher #15615</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td>29 Peds: Visscher #15615</td>
</tr>
<tr>
<td>29</td>
<td>30 Peds: Visscher #15615</td>
</tr>
<tr>
<td>30</td>
<td>31 Peds: Myers #15499</td>
</tr>
</tbody>
</table>

- nerve & muscle biopsies
### The Patients – Cytology

<table>
<thead>
<tr>
<th></th>
<th>FY2007</th>
<th>FY2008</th>
<th>increase [decrease]</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>57,754</td>
<td>54,839</td>
<td>[2,915]</td>
<td>-5.0%</td>
</tr>
<tr>
<td>PAP</td>
<td>46,708</td>
<td>43,119</td>
<td>[3,589]</td>
<td>-7.7%</td>
</tr>
<tr>
<td>non-GYN</td>
<td>8,765</td>
<td>9,384</td>
<td>619</td>
<td>7.1%</td>
</tr>
<tr>
<td>FNA</td>
<td>2,281</td>
<td>2,336</td>
<td>55</td>
<td>2.4%</td>
</tr>
</tbody>
</table>
Cytology is an area of active growth with challenges different from those that applied to historical paradigms.
Consultation cases area of most active growth across the practice (86.6% increase over 5 years)
The Patients - The Big Picture

Total RVUs Expressed as 12 month Rolling Average, FY2002 - FY2008

8.2% annual growth
Case Numbers | RVUs per month | Total RVUs | % Annual Growth
--- | --- | --- | ---
111,407 | 117,390 | 127,690 | 132,527 | 139,740 | 153,948 | 3.3% | 8.2% | 10.2%
RVUs per Clinical FTE (12 month rolling average)

FTE/faculty (recruiting) is keeping pace with practice growth

Xin Jing
Jon McHugh
Steve Olsen
• Washtenaw County ME cases = 29%
• new Director of Autopsy and Forensic Services
• hospital funding for morgue remodeling
The Players & the Patients - Conclusions

- continue to recruit the best and the brightest
- sustainable practice growth (5-10%)
- ongoing challenges in staffing
- combined hospital autopsy and forensics service has arrived!
FY2008: Successes & Challenges

The Players
The Patients
Research
ANATOMIC PATHOLOGY 2008
Research – Publications

<table>
<thead>
<tr>
<th></th>
<th>FY2007</th>
<th>FY2008</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>peer-reviewed</td>
<td>159</td>
<td>186</td>
<td>17%</td>
</tr>
<tr>
<td>abstracts</td>
<td>77</td>
<td>83</td>
<td>7.8%</td>
</tr>
<tr>
<td>lectures</td>
<td>93</td>
<td>129</td>
<td>38.7%</td>
</tr>
<tr>
<td>Edit Bds</td>
<td>26</td>
<td>37</td>
<td>42.3%</td>
</tr>
<tr>
<td>FTEs funded</td>
<td>4.3</td>
<td>3.6</td>
<td>-14.5%</td>
</tr>
</tbody>
</table>
“. . . developed by a former surgeon who became a pathologist. This new quick compendium uniquely provides complete clinicopathologic data, concisely expressed for the most important and clinicopathologically relevant diagnoses and differential diagnostic considerations encountered in practice. It is indispensable as a companion to the major texts in the field for those seeking certification or preparation for recertification, and for those preparing surgical pathology reports everyday.”
2 new endowed professorships
Kathy Cho – Peter A. Ward Professor
Celina Kleer – Harold A. Oberman Professor

Academic promotion (September 2007)
Rajal Shah – Associate Professor

President-elect, ASCP – Barbara McKenna
ANATOMIC PATHOLOGY 2008
Research – National/International Visibility

March 1 - 7, 2008
Colorado Convention Center
Denver, Colorado

97TH ANNUAL MEETING
The United States and Canadian Academy of Pathology extends an
invitation to the Community of Pathologists to attend the 97th Annual
Meeting in Denver, Colorado. The comprehensive program is structured
to meet the scientific and educational needs of students of Medicine.

17 faculty
9 residents
6 fellows

27 abstracts
proffered papers (moderator)
3 short courses (faculty)
2 companion societies (speakers, moderator)
1 evening specialty conference (speaker, panelist)
America’s Best Doctors/
Top Physicians

Joel Greenson
Lori Lowe
Rajal Shah
> $50K increase
≈ 3.1 FTEs in recovered effort
> $164K allocated to 24 projects in 2 years

Molecular Pathology Research Laboratory (Tom Giordano)
FY2008: Successes & Challenges

The Players
The Patients
Research
Education
• **26 AP faculty** participated in M1 and/or M2 laboratories
  \[ \approx 391 \text{ contact hours} \]

• **12 AP faculty** provided lectures
  \[ \approx 39 \text{ hours} \]

• **5 faculty** served as M4 clerkship mentors
We wanted the class to get to know your wonderful faculty better, so we had a question and answer session with a few of the classes’ favorites.

Dr. Gerald Abrams, MD

Dr. Stephen Ramsburgh, MD

Dr. Ramsburgh trained in Surgery here at the University of Michigan in the early to mid 70s. He then served as an Attending Surgeon at UM for several years before going into private practice, “across the river”, at St. Joseph Mercy Hospital. After close to 25 years as a surgeon, he returned to UM and essentially started over, this time in Anatomic Pathology. He now serves on the faculty as a Surgical Pathologist. Throughout both these careers his main interest has been in teaching medicine to students and residents at all levels of their training.
ANATOMIC PATHOLOGY 2008
Education – Graduate & Postgraduate

• Department Graduate School
  Kathy Cho, Dave Gordon, Tom Giordano, Celina Kleer, Andrew Lieberman, Peter Lucas

• postdoctoral fellowships

• residency

• AP fellowships
  breast, cytopath, derm, GI, GU, surg path
This symposium is intended to address the educational requirements for practitioners and fellows.

Diagnostic problems in Anatomic Pathology will be identified and evaluated using current and emerging tools.

The impact of discoveries in molecular medicine and bioinformatics and the role of information technology to improve pathology practice are highlighted in plenary and breakout sessions. Case-based presentations using virtual microscopy will address complex diagnostic challenges.

Registered attendees have access to pre-conference materials and discussion forums. To register, “Registration” on the left hand navigation, or click here.

Already registered? Log in here.

Approved for 16 hours of AMA PRA Category 1 credit.
“exceptional conference! Such a dynamic faculty, and what a fun group of gifted pathologists.”

“Hope this course will be a yearly event! Very worthwhile.”

“I had a GREAT TIME!”

“Very nice conference. Good speakers. Looks like nice research being done.”

“Very fine conference. Great job!”

“The best educational forum (other than the USCAP mtgs) that I’ve been to. I hope to come back next year. Thank you for an excellent conference.”

“This program was outstanding. Please make this an annual event!”

“Very good program. The digital image pictures are superb.”
A. James French Lecturer

E. Leon Barnes Jr. M.D. is the Chair of the Division of Head and Neck Pathology Department of Pathology at the University of Pittsburgh. His expertise is in head and neck pathology and the evaluation and development of new molecular markers that impact upon prognosis.

Plenary Lecturers

Ulysses G.J. Balis, M.D., Associate Professor and Director of Clinical Informatics whose interests and expertise include patient safety improvements in the clinical laboratory, automation and real-time specimen tracking, whole-slide microscope and telepathology, digital imaging solutions for surgical pathology

Kathleen R. Cho, M.D., Peter A. Ward Professor, with clinical expertise in gynecological pathology. Her research is aimed at elucidating the genetic alterations that underlie development and progression of the common gynecological tumors (carcinomas of the ovary, endometrium and uterine cervix).

Guest Presenters

Krishnan Unni, M.D., Wheaton Franciscan Laboratory, Milwaukee, Wisconsin

Richard Whisnant, M.D., Suncoast Pathology, Venice, Florida
ANATOMIC PATHOLOGY 2008
Research & Education - Conclusions

- faculty and trainees very productive
- faculty recognized nationally and internationally
- sustaining extramural & collaborative funding
- sustaining major faculty commitment to education
- New Frontiers a nationally competitive course
FY2008: Successes & Challenges

The Players
The Patients
Research
Education
Safety, Quality & Innovation
<table>
<thead>
<tr>
<th>AM Grossing (9am-2pm)</th>
<th>Room 1 (IF/IS)</th>
<th>Breast (BE)</th>
<th>Derm (ID/MD)</th>
<th>GI (GA)</th>
<th>GU (GU)</th>
<th>GYN (GS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>resident</td>
<td>PA</td>
<td>resident</td>
<td>PA</td>
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<td>resident</td>
<td>resident</td>
<td>PA</td>
</tr>
<tr>
<td>Gross room</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
QA Coordinator – John Perrin

Lean migration

Education

Projects (Blockbusters)

Management
Michigan Pathology Quality System
Quality – Safety – Efficiency – Service – Satisfaction

Just-in-Time
- Pacing by Demand
- Continuous Flow
- Pull Systems

Built-in-Quality
- Error Proof
- Surface Problems
- Stop and Respond to Abnormalities
- Solve Problems at Root Cause

Customer Defines Value

Leveled Workload

Continuous Improvement (P-D-C-A) and Learning

Standardized Work

Work Force
- Skilled, Capable, Flexible
- Engaged, Motivated
- Design Work, Solve Problems

Methods
- Robust Processes
- Organized Workplace (5S)
- Visual Control

Technology and Equipment
- Reliable, Tested
- Serve People and Processes
- Preventive Maintenance - TPM

Materials
- Materials Readiness
- Supplier involvement

Make Value Flow By Eliminating Errors and Waste

MOS Methods (All Mission) Sources: J. Shook, J. Billi, J. Liker, S. Hoeft, Park-Nicollet /mk 04 09 07
Richard Whisnant  
Tammy Densmore  
Bill Roth  

Suncoast Pathology Solutions
• bar code driven specimen identification and workflow monitoring at grossing, embedding and cutting stations
• gross descriptions built from template driven pick-lists + free text
• suite of tools to improve diagnostic performance while minimizing preventable workflow errors
  ✓ bar code driven patient ID and workflow monitoring
  ✓ forced functions to acknowledge patient-specific historical data, prevent incomplete case review, and ensure compliance with QA plan at report verification
  ✓ template driven reporting customized by client
  ✓ real time tracking of diagnostic performance
  ✓ opportunities to “pull” relevant knowledge content linked to unique report elements (e.g. grade) at signout
Seeing old problems in new ways, and recognizing opportunity where none has been seen before.
• continuous improvement in safety, quality and service

• University of Michigan a leader in defining the future of AP as a discipline
FY2008: Successes & Challenges

Unequivocal success in all of our missions . . .
FY2008: Successes & Challenges

Unequivocal success in all of our missions . . . the place everyone, everywhere thinks about when asked about excellence in Anatomic Pathology.