

11th Annual **Executive War College** On Lab and Pathology Management

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May 3-4, 2006 • Intercontinental Miami Hotel • Miami, FL



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On Friday, May 5**

Two Exceptional Opportunities:

Topic One:

Building the Automated 21st Century Histology Lab—Today!

For the first time ever, we've gathered laboratories using the newest automated solutions for histology to share their successes and lessons learned. (See page 9)

Topic TWO:

**Readiness for Laboratories...
With a Capital "R"!**

Is your laboratory ready for the next emergency? Join us for a day on contingency planning and disaster response. Hear from labs that survived hurricanes, earthquakes, SARS, massive power outages, and IT failures. (See page 10)

Blockbuster Topics!

Management Breakthroughs!

First Look at New Technology!

**Join us for the world's largest summit meeting
on laboratory and pathology management**

- Design your learning around 49 advanced sessions (see pages 3-10)
- Hear keynoters **Colin Goldschmidt, M.D.**, CEO of Sonic Healthcare LTD on "Global Lab Business Strategies and Plans for Clinical Path Labs in the U.S." plus **Thomas Tiffany, Ph.D.**, CEO of Pathology Associates Medical Laboratories on "Using Lab Networks and Joint Ventures to Create A Regional Lab Powerhouse" plus **Vishal Agrawal, M.D.**, of McKinsey & Co. on "Consumer-Directed Health Plans: Why They Represent New Opportunities and Threats for Laboratories and Hospitals" (see page 3)
- Choose from two optional full-day add-on workshops (see pages 8-10)
- Learn from 54 successful lab executives and pathologists, plus hundreds of top leaders from the world's premier clinical laboratories, pathology groups, and lab industry vendors

**2006 EXECUTIVE
WAR COLLEGE**
On Lab and Pathology Management

Presented & Produced by:

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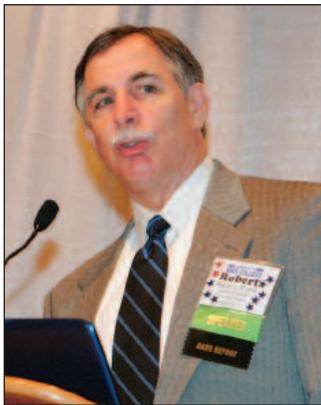
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Why this year, more than ever, you'll want to attend the largest laboratory management summit in the lab industry!

"Lots of new technology...lots of new management strategies! Join us on May 3-4 to learn everything you need to keep your laboratory on the winning track!"

—**Robert L. Michel**
War College Founder

EXECUTIVE MEMORANDUM

TO: Laboratory and Pathology Professionals
From: Robert L. Michel, Editor, THE DARK REPORT

Re: Put new lab technology to work in your lab!
Powerful ways to combine automation, middleware and molecular diagnostics

New technologies across a variety of fields now give laboratory administrators and pathologists expanded capabilities. To alert you to what's best—and what's not—this year's *Executive War College* has assembled the nation's leaders in the areas of laboratory informatics, automation, and molecular diagnostics.

You've heard lots about middleware. Now you'll be first to learn the secrets of how pioneering labs are using middleware to quickly and cheaply gain functions that improve quality, slash costs, and streamline lab operations.

Advances in reliability, miniaturization, and diagnostic technologies have produced an ever-growing number of automation products for pre-analytical, analytical, and post-analytical functions in the laboratory. Across the country, early-adopter laboratories are using these tools, and the expanding menu of molecular-based diagnostic tests, to provide greater value to referring clinicians, payers, and patients.

And...there's more! Learn how real-time management of accounts receivable can generate a big increase in the dollars collected by your lab. Hear about the 10 most costly coding errors in anatomic pathology. Master new ways to increase the useable space in your existing lab facility. Explore new automation solutions for phlebotomy and pre-analytical work processes.

You'll have an unprecedented experience at this year's *Executive War College*. We've diligently searched the laboratory universe to identify pathologists, laboratory directors, and vendors who are breaking the right ground in laboratory management. You'll meet them personally. You'll get the right answers to your important questions. Most importantly, you'll build the personal network that's essential to every successful laboratory.

Add it up! Our *Executive War College* provides you everything you need to guide your laboratory to success. In two information filled days, you get the latest in lab management, inside news on breaking trends, and the opportunity to network with the keenest minds in laboratory medicine. Join us in Miami on May 3-4 and be part of the biggest laboratory management summit on the planet!

Best,

Robert L. Michel
War College Founder and Host

- Meet America's newest lab competitor: Sonic Healthcare, Ltd. of Australia in a compelling strategic case study
- First look at the paperless, fully-automated laboratory at the newly-opened Century City Doctors Hospital
- Creating profitable lab outreach programs and effective regional lab networks
- Consumer-Directed Health Plans: essential knowledge for labs and pathology groups on how to bill and collect from consumers
- Beating back the 88305 threat to pathology and new compliance threats
- "Big Bang" lab makeover: new space, new instruments, new workflow trigger major gains in TAT and lab productivity
- Microarrays and other "hot" molecular assays for community hospital labs and path groups
- Integrated informatics and middleware solutions: lessons from first mover labs and pathology group practices
- Real-time pathology generates AP reports in 2 hours at University of Miami—learn the secrets and do a site visit

Three more reasons to attend:

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1. Save on lodging in Miami (see page 11)
2. Save on registration: Register by April 5 and/or bring additional colleagues (see page 11)
3. Two exciting optional add-on session to increase your learning and effectiveness (see pages 9 and 10)

April 5
\$100 savings deadline

Provocative keynoters...

Discover, challenge... and meet with some of the nation's most influential pathologists, laboratory administrators, and executives



Colin Goldschmidt, M.D., of Sonic Healthcare Ltd. on

Global Lab Business Strategies and Plans for Clinical Pathology Laboratories, Inc. in the U.S.

With more than US\$1 billion in revenues, Sonic Healthcare is the world's third largest laboratory company. In August 2005, Sonic acquired Clinical Pathology Laboratories, Inc. in Austin, Texas. It plans to use this foothold to expand its business in the United States. Dr. Goldschmidt is making his second appearance at the *Executive War College* and will share the business strategy and acquisition plans for the nation's newest laboratory competitor.



G. Daniel Martich, M.D., of UPMC Medical System on

UPMC Builds the Integrated Information Technology Solution

Integrated health systems throughout the nation are spending heavily to integrate their clinical repositories and support an electronic medical record (EMR). One of the nation's leaders in this effort is the UPMC Medical System. It is collaborating with Cerner Corporation and IBM to develop a grand vision of the fully-integrated patient record, supported by clinical decision support and a medical knowledge repository. Here's an exclusive look at the accomplishments, strategies, and plans to create the fully-paperless, totally-integrated informatics platform needed to support healthcare in the 21st Century.



Vishal Agrawal, M.D., of McKinsey & Co. on

Consumer-Directed Health Plans: Why They Represent New Opportunities and Threats for Laboratories and Hospitals

Consumer-directed health plans (CDHPs) are already changing the American healthcare system in fundamental ways. Experts predict that CDHPs will be the most significant development in healthcare since the growth of HMOs in the 1980s. Enrollment in just one type of CDHP, the Health Savings Account (HSA), tripled in the last 10 months of 2005, from one million people to over three million people! To keep clinical laboratories and pathology group practices ahead of this trend, Dr. Agrawal will explain the economic forces driving the acceptance of CDHPs. He will also identify how CDHPs are likely to negatively impact the bad debt ratios of hospitals, labs, and physicians, along with the opportunities available to labs and pathology groups for building revenues by serving consumers in value-added ways.



Thomas Tiffany, Ph.D., of Pathology Associates Medical Laboratories on

Using Lab Networks and Joint Ventures to Create A Regional Lab Powerhouse

Without much fanfare, PAML has steadily grown into one of the nation's largest, hospital-owned laboratories. It serves hospitals and office-based physicians throughout the Pacific Northwest. A core business strategy is to use joint ventures with community hospitals and a regional laboratory network (PACLAB Network) to build market share as the local laboratory testing provider in the communities it serves. Owned by a not-for-profit health system, PAML's sustained business success demonstrates that hospital laboratory outreach programs have significant profit potential.

"Best of Class" Labs in USA and UK

Centrex Clinical Labs and Path Links Pathology

Two of the lab management world's keenest minds have come together to compare their laboratories and provide a "best of class" analysis of their laboratories in the United States and the United Kingdom. This presentation was originally given at the "Frontiers in Laboratory Medicine" program in England in February 2004. Since then, both Wisner and Finn have traveled across the Atlantic to do in-depth site visits of each other's lab organizations. Expect this to be a candid and very detailed assessment of the strengths and weaknesses of lab management in each country, with useful insights and lessons learned.



Jack Finn,
Centrex
Clinical
Labs



Pete Wisner,
Path Links
Pathology

Executive War College 2006 gathers the best of the best. These are among the people you'll meet and hear—sharing best practices in laboratory and pathology management:

Stu Adelman,
COO, PACLAB
Network
Laboratories

Rodney S. Markin, M.D., Ph.D., Professor & Vice Chair, Pathology, University of Nebraska Medical Center

Jane Pine Wood, Esq., Attorney and Partner, McDonald Hopkins

Charlotte Taylor,
Director,
Laboratory
Services,
Washington
Hospital Center

Azorides Morales, M.D., Chief of Pathology Services, University of Miami

Philip Chen, M.D., President, Cognoscenti Health Institute

Bill Bonello, Research Analyst, Wachovia Securities

Charles C. Miraglia, M.D., President & CEO, Pathologists Associated Laboratory

Bruce Quinn, M.D., Carrier Medical Director, NHIC—Medicare Part B

Kenneth J. Bloom, M.D., Chief Medical Officer, Clariant, Inc.

William Neeley, M.D., Medical Director of Laboratories, Detroit Medical Center

Francis R. Rodwig, Jr., Chair, Department of Pathology & Laboratory Medicine

Sylvia Waller, Administrative Director of Pathology, Ben Taub General Hospital

David Moore, Chief Information Officer, Spectrum Laboratory Network

Sessions in Detail

Day 1

Tuesday, May 2

4:00 pm–6:00 pm

Special Sessions by Invitation

Abbott Laboratories

Atlas Healthcare

Bayer Diagnostics

Dade Behring

Ortho-Clinical Diagnostics

6:30 pm–8:30 pm

Early Registration

Get Acquainted Reception with Refreshments

Wednesday, May 3

8:00 am–9:00 am

Putting New Lab Technology to Work: Powerful Ways to Combine Automation, Middleware, and Molecular Diagnostics

Robert L. Michel, Editor, THE DARK REPORT, Spicewood, TX

New technologies across a variety of fields now give laboratory administrators and pathologists expanded capabilities. In the field of informatics, advances in software and hardware offer lab leaders a wide range of middleware solutions to almost any laboratory management problem. Similar advances in reliability, miniaturization, and diagnostic technologies have produced an ever-growing number of automation products for pre-analytical, analytical, and post-analytical functions in the laboratory. Across the country, early-adopter laboratories are using these tools, and the expanding menu of molecular-based diagnostic tests, to provide greater value to referring clinicians, payers, and patients.

9:00 am–9:45 am

Case Study: Pathology Associates Medical Laboratories (PAML), Spokane, WA

(Using Lab Networks and Joint Ventures to Create A Regional Lab Powerhouse)

Thomas Tiffany, Ph.D., CEO

(See description on page 3.)

10:15 am–11:05 am

Case Study: Century City Doctors Hospital, Century City, CA

(Brand-New Hospital Has Paperless & Automated 21st Century Lab)

Stuart Sostrin, M.D., Chief of Pathology, and Sarina Rodrigues, DLM, Laboratory Director

It's a brand-new, 190-bed hospital, designed to be paperless, automated, and state-of-the-art! Open only since last November, Century City Doctors Hospital is doctor-owned and managed. Its full-service laboratory is highly automated and is designed to be operated 24/7 with just 15.5 FTEs, including phlebotomists.

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Because this hospital and its laboratory were designed specifically to incorporate the latest technology, it provides invaluable insights as to how the highly-automated, paperless laboratory of the future will operate.

11:05 am–11:55 am

Case Study: Sonic Healthcare Ltd, Sydney, NSW, Australia

(Global Lab Business Strategies and Plans for Clinical Pathology Laboratories, Inc. in the U.S.)

Colin Goldschmidt, M.D., CEO and Managing Director

(See description on page 3.)

1:00 pm–1:50 pm

Case Study: PACLAB Network Laboratories, Bellevue, WA

(Ten-Hospital Regional Lab Network Builds Profitable Outreach Program)

Stu Adelman, COO and General Manager and Donna Kendrick, Regional Operations Manager

Since its formation in the late 1990s, PACLAB has helped its member hospitals build a fast-growing and highly-profitable laboratory outreach business. PACLAB is organized around a business model that produces net profit distributions for its member hospitals. In Washington State, PACLAB Network Laboratories is one of the dominant laboratory providers. Learn how PACLAB is using sophisticated information technologies to create competitive advantage in the marketplace, while generating operational efficiencies internally.

2:00 pm–2:50 pm

Concurrent Breakout Sessions 1

A. All That's New in Lab Automation: Our A-to-Z "Consumer Reports" Review of Products

Rodney S. Markin, M.D., Ph.D., Professor & Vice Chair, Pathology & Microbiology, University of Nebraska Medical Center, Omaha, NE

Over the past five years, the lab industry has seen a steady flow of new automation products and new vendors enter the marketplace. This gives laboratory directors and pathologists a wide variety of choices, whether the goal is total laboratory automation (TLA) or a simpler project to automate a single work process. To help lab leaders sort out this fast-growing segment of the lab marketplace, Dr. Markin will review the spectrum of laboratory automation solutions now available.

B. Harvesting Extra Dollars Using Real Time Management of Laboratory Accounts Receivable

Francis Imada, CFO, and Kim Ek, Controller, Clinical Laboratories of Hawaii, Ewa Beach, HI

Here's a story with two intriguing aspects. First, Clinical Laboratories of Hawaii (CLH) has implemented several strategies to better manage its accounts receivable and collect a higher percentage of the money for which it bills. With better integration of data between billing and the lab's LIS, six

fewer data entry FTEs were needed. Financial success is measured by a 15% increase in cash collected per test—over just two quarters. Second, CLH engaged a consultant to help it with its accounts receivable project under an "at-risk" arrangement. That means CLH pays for its consultant's services only from the financial gains that resulted from the accounts receivable project. Explore how this novel arrangement encouraged both partners to deliver rapid and measurable results.

C. How Integrated Laboratory Informatics Capabilities Support Increased Outreach Revenues and Improved Lab Productivity

David Moore, Chief Information Officer, Spectrum Laboratory Network, Greensboro, NC

In recent years, Spectrum Laboratory Network has been in the forefront of using sophisticated information technology (IT) solutions to attract new client-physicians—while simultaneously supporting significant productivity gains inside the laboratory. Revenues of this regional laboratory grew from \$22 million in 1999 to \$125 million in 2005. Spectrum's newest IT initiative is to offer an EMR (electronic medical record) system to client physicians. Explore how this laboratory uses sophisticated informatics services to boost revenues, to increase client satisfaction, and to gain competitive advantage—even as it consistently squeezes down operational costs.

D. CPT 88305 and Other Hot Legal Issues in Anatomic Pathology and Clinical Labs

Jane Pine Wood, Esq., Attorney and Partner, McDonald Hopkins, Cleveland, OH

One of the *Executive War College's* highest-rated speakers returns again with an update on the hottest legal issues in anatomic pathology (AP) and clinical laboratory. Leading the list is the Medicare proposal to restrict use of CPT code 88305 to two units of service per patient per day. But that is not the only important legal threat facing the nation's laboratories. Client billing, deeply-discounted pricing, managed care contract practices, provision of pathology services by non-pathology specialists, and evolving legal concepts about inducement make this a "must hear" presentation for lab managers and pathologists alike.

3:00 pm–3:50 pm

Concurrent Breakout Sessions 2

E. Removing TLA in the 5-Million Test Hospital Lab: How Lean Methods Outproduce Automation

Charlotte Taylor, Director, Laboratory Services, Washington Hospital Center, Washington, DC

Several years ago, this hospital installed total laboratory automation (TLA) in its laboratory. Now, the same laboratory is using Lean methods to create a work flow through the laboratory that is so simple and efficient that it will be removing its TLA! It's one of the most remarkable stories in the laboratory industry today. Hear the compelling arguments that Washington Hospital Laboratory had automated bad work



processes. Learn why using Lean and Six Sigma principles to reengineer pre-analytical, analytical, and post-analytical work processes is allowing this laboratory to remove its TLA. The result is better service, higher quality, and lower costs. Join us for a highly-provocative presentation that challenges the popular wisdom on laboratory automation.

F. Wellness and Preventive Care Services—Effective Ways to Create Competitive Differentiation for Regional Laboratories

Philip Chen, M.D., President, Cognoscenti Health Institute, Orlando, FL

It's not every day that someone goes out and starts, from scratch, a clinical laboratory business. But that's exactly what Dr. Chen did in early 2002. Cognoscenti Health Institute grew steadily and is a profitable business. To distinguish itself from national laboratories, Cognoscenti has developed several products and services to support wellness programs and preventive care initiatives offered by select employers and local health insurers in greater Orlando. As a first-mover laboratory, Cognoscenti has much to teach regional labs and hospital lab outreach programs about how to use wellness and preventive care services to generate higher-value client accounts.

G. New Money-Making Model for Anatomic Pathology: the Non-Hospital Pathology Practice Focused on the Outpatient/Outreach Market

Ray Sukumar, M.D., President and CEO, Doctors Pathology Services, Dover, DE

It's a rare story in the pathology profession. Pathologist turns entrepreneur, creates new business model for pathology and enjoys rapid growth in specimen volume, revenues, and net profits! The secret to Dr. Sukumar's success is that he is following the specimens. The shift from hospital inpatient to outpatient and office-based treatment is widely-recognized. Dr. Sukumar acted on this information and established an office-based pathology practice. Using a mobile histology van, his company, which now employs four pathologists, will go on site to ambulatory surgery centers, physicians' offices, and similar locations to perform frozen sections and provide speedy diagnoses. Physicians love this new service and appreciate the ability to consult closely with their pathologist. Learn first-hand how this pathology business success shatters many paradigms and points to a different future for some pathologists.

H. Combining Lean/Six Sigma Management Tools and Automation to Maximize Clinical Laboratory Performance

Charles C. Miraglia M.D., President & CEO, and Barbara Waters, Manager, Blood Banking and Support Operations, Pathologists Associated Laboratory, Muncie, IN

In recent years, Pathologists Associated Laboratory has embarked on an ambitious 3-

pronged program that: 1) changed the work culture; 2) introduced quality management methods; and, 3) implemented targeted automation solutions. In concert, these three specific management change strategies have unlocked significant achievements in productivity, quality, and cost reduction. One application of value mapping and process redesign resulted in productivity gains that supported a 22% reduction in FTEs, of which 15% came from phlebotomy FTEs and 7% from accessioning FTEs. This "holistic" management" approach contributes to a staff-driven environment of continuous improvement.

4:00 pm-4:50 pm

Concurrent Breakout Sessions 3

I. Community Hospital Lab Gets Innovative in Automating the High-Volume Core Lab in Conjunction with Phlebotomy Processes

Marilyn Nelson, Administrative Director of Lab Services, Ingalls Memorial Hospital, Harvey, IL

When it comes to reducing turnaround time in the hospital laboratory, early-adopters that were first to use Lean and Six Sigma methods immediately understood a key fact: it is in specimen collection and pre-analytical processes where the opportunity exists to dramatically reduce TAT. Armed with that insight, Ingalls Memorial Hospital's laboratory is implementing a wireless system to help phlebotomists with patient ID, lab test orders, and bar code labels at the bedside. New automation in the high volume core laboratory has already produced significant reductions in average turnaround time, quality and productivity.

J. Gene CYP 450: Why It's the Next Financial Home Run in Molecular Diagnostics

Bill Bonello, Research Analyst, Wachovia Securities, Minneapolis, MN

Last year, the *Executive War College* was first to provide lab directors and pathologists with a detailed look at the first-ever microarray-based assay cleared by the FDA for clinical use. This microarray, the AmpliChip CYP 450 Test by Roche Diagnostics (with technology from Affymetrix), tests for multiple gene variations on the CYP2D6 and CYP2C19 genes that impact metabolism for as much as 25% of the current drug formulary in the U.S. In this exclusive presentation, Bonello explains why CYP 450 testing may reach \$1 billion in the short term, eventually becoming a \$3 billion market. Get a jump on your competition and understand the clinical reasons and economic incentives that are likely to make CYP 450 testing the lab industry's next financial home run.

K. Using Middleware at Mid America Clinical Laboratories to Boost Productivity and Slash Costs

Mark Ballard, CIO, and Paula Lancaster, Systems Application Specialist, Mid America Clinical Laboratories, Indianapolis, IN

Middleware is fast-becoming both a rapid and cost-effective solution for many laboratories. Middleware—defined in basic terms as any type of software product that sits between the LIS, instruments, and other software systems and performs defined functions—is a key component of the informatics strategy at Mid America Clinical Laboratories. Discover how frequently Mid America has used a middleware solution to improve operational efficiency, feed real-time data to clients and internal customers, and automate work processes to eliminate manual steps and free up lab labor.

L. Using Lean and Six Sigma to Trigger Big Gains in Lab Quality and Productivity

Leyda Napoles, Administrator, Pathology Services, and Maria Quintana, Laboratory Manager, Jackson Memorial Hospital, Miami, FL

Two factors make the Lean/Six Sigma successes at Jackson Memorial Hospital particularly interesting. First, at 1,500 beds, it is one of the nation's very largest hospital facilities. Second, it is among the first community-owned hospitals to introduce Lean and Six Sigma methods into its laboratory. The first major Lean makeover, launched in 2004, involved the high-volume chemistry and hematology laboratory, along with specimen processing and phlebotomy. The project slashed routine turnaround time by a dramatic 46% while increasing lab productivity by 50%. The impact was substantial. Since the start of these Lean projects, staffing needs in the laboratory have been reduced by 39 FTEs and salary savings were \$1.9 million in 2005. Discover how Lean is transforming the laboratory working environment and motivating lab staff. Jackson's full "Lean Team" will participate in this presentation.

5:00 pm-5:40 pm

Laboratory Medicine's Immediate Future: Views from Australia, North America, and Europe

Moderator: Robert L. Michel; Panel: Colin Goldschmidt, M.D., Thomas Tiffany, Ph.D., Jack Finn, Pete Wisher.

This panel is often the spiciest session of the *Executive War College* and this year's topic continues that tradition. For the first time, laboratory management leaders from Australia, North America, and Europe will share their perspectives on what lies ahead for clinical laboratory and anatomic pathology services. It's a rare opportunity to learn what early-adopter laboratories are doing around the world, and how their innovations may soon find application here in the United States.

5:45 pm-7:45 pm

Grand Reception

Sessions in Detail

Day 2

Thursday, May 4

8:00 am-8:45 am

Consumer-Directed Health Plans: Why They Represent New Opportunities and Threats for Laboratories and Hospitals

Vishal Agrawal, M.D., Engagement Manager, McKinsey & Co., Washington, DC
(See description on page 3.)

8:45 am-9:30 am

UPMC Builds the Integrated Information Technology Solution

G. Daniel Martich, M.D., Vice President and Associate Chief Medical Officer, eRecord, UPMC Medical System, Pittsburgh, PA
Integrated health systems throughout the nation are spending heavily to integrate their clinical repositories and support an electronic medical record (EMR). One of the nation's leaders in this effort is the UPMC Medical System. It is collaborating with Cerner Corporation and IBM to develop a grand vision of the fully-integrated patient record, supported by clinical decision support and a medical knowledge repository. Here's an exclusive look at the accomplishments, strategies, and plans to create the fully-paperless, totally-integrated informatics platform needed to support healthcare in the 21st Century.

9:30 am-10:15 am

Geisinger's Evidence-Based Medicine Institute Uses Lab Test Data and Specimens to Build Genetic Bio-Repository

Scott Taylor, Associate Director, Industry Relations, Center for Health Research & Rural Advocacy, Danville, PA
Within the Geisinger Health System, the laboratory medicine department is making a unique contribution to evidence-based medicine. The recently-established Center for Health Research and Rural Advocacy is conducting studies of osteoporosis, obesity, and schizophrenia. A key enabler in this effort is the laboratory test data repository, which contains all the test results on Geisinger patients, whether the tests were performed by the core lab, at the point-of care, or by physicians' office laboratories. To help build a genetic bio-repository in support of the evidence-based medicine studies, Geisinger's laboratory is now capable of collecting specimens at the time of normal blood draws, obtaining informed consent, and producing genetic profiles on selected patients. Here's an opportunity to get an inside look at the laboratory's role in supporting a regional bio-repository.

10:35 am-11:20 am

Real-time Anatomic Pathology at University of Miami/Jackson Memorial Hospital, Miami, FL

Azorides Morales, M.D., Chair, Pathology Department
"Real time" is an apt description for anatomic pathology services at University of Miami/Jackson Memorial Hospital. Each day, 80% of the pathology cases are completed and reported at this 1,500-bed hospital complex. Because of the "STAT" histology laboratory located among the surgery suites, it is possible to report some cases to the surgeon even as the patient is wheeled out of the recovery room. This remarkable pathology system is changing clinical practices, while increasing the opportunity for pathologists to consult with referring physicians. Learn how a simple emphasis in single piece work flow and small batch processing unlocked huge gains in turnaround time, quality, and productivity.

11:20 am-12:10 pm

International Case Study: Path Links Pathology, Lincolnshire, England and Centrex Clinical Labs, New Hartford, NY

Pete Wisher, Divisional General Manager, Path Links Greater Lincolnshire Pathology, and Jack Finn, CEO, Centrex
(See description on page 3.)

1:10 pm-2:00 pm

Concurrent Breakout Sessions 4

M. First Report from Labs Which Survived an Unannounced CAP Inspection

Speakers to be announced
This winter, the College of American Pathologists (CAP) launched a program of unannounced inspections as part of its laboratory accreditation program. Laboratory directors and pathologists from those laboratories which completed an unannounced inspection in March and April will be at the *Executive War College* to share their experience and offer recommendations. It is a unique opportunity to learn, first-hand, the details of these inspections and how to best prepare for them. This is likely to be the first public report on the specifics of unannounced inspections.

N. HIV Screening in Hospitals: Lessons from Johns Hopkins Hospital and Others

Richard Rothman, M.D., Ph.D., Associate Professor & Director, Research Fellowship, Johns Hopkins Medicine, Baltimore, MD
A select number of hospitals and health systems have initiated screening programs to test all patients for HIV and certain other infectious diseases. The experience of these providers is generating clinical data that generally argues in favor of expanding such testing to all hospitals. A first-mover in this area is Johns Hopkins Hospital, which is using rapid HIV tests in its emergency department and other clinical areas. Dr. Rothman is a nationally-recognized expert in this field and will share the lessons learned from the Hopkins screening program, along with predictions as to how and when mandates to expand such testing throughout the country may take place.





O. Molecular Diagnostics in the Real-time Anatomic Pathology Lab

Mehrdad Nadji, M.D., Professor of Pathology, University of Miami/Jackson Memorial Hospital, Miami, FL

As more hospital laboratories establish molecular testing programs, they face the challenges of producing accurate results, providing speedy reports, and keeping costs to a minimum. Because the unique “real time” anatomic pathology (AP) program at University of Miami/Jackson Memorial Hospital delivers 80% of its AP diagnoses the same day, it faces the molecular quality, speed-to-result, and cost challenges in spades. Discover the clever ways that this pathology department has developed to accelerate the reporting of molecular test results, at competitive costs and superior quality.

P. 10 Most Costly Coding Errors in Anatomic Pathology

Chappy Manning, R.N., Billing Support Services—Coding Specialist, Pathology Service Associates, Florence, SC

In recent years, one of the most popular *War College* presentations was about the “10 Most Common Denials in Anatomic Pathology.” Now it is time to present the complementary topic, the 10 most costly coding errors in anatomic pathology. Manning is a registered nurse, a certified coder, and has extensive experience that includes stints with a state Blue Cross/Blue Shield program. Now she focuses exclusively on anatomic pathology and will discuss how and why these 10 coding errors represent the biggest source of compliance risk and revenue loss for anatomic pathologists. It’s the perfect opportunity to pick up inside knowledge and proven methods for improving the accuracy of coding for anatomic pathology services.

2:10 pm–3:00 pm

Concurrent Breakout Sessions 5

Q. “Big Bang” Lab Makeover: New Space, New Instruments, New Workflow...All at the Same Time!

Patricia Jo Norton, Administrative Laboratory Director, Providence Medical Center, Anchorage, AK

Was it crazy for the laboratory director of this 346-bed hospital to simultaneously build new space, acquire new instruments, automate specific work processes, and implement radical new workflows in the laboratory? Crazy...like a fox, given the remarkable improvements that resulted. This ambitious “Big Bang” laboratory makeover eliminated outdated instrumentation, expanded capacity to support a growing and profitable laboratory outreach program, and radically slashed turnaround times. In the high volume core lab,

the number of med techs necessary at peak periods was reduced from nine to four—a major achievement in Alaska, a market already suffering from an acute shortage of medical technologists. Find out why a “Big Bang” laboratory makeover can be the fastest way to boost the laboratory’s performance.

R. Is Your Lab Short of Space? Secrets of Lab Design and Planning Even Your Architects Don’t Know

Jeff Shulkin, Principal, Morph Design, Inc., Rolling Hills Estates, CA

Do you lack enough space in your laboratory? Is a remodeling or expansion project of your laboratory under consideration? Answer yes to either of these questions and you’ll want to learn about the laboratory design secrets to be shared during this presentation. Explore overlooked and creative ways to arrange laboratory facilities that improve workflow and throughput, while using less floor and bench space. Discover how to stretch a remodel/construction budget from case studies of laboratories that have successfully applied these new techniques of laboratory design and workflow engineering.

S. Upcoming Changes in Part B Lab and Pathology from the Perspective of a Medicare Medical Director

Bruce Quinn, M.D., Carrier Medical Director, NHIC—Medicare Part B, Los Angeles, CA

Too often, Medicare coverage and reimbursement decisions, along with policy changes affecting laboratory services, seem to emerge from a “black box.” In a *War College* exclusive, Dr. Quinn, a pathologist and Medical Director for Medicare Part B in California, will discuss recent changes to the Medicare program, along with coming initiatives, such as pay-for-performance programs and the impending demonstration project for competitive bidding of laboratory testing services. You’ll gain a better appreciation of the policy drivers that shape the Medicare program, while learning more about the major changes soon to affect clinical laboratories and anatomic pathology group practices.

T. Automating Phlebotomy to Reduce Patient ID Errors, Improve Phlebotomist Effectiveness, and Speed Up Delivery of Test Results

Jamie Boone, Assistant Laboratory Director, Jackson Madison Medical Center, Jackson, TN

In 2003, this was one of the nation’s first laboratories to utilize Lean in a major redesign of workflow in the high volume core lab. Now the laboratory is applying Lean and Six Sigma methods to other areas of laboratory operations. The

newest project saw the implementation of an automated system that allows phlebotomists to make more accurate patient IDs and see the full lab test order at the bedside. The system also guides the phlebotomist as to which tube to use for each order and produces bar code labels for the collected specimens. Discover how Lean management methods identify the best opportunities for workflow redesign, while guaranteeing the highest return from appropriate automation solutions.

3:10 pm–3:30 pm

Learnings from War College Faculty that Can Make Your Lab a Winner

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

This year’s *Executive War College* features more than 50 speakers and topics. To help attendees sort out key lab management themes and sharpen their own thinking about emerging trends, Michel offers insights and commentary, along with his recommendations for action. The goal is to give attendees a razor-sharp analysis and help them establish a list of priorities for action upon their return to their laboratories.

3:30 pm

EXECUTIVE WAR COLLEGE ends

Special:

4:30 PM–7:30 PM

Pathology Laboratory Site Visit

Site visit to see the real-time anatomic pathology laboratory in operation at University of Miami/Jackson Memorial Hospital.

Available for those registering for Friday, May 5 programs. Transportation to and from the Intercontinental Hotel will be provided.

More Lab Industry Firsts!

Choose from two optional full-day programs

Friday, May 5

Two vital topics for every laboratory and pathology group!

Option A

Building the 21st Century Automated Histology Lab—Today!

BIG CHANGES ARE AHEAD for the histology laboratory. New assays, better technology, and automated instrument systems are flooding into the market.

Most histology laboratories are unprepared for these revolutionary developments. After all, the histology laboratory has, until now, been a rather quiet department of laboratory medicine. Most work processes are manual and most technology is established and long-accepted.

That will change rapidly in the next 24 months. To help lab managers, pathologists, and histotechnologists get the full picture of the coming revolution in histology work processes, we've put together the lab industry's first-ever program in histology automation.

Join us on May 5 and hear from histology laboratories that are alpha and beta sites for the newest generation of automated instruments. Hear what they have to say about the benefits of automation—as well as the lessons learned from direct clinical experience.

Use this exceptional opportunity to prepare your histology laboratory for the many changes ahead. Bring several members of your histology team to learn and master everything that's new in histology!

Be First to Learn...

- ...how to use automation to slash turnaround time while improving quality and productivity!*
- ...why histology laboratories will need a capital budget to acquire automated instruments and new assays!*
- ...powerful new ways to use Lean/Six Sigma methods in the histology laboratory!*
- ...secrets of creating the high-performance histology laboratory!*
- ...how to budget for automated systems!*

See full histology day agenda on facing page.

Option B

Readiness for Laboratories... with a Capital "R"!

IS YOUR LABORATORY PREPARED? In the wake of Hurricane Katrina and two years of extraordinarily destructive storms, laboratories and hospitals learned powerful lessons in emergency planning and disaster response.

To answer the call for better contingency planning, the *Executive War College* has assembled laboratory administrators and pathologists who led their laboratories through some of the worst disasters of the last decade.

We call it our "day of disaster!" You'll hear the first-hand experiences from labs which survived hurricanes, earthquakes, the nation's largest and longest electrical black-out, and the SARS outbreak in Toronto. Most of these labs have not told their stories in public, nor have they shared the lab management lessons learned from these unique disasters.

This special day is an absolute must for every laboratory and pathology group practice in the United States and Canada. It is no exaggeration to say that the knowledge shared during this unprecedented "day of disaster" will help laboratories save lives during future natural disasters. Being ready is the key and our faculty is primed to help you sharpen your laboratory's preparedness.

Prepare Your Laboratory...

- ...improve its contingency planning and disaster response capabilities!*
- ...avoid mistakes and oversights that lead to problems during actual emergencies!*
- ...build your personal network of experts in contingency planning and disaster response!*
- ...learn about resources your laboratory can call upon during emergencies!*
- ...learn the survival secrets of other lab leaders!*

See full lab readiness day agenda on page 10.

Option A

Building the 21st Century Automated Histology Lab—Today!

► **register separately
for Friday, May 5
8:00 a.m. – 3:30 p.m.**

8:00 am–8:15 am

Introduction—Program Opens

8:15 am–8:55 am

Changes Ahead in Histology: New Automation, More Assays, Better Technology

Kenneth J. Bloom, M.D., Chief Medical Officer, Clariant, Inc., San Juan Capistrano, CA

Until now, work processes in the histology laboratory have been relatively low-tech and mostly manual. That is changing rapidly. Advances in technology are creating more new assays—many which will need to be performed using automated instrument systems. The implications are profound for histology laboratories. Budgets will need to be expanded to acquire and maintain automated instrument systems. Histotechnologists will need additional training and will be asked to perform more complex tasks. This session provides an overview of the key changes that are poised to transform histology.

8:55 am–9:25 am

Dako's View of the Histology Market and Emerging Technologies

Dennis E. Chenoweth, M.D., Ph.D., Corporate Vice President, Business Development, Dako, Carpinteria, CA

As one of the world's major sources of products to support diagnostic pathology, Dako has unique perspectives on how histology is likely to change. This concise overview summarizes Dako's expectations for the histology market and provides an overview of specific technologies that Dako is developing and expects to reach clinical use in coming years.

9:25 am–10:10 am

Case Study of Histology Automation: Alverno Clinical Laboratories, Inc., Hammond, IN

James Urban, M.D., Medical Director

Each day, tissue specimens from nine hospitals are processed into slides at the central histology laboratory at Alverno Clinical Laboratories. Automation of selected work processes in immunohistochemistry is used to improve antigen retrieval, reduce variability in stain quality, free up FTEs who can be reassigned to higher-value responsibilities, reduce demographic and data input into the LIS, manage reagent inventory, and automate the QA (quality assurance) process. This histology automation supports a digital imaging

system which produces images used by pathologists to read cases. Learn how an integrated, regional laboratory system is using automation in histology to raise the bar in daily service, while lowering costs and improving quality in multiple ways.

10:30 am–11:00 am

Sakura Finetek's View of the Histology Market and Emerging Technologies

Gilles Lefebvre, Vice President Sales, Marketing & Customer Relations, Sakura Finetek U.S.A., Inc., Torrance, CA

In recent years, Sakura Finetek has regularly introduced products that allow histology laboratories to streamline specific work processes, including its continuous tissue processor. The company has definite views about how the histology marketplace is likely to evolve and its product development pipeline is organized around this strategic vision of the histology marketplace.

11:00 am–11:45 am

Case Study of Histology Automation: Kaiser Foundation Health Plan NW, Portland, OR

Robert L. Milewski, Histopathology Technical Specialist

There are three unique aspects to histology at Kaiser Northwest Laboratories. First, this lab is one of the few in the United States to be certified as ISO-9000 compliant. Second, in 2003, using quality management and ISO-9000 principles, Kaiser Northwest designed a new, state-of-the-art laboratory and re-engineered work processes in the new facility. Third, its sophisticated laboratory design and use of quality management methods meant that automation, when installed in the histology lab, delivered an impressive range of benefits. Here's an inside look at how combining histology automation with sophisticated work flow design can lead to major gains in turnaround time, quality, productivity, and reduced costs.

12:45 pm–1:15 pm

Ventana Medical Systems' View of the Histology Market and Emerging Technologies

John Lubniewski, Vice President, Worldwide Marketing (Platform Development), Tucson, AZ

Since introducing its first instrument reagent system in 1991, Ventana Medical Systems has expanded its menu of products used in histology laboratories, in research settings, and in pharma and drug development. Its vision for the future of the histology laboratory incorporates a wide range of perspectives and directly shapes its development of new technologies for use specifically in histology and cytology.

1:15 pm–2:00 pm

Case Study of Histology Automation: Center for Advanced Diagnostics, AmeriPath, Indianapolis, IN

Barb Steinmetz, Lead Medical Technologist

AmeriPath's Center for Advanced Diagnostics (CAD) in Indianapolis offers a broad menu of reference and esoteric testing and is part of AmeriPath's national network of esoteric pathology providers. Its histology laboratory must support this broad menu of esoteric tests, many of which are complex. Targeted use of automated solutions in the histology laboratory has resulted in faster turnaround times, better quality, less variability in staining and other histology processes, and improved productivity and morale among the histology staff. Automation of specimen preparation and processing is also contributing to better quality slides for digital imaging and analysis.

2:00 pm–2:45 pm

Case Study: Using Lean/Six Sigma to Make-over Alegent Health's Central Histology Laboratory, Omaha, NE

Janice Mahoney, Cytology/Histology Coordinator

At the central laboratory of the five-hospital Alegent Health System, the histology lab was among the first in the nation to streamline workflows and boost productivity through the application of Lean and Six Sigma management methods. At the time of this project, the histology laboratory was processing 38,000 surgical cases, 2,400 non-gyn cases and 30,000 Pap smears annually. Following the 16-week Lean project, turnaround time improved significantly. Now, all slides are ready to distribute to the pathologists by 6:30 am each morning. In addition to faster TAT, other benefits have been improved quality, higher staff productivity, and reduction in inventories. Discover how effective use of Lean and Six Sigma methods can unlock substantial benefits in every histology laboratory.

2:45 pm–3:30 pm

Q&A, Open Discussion With Day's Faculty

Moderated by Kenneth Bloom, M.D., Ph.D.

Here's an unmatched opportunity! Spend time with the nation's leading experts in automation in the histology laboratory. Participate in a free-wheeling discussion about what's important, what's not, and how every laboratory should develop its unique strategy for histology automation.

3:30 pm

Official End to the Eleventh Annual Executive War College on Laboratory and Pathology Management

Readiness for Laboratories...with a Capital "R"!

► **register separately
for Friday, May 5
8:00 a.m. – 4:15 p.m.**

8:00 am–8:15 am

Introduction—Program Opens

8:15 am–9:00 am

Laboratory Contingency Planning and Omaha's Disaster Preparedness Efforts

*Thomas Williams, M.D., Medical Director,
Pathology, Methodist Hospital, Omaha, NE*

Within the pathology profession, Dr. Williams has been at the forefront of contingency planning and disaster response preparation, both nationally and in his home town. This presentation covers the role of the laboratory and its parent health system in community-wide preparations for disasters and emergencies. It provides context for why every laboratory must develop contingency plans that address the internal needs of its parent hospital, while supporting the external needs of the community's disaster response effort.

9:00 am–9:50 am

Epidemics & Bioterror Preparedness: Lesson Learned from Toronto's SARS Outbreak

*Susan Poutanen, M.D., Microbiologist &
Infectious Disease Consultant, Toronto Medical
Laboratories & Mount Sinai Hospital, Toronto,
Ontario, Canada*

This is one of lab medicine's most fascinating stories, shared by someone who was "on the ground" throughout the entire crisis. When patients with undiagnosed SARS began showing up in several suburban hospitals in Toronto in 2003, weaknesses in infection control procedures for airborne disease became highly visible. There are plenty of valuable lessons learned in this case study—lessons that could mean the difference between life or death for laboratories and patients alike should similar outbreaks occur in the future.

10:10 am–10:55 am

How the Laboratory at Detroit Medical Center Responded to 48 Hours without Municipal Power and Water

*William Neeley, M.D., Medical Director of
Laboratories, Detroit Medical Center, Detroit, MI*

It was the great power outage in the hot August of 2003, when electricity failed in major cities from Toledo, Detroit, and Cleveland in the west to New York City in the East. During the 48-hour blackout in Detroit, the laboratory at Detroit Medical Center found itself dealing with a variety of unanticipated circumstances, ranging from the lack of municipal water (which cut the source of de-ionized water to several instruments and took most bathrooms in the hospital out of service) to lack of air conditioning to

support certain instruments and the LIS (laboratory information system), which all had to be shut down. Here's an opportunity to understand the overlooked consequences of a wide-spread and long-lasting power failure on laboratories and hospitals.

10:55 am–11:45 am

Hurricane Katrina and its Aftermath: Contingency Plans at Oschner Foundation Hospital Keep the Laboratory in Operation

*Francis R. Rodwig, Jr., Chair, Department of
Pathology & Laboratory Medicine, New Orleans, LA*

During the Hurricane Katrina disaster, Oschner Foundation Hospital earned a unique distinction. It was the only hospital in the New Orleans area which stayed open and served patients before, during, and after the hurricane. Its laboratory was able to sustain the testing activities necessary to support inpatients and the emergency department throughout the event—but not without extraordinary effort. Here's a rare opportunity to hear what aspects of the Oschner laboratory's disaster plan worked, along with the unexpected and unanticipated challenges that required decisive action by the laboratory. You'll gain plenty of practical experience from this compelling presentation.

12:45 pm–1:35 pm

Establishing the Emergency Laboratory During Disaster: Ben Taub General Hospital's Laboratory "Moves" into the Astrodome

*Sylvia Waller, Administrative Director of
Pathology, Ben Taub General Hospital, Houston, TX*

The challenge: in less than 48 hours, assemble a working laboratory inside a sports arena to provide laboratory testing services to 27,000 hurricane evacuees. Labs within the Harris County Hospital District met that challenge. They created a working laboratory inside the Reliance Center that served evacuees housed both there and in the Houston Astrodome. Roving phlebotomists, a patient ID system, and a broad lab testing menu allowed the laboratory staff from the three hospitals of the Harris County Hospital District to provide top quality lab testing services to the emergency clinics established to treat the diverse medical needs of the evacuees.

1:35 pm–2:20 pm

Earthquakes: Lessons in Preparation, "Riding It Out," and Staying Operational

*Donald P. Sharar, Director of Laboratory
Services, Northridge Hospital Medical Center,
Northridge, CA*

This laboratory is literally atop the fault zone that triggered the "Northridge Earthquake." Rated as 6.7 on the Richter Scale, the earthquake caused nine hospitals to close (representing 2,500 beds) and left 22,000 people without homes. Through a combination of good planning and with some luck thrown in, the laboratory at Northridge Hospital Medical Center (NHMC) was able to restore lab testing serv-

ices within 30 minutes of the quake itself.

Throughout this "day of disaster," as it is called today by laboratory staff, NHMC's laboratory executed its disaster plan and responded to the unanticipated. Discover the lessons learned and how the laboratory used this experience to improve its contingency planning.

2:35 pm–3:20 pm

How Laboratory Vendors Can Help During Disasters and Emergencies

*John Kane, Director, Customer Service
Operations, Abbott Laboratories, Inc., Abbott
Park, IL*

It was the immense size and power of Hurricane Katrina which made it a paradigm-changing event and triggered a disaster response effort never before seen by this nation. Among the laboratory vendors that went "above and beyond" the call of duty was Abbott Laboratories. It deployed its Architour trucks to key sites in the affected regions, where they became operational laboratories. Pre-storm planning and post-storm support required a high level of effort and coordination. Learn how companies which sell products to laboratories can help in a crisis. Their resources and capabilities should form an integral part of the contingency planning and disaster response efforts of every laboratory.

3:20 pm–4:05 pm

IT Contingency Planning & Disaster Recovery for Hospitals and Laboratories

*Gary Assarian, D.O., Director, Hospital
Consolidated Laboratories, and Medical Director,
Joint Venture Hospital Laboratories, Southfield, MI*

When Detroit experienced a 48 hour-long blackout during August 2003, the information technology departments of hospitals and laboratories across the region found themselves coping with unanticipated issues. Hospital Consolidated Laboratories (HCL) is an integrated laboratory system that supports three hospitals and a flourishing outreach testing program. Using a "command center" approach, this laboratory organization dealt with shortages of fuel for emergency generators, failures of the phone and cell phone systems, difficulty in reaching off-duty laboratory staff, and keeping instruments and computers cool enough to operate safely. Here's an inside look at the lessons learned, and why off-site hosting of IT services is now a post-blackout reality at HCL.

4:05 pm–4:15 pm

Essential Lessons in Laboratory Readiness and Disaster Response

Thomas Williams, M.D.

4:15 pm

Official End to the Eleventh Annual Executive War College on Laboratory & Pathology Management

2006 Registration Form

Frequently Asked Questions about EXECUTIVE WAR COLLEGE

Last
Chance!

Name 1	Title	Email
Name 2	Title	Email
Name 3	Title	Email
Name 4	Title	Email
Organization		
Phone	Fax	
Address		
City	State	Zip+4

Groups of 2 or more save \$50 per registration.

TUITION DETAILS:

Seminar tuition is payable to THE DARK REPORT. Tuition includes all meeting materials, lunches and refreshments, as well as the evening receptions on Tuesday and Wednesday.

TUITION CALCULATOR

<i>Executive War College (May 3-4)</i>	<i># people x</i>	
Register on or before April 5	_____ x \$745	= \$ _____
Register after April 5	_____ x \$845	= \$ _____
less discounts (if applicable, 2 or more)	_____ x \$ 50	= \$ _____

(May 5)

Option A: The 21st Century Histology Laboratory

	<i># people x</i>		<i>indicate registrant #</i>
Register on or before April 5	_____ x \$295	= \$ _____	1 2 3 4
Register after April 5	_____ x \$345	= \$ _____	1 2 3 4

Option B: Lab Readiness with a Capital "R"

	<i># people x</i>		<i>indicate registrant #</i>
Register on or before April 5	_____ x \$295	= \$ _____	1 2 3 4
Register after April 5	_____ x \$345	= \$ _____	1 2 3 4

TOTAL TUITION: \$ _____

Method of Payment:

Check made payable to: THE DARK REPORT
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Executive War College 2006 is managed by Stargate Events, Inc.
3020 Bridgeway, # 174, Sausalito, CA 94965 • 415-289-2420

When is it? Where is it?

Executive War College 2006 takes place on Wednesday and Thursday, May 3-4, 2006 at the Intercontinental Hotel, 100 Chopin Plaza, Miami, FL 33131 – phone 305-577-1000.

Where can I stay?

The Intercontinental Hotel, located at 100 Chopin Plaza, is on the water in downtown Miami, and it's just a short cab ride to the fine restaurants and entertainment in South Beach. As an Executive War College 2006 attendee, your special discounted room rate is \$189 for single or double occupancy). To guarantee a room at these rates, please call the hotel before April 10, 2006—rooms will be released after that date. The toll-free number is 866-231-9572. Be sure to mention Executive War College 2006 when making your reservation. To reserve a room online go to www.ichmiami.com, follow the instructions, and enter TDG for the Group Booking Code.

How can I save on travel?

For Executive War College attendees, United Airlines will extend additional discounts of up to 10% on any published air fare for travel booked in advance through Journeys Travel. Call Linda at 866-440-1072 between 8:30 am and 5:30 pm PST or email at llane@jbatravel.com

How much does it cost?

Tuition is \$845 for Executive War College 2006. Attendance is optional at either of the one-day intensive "bootcamps" (\$345 tuition) on Friday, May 5, 2006.

How can I save money on registration?

You have TWO ways to save money on tuition fees. If you register by April 5, your tuition is reduced to \$745. We'd also like to give your colleagues the opportunity to share the techniques and new information you'll gain there, so we're offering a \$50 discount per registration for 2 or more colleagues registering from your company or organization. (\$50 discount applies only for May 3-4 War College tuition.)

What happens if I need to cancel?

Substitutions may be made at any time. Cancellations through April 18 will receive a full refund. Cancellations after 5:00 P.M. on April 18 are subject to a \$75 cancellation fee.

Can I guarantee my investment?

If you aren't completely satisfied with the scope and content of Executive War College 2006—if you don't leave with dozens of new techniques to improve the way you do business—we'll refund your tuition in full, promptly and courteously. We're confident you'll find Executive War College 2006 to be time and money very well spent.

Can I earn continuing education credits?

Application has been made to make continuing education units (CEUs) available through the American Association of Clinical Chemistry.

How do I register?

1. Register online at: www.darkreport.com
2. Call 888-291-2525. Our friendly staff can register you as well as answer any questions you may have.
3. Fax this completed form to 415-331-3623
4. Mail the form with payment to: THE DARK REPORT, 21806 Briarcliff Dr., Spicewood, TX 78669.

Can I sponsor at this event?

A limited number of sponsorship and advertising opportunities remain for this event. Please contact Jalene Collins at 888-291-2525.

Space is limited. It is essential to register early!

PHONE: 888-291-2525 FAX: 415-331-3623 or go to: www.darkreport.com

Plus

Two Optional Programs!
see pgs 8, 9 and 10

Option A:
**Building the 21st Century
Automated Histology Lab...Today!**

Option B:
**Readiness for Laboratories...
with a Capital "R"!**

**Register today...
and put yourself in this picture!**

Lab Industry Breakthroughs

- *Our A-to-Z "Consumer Reports" on laboratory automation products*
- *Consumer-Directed Health Plans: threats and opportunities for labs*
- *Space planning secrets to unlock more space from existing lab layouts*
- *"Real time" anatomic pathology through histology automation*
- *Hospital lab outreach successes and regional laboratory networks*
- *Potent secrets of using Six Sigma & Lean in core and histology labs*
- *Profitable molecular diagnostic tests for community hospital labs*

**supplemented with extra learning sessions*

Powerful Case Studies

- **Sonic Healthcare Ltd.**
Sydney, NSW, Australia
- **Pathology Associates Medical Laboratories (PAML)**
Spokane, Washington
- **Century City Doctors Hospital**
Century City, California
- **Path Links Pathology**
Lincolnshire, England
- **Centrex Clinical Laboratories**
New Hartford, New York
- **PACLAB Network Laboratories**
Bellevue, Washington

**plus other compelling lab stories!*

Relevant Topics

- *Proven middleware solutions*
- *Microarrays and other "hot" assays*
- *Ten most costly coding errors*
- *Making money from wellness testing*
- *Frank talk about compliance*
- *Competitive advantage from lab IT*
- *Collecting more dollars from claims*
- *Using automation in phlebotomy*
- *Emerging legal issues in pathology*
- *Lab's role in genetic bio-repositories*
- *Gene CYP 450 testing: big \$'s ahead*

**more than 40 presentations!*

THE DARK REPORT

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2006 EXECUTIVE
WAR COLLEGE
On Lab and Pathology Management

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Please Route To:

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- Project Leader, Laboratory Operations
- Laboratory Manager
- Pathologist
- General Manager
- Vice President, Operations
- Director, Molecular Testing

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