

College of American Pathologists

MINUTES

APPROVED

COLLEGE OF AMERICAN PATHOLOGISTS HOUSE OF DELEGATES

September 6, 2014

Chicago IL

JOINT SESSION WITH RESIDENTS FORUM

WELCOME

House of Delegates Speaker, David A. Novis, MD, FCAP welcomed distinguished guests, CAP Leadership, House and Residents Forum members to the annual House of Delegates/Residents Forum Joint Session at 8:00 am, Saturday, September 6, 2014, at the Hyatt in Chicago IL.

Dr. Novis noted the presence in the audience of distinguished guests, State Pathology Society Presidents, current and past CAP officers and governors, as well as the House of Delegate Steering Committee and Residents Forum staff.

Dr. Novis introduced esteemed guest and Cook County Board President, Toni Preckwinkle.

WELCOME TO CHICAGO

Cook County Board President, Toni Preckwinkle welcomed attendees to Chicago and the CAP Annual meeting. Cook County has the third busiest Medical Examiners office in the country. Ms. Preckwinkle appointed CAP member Stephen Cina, MD, FCAP to oversee this office as Cook County Medical Examiner. A few years ago, the office garnered some national attention related to problems with the Medical Examiner's office. After conducting a nationwide search, the Board appointed CAP member Stephen Cina, MD, FCAP as Chief Medical Examiner, to oversee this office as Cook County Medical Examiner. In two years, he has increased staffing, attained accreditation from the National Association of Medical Examiners, rebuilt the cooler and replaced an antiquated paper record keeping system with state of the art case management. Dr. Cina credits the College for many of the leadership skills he uses on a daily basis. Through his experience with the CAP he acquired the knowledge needed to bring modern laboratory policies and procedures to an office that was desperately in need of revitalization. In closing Ms. Preckwinkle honored Dr. Cina for his contributions to the office of Medical Examiner and thanked CAP members for the work that they do on behalf of patients who are unable to appreciate their good work.

STATE OF THE HOUSE OF DELEGATES

Dr. Novis' provided an update on where the House has been and where we think we need to go in the future to advance their mission of being the voice of the membership. This morning the House of Delegates will elect their next Steering Committee. Last summer, the CAP members voted to remove verbiage from the bylaws designating the House as a legislative body which was ineffective and replacing it with verbiage that

designates the House as the voice of the membership – articulating to the Board of Governors the needs of the members and evaluating how well the College is meeting those needs. To accomplish this we needed to build infrastructure that allows us to bring that voice to the Board and allows the Board to respond with what the College is doing to meet the needs of the members. We also needed a tool to evaluate how well the College is meeting the needs of members and to do this we designed a report card where delegates identify how well the College has prepared and communicated to them on issues of importance. Changed the way we engage delegates through Action Groups to increase the number of delegates involved in the operations of the House. Metrics indicate success via increases in effectiveness, membership and meeting registration. The purpose of all this was to achieve the vision of ONE COLLEGE: the House and the College working together. We achieve this through a three prong approach to provide value. This approach starts with articulating our voice to the Board, the Board incorporates that voice into the policies they create, secondly we populate the College with Leaders and lastly we provide think tank service through the Action Groups which is the embodiment of our Be the customer strategy. Our Action Groups provide input to the Councils on how well their products meet member needs. We need to sustain this value into the future. The way to do this is to create a dependency on the House and create accountability on the House end. We believe the house needs to perform an essential function for the college. The House needs to be accountable for that function. In May the Board supported five new initiatives to the House strategy; make the House of Delegates known, elevate the statue of the House leaders and engage the Governors in the House. In order to do all of this, we need a communication network so we can communicate with our 18K constituents.

For the full details of this speech please visit cap.org. Audio files and PowerPoint files from the Fall '14 HODRF Joint Session are available on the [See & Listen](#) page.

STATE OF THE RESIDENTS FORUM

Dr. Mendoza, Residents Forum Chair, introduced the Residents Forum Executive Committee members and Staff. Dr. Mendoza opened with a quote from Henry Ford to describe the relationship between the Residents Forum and House of Delegates. Coming together is a beginning, keeping together is progress and working together is success.

At the Residents Forum, young physicians come together with the support of their programs and the CAP for a variety of reasons. They seek resources on passing the boards, guidance on fellowships, advice on the job search and the ability to network with peers and established pathologists. Residents are dedicated to beginning their careers as involved and informed change makers and have that opportunity as delegates of the CAP Residents Forum. The Residents Forum acts as the collective voice of pathology residents across the country, identifying common concerns with the belief that they can bring about positive change for residents, residency programs and the future of pathology.

During the Residents Forum meeting today, delegates will elect their next Executive Committee, connect with one another during breakout sessions, discuss each others programs in terms of best practices for graduated responsibilities, see how residents and programs are supported by pathology organizations and engage in those leaders in a question and answer segment. The Good Witness Bad Witness segment will explain the role of pathologists in today's court system and help residents learn the skills necessary when interacting with attorneys.

CAP BUSINESS MEETING

CAP President Gene N. Herbek, MD, FCAP conducted the CAP Business meeting which included approval of meeting minutes, awards, election results and installation ceremonies and acknowledgement of outgoing board members.

CAP FOUNDATION LEADERSHIP AWARDS

Louis Hassell, MD, FCAP, President CAP Foundation bestowed the CAP Foundation Leadership Awards.

UPDATE FROM THE CHIEF EXECUTIVE OFFICER

Chief Executive Officer of the College Charles Roussel's opening remarks highlighted the accomplishments of Dr. Novis tenure as Speaker of the House. We are one college with shared needs that truly reflect the diverse membership of the College. Mr. Roussel explained that the CAP is a unique organization in its combination of many things as part of a seamless whole. It is the collective intelligence of our members that is the underpinning of all that we have accomplished at the College. This vast body of knowledge delivers financial, reputational and societal value for over half a century. This value is the center piece of our new brand expression system. Our enhanced brand conveys how the gifts you all bring combine to create One College out of many talents. It says that we are a global organization, greater than the sum of all our parts, and that we provide integrative and interpretive intelligence. Of all the admiral qualities the CAP possess, the wisdom of our crowd ranks the highest. Our greatest challenge and our greatest opportunity is to continue to produce collectively intelligent solutions to our members, customers and patients problems.

UPDATE FROM THE CAP PRESIDENT

CAP President, Gene N. Herbek, MD, FCAP, opened his speech by talking about how we lead, advocate, nurture and serve. What it means to lead not only with intention but with heart. Leading with heart means being guided not based simply on what we do but why we do it. That's the heart of why we are there. Because of that shared why we are collectively growing our specialty's capacity to communicate, advocate and nurture. Dr. Herbek recognized the work that has been done to reinvigorate the House and grow its role as the voice of the membership. The House is at the heart of our capacity to communicate and lead. Under the leadership of Dr Novis, the House has become more dynamic, engaged and effective and achieved a durable legacy. One bold and

dynamic accomplishment that exemplifies that legacy is the action members took this past summer removing outdated language from the constitution and bylaws recognizing the House as a legislative body and replacing it language that designates the House as the voice of the membership.

While the amendments passed, it was not unanimous. Eight percent of the members did not approve the changes. Dr. Herbek discussed how the results of the vote demonstrate how communication can sometimes be an illusion. We may have had the illusion that we effectively communicated with all members. We must always listen with intention. Still, we need to challenge our ability to listen with INTENT at what IS and IS NOT being said. We must communicate with INTENT, keep your peers and counterparts in the loop.

For the full details of this speech please visit cap.org. Audio files and PowerPoint files from the Fall '14 HODRF Joint Session are available on the [See & Listen](#) page.

HOUSE OF DELEGATES SESSION

WELCOME

Robert DeCresce, Illinois Delegate Chair welcomed House members to the city of Chicago and the Fall '14 House of Delegates meeting. House Speaker, David A. Novis, MD, FCAP welcomed House and Residents Forum members and introduced the House of Delegates Steering Committee members and staff.

CALL TO ORDER

Speaker of the House, David A. Novis, MD, FCAP, called to order the regular session of the College of American Pathologists House of Delegates at 9:20 AM, Saturday, September 6, 2014.

APPROVAL OF THE SPRING 2014 MINUTES

It was moved, seconded, and CARRIED to APPROVE the minutes of the March 1, 2014 House of Delegates meeting in San Diego, CA.

HOD STRATEGIC OVERVIEW AND AGENDA

Dr. Novis welcomed delegates/alternates and guests to the largest registered HOD meeting with 275 member registered for the meeting. He reviewed his State of the House address for delegates highlighting where the House has been and where it needs to go. *For the full details of this speech please visit cap.org. Audio files and PowerPoint files from the Fall '14 HODRF Joint Session are available on the [See & Listen](#) page.*

REALIZING OUR VISION: ONE COLLEGE HOD ACTION GROUP UPDATES

Vice Speaker, Jim Richard, DO, FCAP provided an update on HOD Action Groups and the value they are providing to the College. HOD Action Groups advance our "Be the

Customer” strategy and *One College* vision by providing customer input and feedback to CAP Councils and Committees responsible for developing products, services and programs for CAP members. The very body responsible for developing/implementing a product or service cannot be the body that also evaluates the effectiveness of that product or service. Participation in Action Groups with Council or Committee partners is reserved for delegates who are not already appointed to the partnering Council/Committee. One cannot hold a dual role of provider and customer. We have several engagement efforts under way already: providing mentorship and guidance to this year’s CAP Foundation Leadership Award Recipients, twelve delegates are shaping young minds and careers by participating in the RF Mock Interview program during CAP ’14, as you heard in the morning’s Joint Session and at previous meetings, the CAP public website is undergoing a redesign which will be launched in November of this year. In late September members of the Councils, Committees, the HOD and RF will participate in User Acceptance Testing for the new public website including 49 HOD members. The House has received several requests from the Council on Scientific Affairs and the Council on Education for House assistance in 2014 – 2015 which will be vetting for launch in 2015. Last year the House partnered with the Center to provide new ideas for Evidence Based Guidelines. 3 of the ideas provided by the House are moving forward for development and the Center is asking for House assistance again. As you can see, Success begets success. Our last effort with The Center was considered a significant value to them. They want us to continue. They liked what we did. Delegates continue to be woven into the fabric of the Committees and Councils by providing value. We will reconstitute the Evidence Based Guidelines AG and institute a new AG for a new Center product in development – the Pathology Practice Guidance.

ADVOCACY UPDATE

CAP Governor and Chair of the Government and Professional Affairs provided an update on the CAP’s policy agenda. A question and answer segment followed Dr. Kwass presentation.

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HODSC ELECTIONS: READING OF THE SLATE, CALL FOR FLOOR NOMINATIONS

House Speaker, David A. Novis, MD, FCAP lead the HODSC elections during the HOD meeting. Chair of the 2012 Nominating Committee, Joe Saad, MD, FCAP recognized the members of the 2014 Nominating Committee, discussed the process used to determine the slate and read the slate which was voted on unanimously by the Nominating Committee.

Dr. Novis called for nominations from the floor. Hearing none, Dr. Novis asked for a motion to approve the slate by acclamation. Motion was approved.

A question was raised from the floor about how the nominating committee selected the slate. Vice Speaker, James E. Richard DO, FCAP explained the call for action at the

previous fall meeting and in subsequent emails to complete a candidate form for the office you wish to run for and submit to HOD Staff. All forms received are sent to the Nominating Committee for vetting and determination of the slate.

Dr. Novis asked for all newly elected members to take the stage for installation:

- Al Campbell Secretary/Treasurer
- Martha Clark Sergeant-At-Arms
- Rodolfo Laucirica Sergeant-At-Arms
- Emily Green Member-At-Large
- Sang Wu Member-At-Large

Dr. Novis then asked for the newly elected Vice Speaker, Kathryn Knight, MD, FCAP to the podium for installation. Dr. Novis then asked for the newly elected Speaker, James E. Richard, DO, FCAP to the podium for installation.

SPECIAL RECOGNITION OF HOD MEMBERS

Newly elected House Speaker, James E. Richard, DO, FCAP, recognized two long standing Steering Committee members for their contributions to the reinvigoration to the House of Delegates, Arthur McTighe, MD, FCAP and John Newby, MD, FCAP. Dr. Richard also recognized immediate past Speaker, David A. Novis, MD, FCAP for his four years of leadership to the House of Delegates.

NEW BUSINESS

Dr. Richard called for any new business. Rana Samuel from New York requested an Action Group to review the Steering Committee Election process. John Newby from Maryland, encouraged all delegates to run for HODSC office, discussed the looming problem of ICD - 10 in October of 2015 and requested that the CAP devote resources to the average practicing pathologists who do their own coding, to assist with the transition to ICD - 10. Mike Dugan from CA CAP identified that the CAP has the best voice to address the debate for licensure requirements for the technical staff that fill our labs across the nation. If the College could promote a national requirement for positions across the country it could help laboratories fill these positions. Debra Zynger from Ohio raised issue for herself rather than constituents on over use, stating that if we don't come up with some kind of guidelines pathologists will continue to see cuts.

Dr. Richard encouraged delegates to post these comments on the collaboration space and in the surveys so we can continue to bring information to delegates and build meetings and programs according to what is most important to the delegates. Mary Fowkes from New York discussed the importance of the value of autopsies. Jim Versalovic from Texas speaking for himself stated that pathology needs to address effective utilization of tests. We need to talk about these issues frankly, record them in the minutes and proactively address these issues with the membership. We need to be leaders in healthcare, as a specialty we need to take these issues on as a challenge.

Dr. Richard thanked delegates for their comments and provided a few brief closing comments before dismissing for lunch.

DOING MORE WITH LESS; COLLEGE RESOURCES AND DELEGATE SUCCESS STORIES FOR CREATING OPERATIONAL EFFICIENCIES

House Speaker, James E. Richard, DO, FCAP welcomed members back to the afternoon session of the House of Delegates Fall '14 meeting. The Mission of the HOD is to be The Voice of the Membership. The HODSC designed this afternoon's program based on delegate survey responses on what is most important to you and your practice. One of the topics you identified as most important is creating operational efficiencies in your practice. Our panel this afternoon includes three members to share what they have done and the effectiveness of their efforts.

I'd like to invite our panelists to the stage and then review the format for this segment. Dr. Christopher Otis from BayState Medical Center. Dr. Otis attended medical school at Yale University School of Medicine. He attended residency in anatomic pathology at Yale and subsequently a fellowship in surgical pathology under the directorship of Dr. Juan Rosai. He is a diplomat of the American Board of Pathology in anatomic pathology and cytopathology. He joined the department of pathology at Baystate Medical Center in 1986, where he is currently director of surgical pathology, immunohistochemistry, and molecular pathology for anatomic services. He is a Professor of Pathology at Tufts University School of Medicine. He has published nearly 100 peer reviewed manuscripts and several book chapters including a chapter in Histology for Pathologists. He has participated in numerous local and national societies, having been president of the Directors of Anatomic and Surgical Pathology, president of the New England Society of Pathologists, and program coordinator for the Arthur Purdy Stout Society. His participation in the College of American Pathologists includes the Graduate Medical Education Committee, the Center for Quality (with activities in the LAST project, the validation of whole slide imaging project, and the diagnostic error reduction project). He is a member of the CAP Cancer Committee and is currently chair of the gynecologic pathology section.

Panelist Stephen Raab is currently Professor of Laboratory Medicine at the University of Washington, Seattle, and Memorial University of Newfoundland, St. John's, Newfoundland and Labrador and Clinical Chief of Laboratory Medicine, Eastern Health, St. John's. Dr. Raab has been involved in quality improvement activities for over two decades and currently is an organizational coach in Lean transformation. Dr. Dick Zarbo is the senior vice-president and KD Ward Chair of Pathology and Laboratory Medicine in the Henry Ford Health System and past-president of the United States and Canadian Academy of Pathology. He has served the CAP as past chair of the Quality Practices Committee and the Education Committee. Dr. Zarbo is a transformative leader who has integrated the laboratories of the Ford System into a product-line and has been one of the pathology profession's early pioneers in applying quality techniques and principles of Lean manufacturing to pathology and laboratory medicine for the past 9 years. This successful Lean culture of the Henry Ford laboratories that produced thousands of process improvements is featured in Dr. Jeffrey Liker's book [The Toyota Way to Continuous](#)

Improvement: Linking Strategy and Operational Excellence to Achieve Superior Performance. The Henry Ford Laboratories obtained ISO 15189 accreditation in 2013. It is the largest ISO 15189 accredited integrated, multi-setting medical laboratory system in the US. Dr. Zarbo's curriculum vita includes over 200 peer reviewed publications, with over 50 directly related to laboratory quality. He is clinical professor of Pathology at Wayne State University School of Medicine.

Each panelist shared their insights and perspective to being more efficient in your practice. A Q&A segment followed the panel discussion.

WRAP-UP AND ANNOUNCEMENTS

Dr. Richard thanked all members for their attendance and reminded delegates/alternates of their responsibilities to communicate, serve and attend. Delegates/Alternates are asked to complete all surveys so we know how we are doing, check the website and post your comments, communicate your issues to your Delegate Chair so we can bring them to the College for you, share the information you learned today with your constituents and attend the next meetings: Spring 2015 HOD Meeting in March, the CAP Policy Meeting in May 2015 and the Fall 2015 HOD Meeting in October.

ADJOURNMENT

Meeting adjourned at 4:00 pm on September 6, 2014.