



COLLEGE of AMERICAN PATHOLOGISTS

Candidate: **Raj C. Dash, MD, FCAP**

Institution: Duke University Health System
Durham, North Carolina

PERSONAL INFORMATION

- **Age Group:** 46-55
- **Years in Practice:** 24 years
- **Boards:** AP, CP
- **Education:**
 - Received MD, 1995, University of Illinois, College of Medicine
 - Residency, 1995-2000, Duke University Medical Center
 - Fellowships, 1998-2000, Pathology Informatics, Duke University Medical Center; 2000-2001, Cytopathology, Duke University Medical Center
- **Employment Status:** Full Time
- **Practice Type:** Academic
- **Practice Size:** 31 or more pathologists

CURRENT PROFESSIONAL AND ACADEMIC APPOINTMENTS

- **Position:** Duke University Health System, Professor of Pathology
- **Position:** Laboratory Information Systems, Medical Director
- **Position:** Pathology IT, Vice-Chair
- **Position:** Duke University Health System, Office of the Chief Health Information Officer (CHIO), Director for Laboratory Informatics Strategy



PROFESSIONAL SOCIETY MEMBERSHIPS

- College of American Pathologists (CAP)
- North Carolina Society of Pathologists (NCSP)
- American Medical Association (AMA)



CAP ACTIVITIES

CURRENT

- **Member:** Informatics Committee
- **Liaison – Outbound:** Systematized Nomenclature of Medicine (SNOMED) International
- **Advisor:** Artificial Intelligence (AI) Committee

PAST

- **Governor:** CAP Board of Governors (BOG)
- **Immediate Past Chair:** Residents Forum (RF); Residents Forum Executive Committee (RFEC)
- **Chair:** Artificial Intelligence (AI) Committee; Clinical Informatics Steering Committee; Informatics Committee; Diagnostic Intelligence and Health Information Technology Committee; SNOMED International Standards Board; RF; RFEC
- **Vice Chair:** Information Technology Leadership Committee (ITLC); Council on Scientific Affairs; Web Engagement Steering Committee; Diagnostic Intelligence and Health Information Technology Committee; SNOMED International Authority; RF; RFEC
- **Member:** ITLC; Council on Informatics and Pathology Innovation; Finance Committee; Informatics Committee; Clinical Informatics Steering Committee; Biorepository Accreditation Program Committee; Personalized Health Care Committee; Information Science and Technology Committee; Diagnostic Intelligence and Health Information Technology Committee; National Human Specimen Biorepository Steering Committee; Electronic Media Coordinating Committee; International Committee; SNOMED International Authority
- **Member-J:** Board of Governors; SNOMED International Authority; International Committee

- **Liaison:** CAP Foundation Board of Directors; Integrating Healthcare Enterprise (IHE) AP Domain; Health Level Seven (HL7) General; SNOMED International; NQF Patient Safety Committee; Health Level Seven (HL7) (SNOMED); World Association of Societies of Pathology and Laboratory Medicine (WASPaLM) Secretariat on Informatics
- **Liaison – Outbound:** CAP Foundation Board of Directors; Integrating Healthcare Enterprise (IHE) AP Domain; SNOMED International
- **Advisor:** AI Committee; Informatics Committee; RFEC
- **Delegate:** RF
- **CAP Spokesperson**

SPECIAL PROFESSIONAL HONORS OR AWARDS

- CAP President's Honors Award, 2003, 2007, 2013, 2016, 2020
- CAP Pathology Advancement Award, 2015
- CAP Distinguished Service Award, 2021



NARRATIVE QUESTIONS

Why do you want to be a governor or officer of the CAP?

I believe the fundamental productivity engine within the CAP revolves around the creation, distillation, analysis, and dissemination of information to improve the quality and efficiency of health care services delivered by members and member laboratories. Our engine has a track record of success but is based on architecture that has only recently started to change to keep up with advances in information technology and evolution of health care models. In my first term on the BOG, we started to rethink our approach to how informed decision-making occurs, placing the right information in the right hands at the right time. This entails many things, but chief among them is a culture shift to realize that we are no longer realizing our potential today and that change, and risk is required to better prepare for the future. I look forward to trying to strengthen the CAP in my role as governor by collaborating with other governors and members and staff leaders to develop sound organizational strategies.

What is the strongest contribution you have made or could make as part of the CAP Board of Governors?

Given my prior experience with the Board of Governors, first as a junior member (Chair of the Residents Forum), and then during my first term as a governor, I believe I've achieved a better understanding of the ways in which I can help elicit the most positive outcomes for the organization. Our specialty is at a crossroads in terms of economic pressures and new technologies that both threaten and provide opportunities. I look forward to help inform the discussion that guides our leaders through the difficult choices ahead of us.

What major issues do you see facing the CAP during the next three years?

1. Continued commoditization and decreased valuation of laboratory services.
2. Ever changing political landscape, legislation, and technology with transient windows of opportunity/risk for the CAP to manage.
3. A legacy of sunk IT costs and architecture without the capability to evolve rapidly enough or at too much cost to the organization.
4. Partnering with our new CEO in a way that facilitates a beneficial organizational culture shift where innovation, collaboration, and teamwork are nurtured.

If elected, what do you hope to accomplish?

1. Leverage evolution of the governance model to accelerate innovation from within the organization, enhance work culture, promote collaboration and coordination across various stakeholders, and provide feedback for ongoing learning and improvement over time.
2. Undergo a diligent discovery process to assess and document the current strengths, weaknesses, threats, and opportunities of the organization relative to current processes in use to execute on our strategies.
3. Work with other thought leaders across members and staff to explore how best to facilitate agile, informed decision making at the various levels required by the organization, documenting recommendations back to the relevant Councils, Board and executive leadership.