



COLLEGE of AMERICAN
PATHOLOGISTS

Coping with COVID-19

Part 2 – Impacts on the Laboratory Workforce

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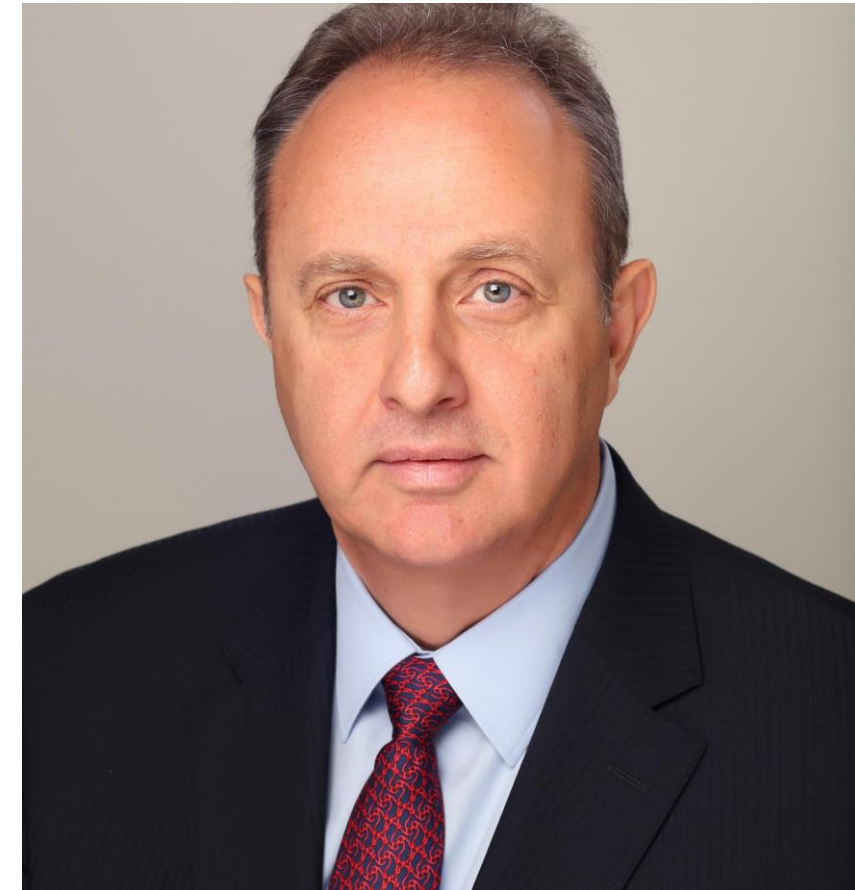
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Board certified AP/CP and Cytopathology

Fellowships in Cytopathology and Surgical Pathology

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Topic for Today's Discussion

- Staffing trends and challenges during COVID-19
- How to achieve higher employee engagement and accountability
- The impact on one health system and a pathology group
- An approach to Emergency Management Planning



Special Note

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**Past Member – Practice Management
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**Chief Operating Officer
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**Senior Recruiter, Human Resources
Incyte Diagnostics**



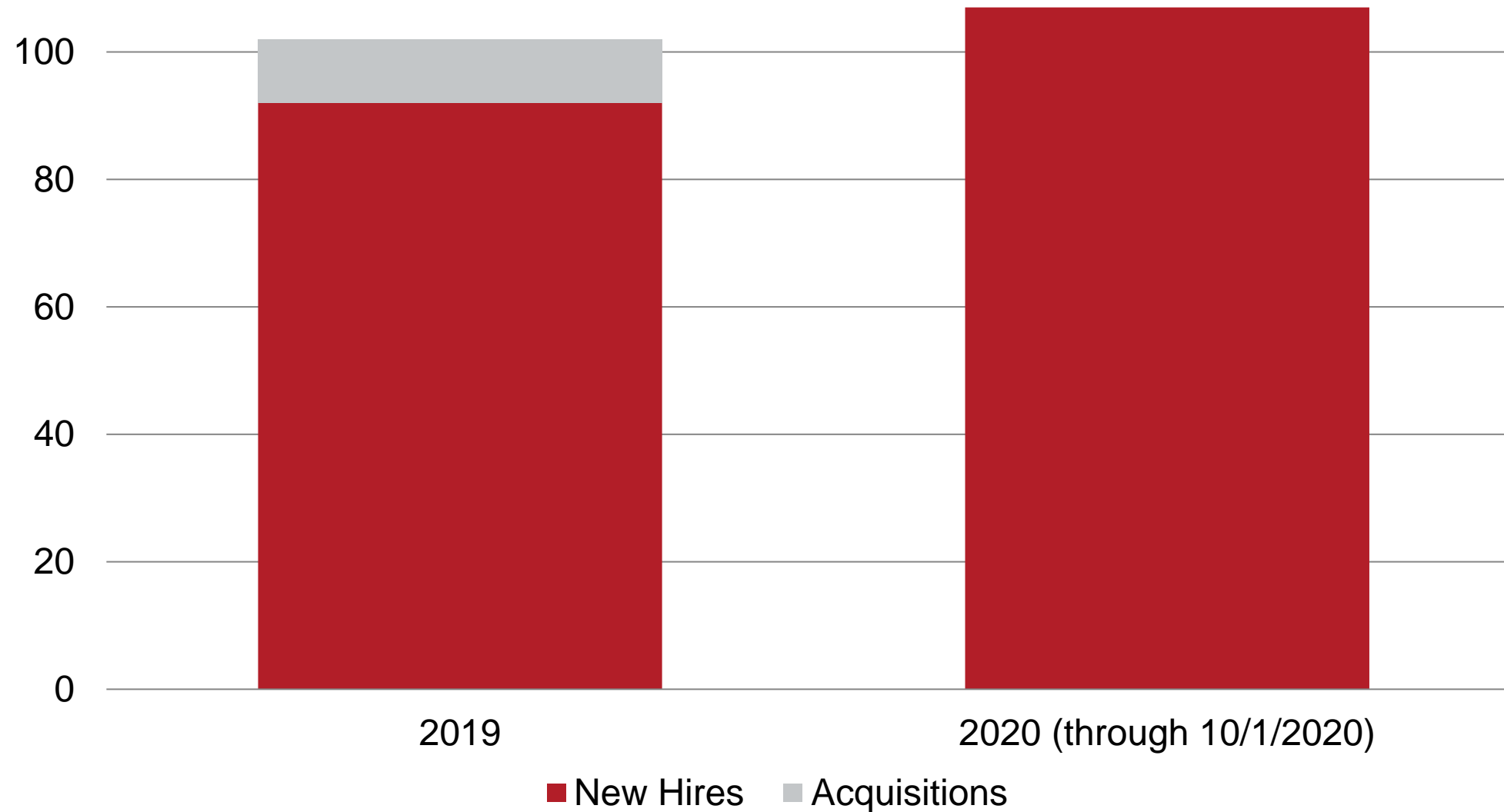
Staffing Trends and Challenges

Erika Drennon

“In the time of COVID, I have had 70 new hires in 3 months, and I have been doing it all solo.”

Incyte Diagnostics: Statistics

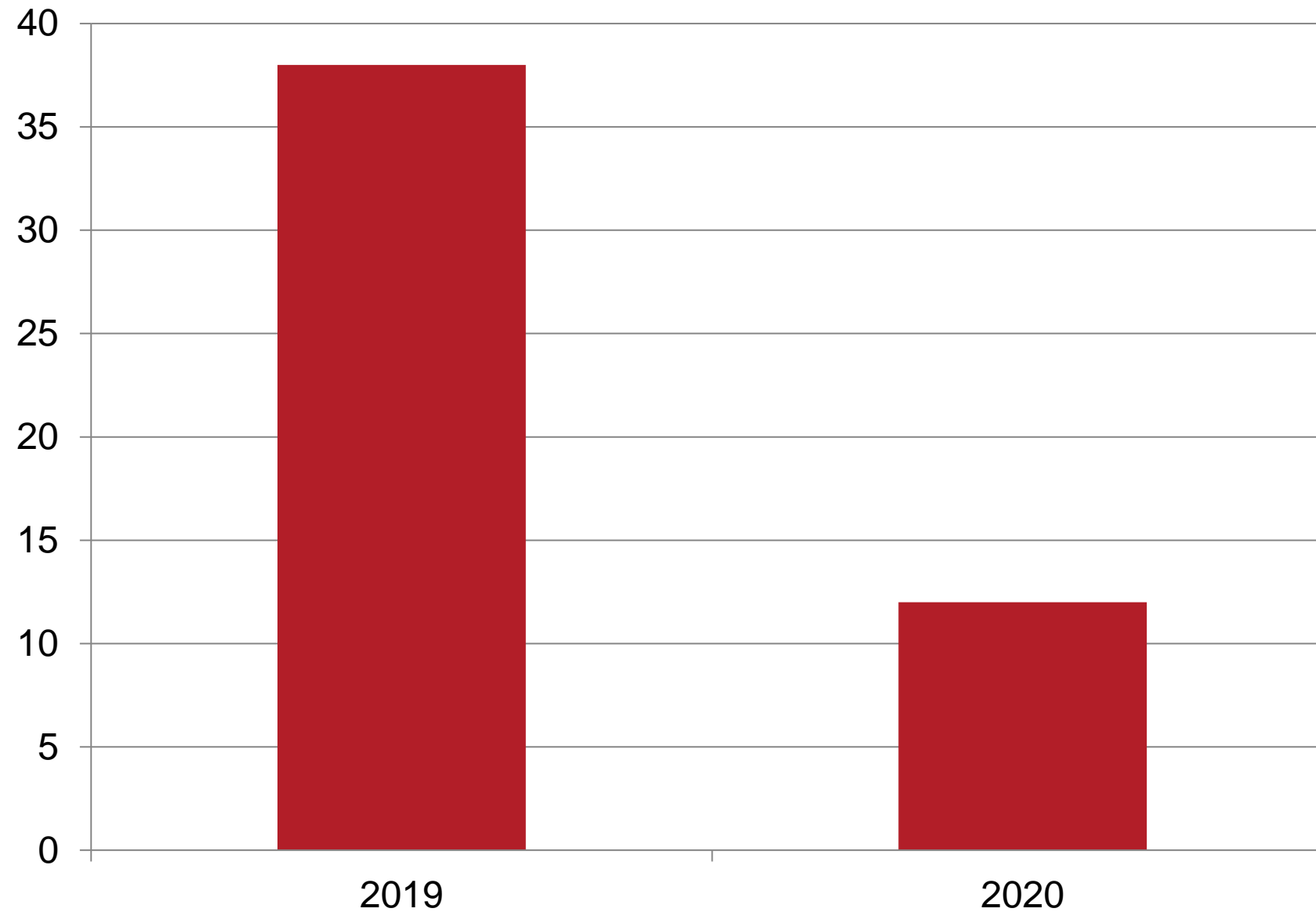
New Hires



Before COVID, we averaged about 10 new hires each month

Incyte Diagnostics: Statistics

New Hires Mid March - June

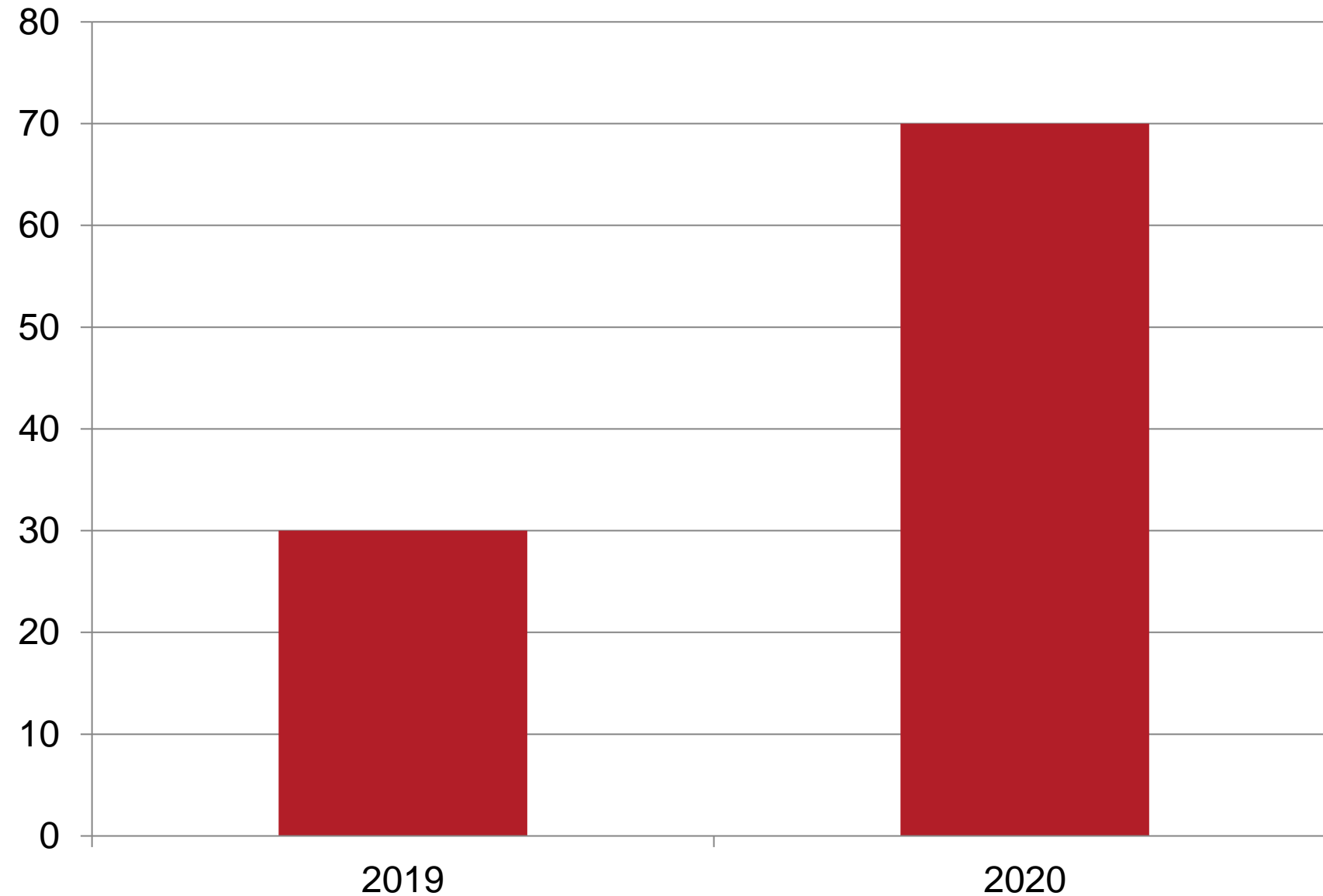


■ New Hires

Once COVID hit, we only hired 10 in 3 months

Incyte Diagnostics: Statistics

New Hires July - September

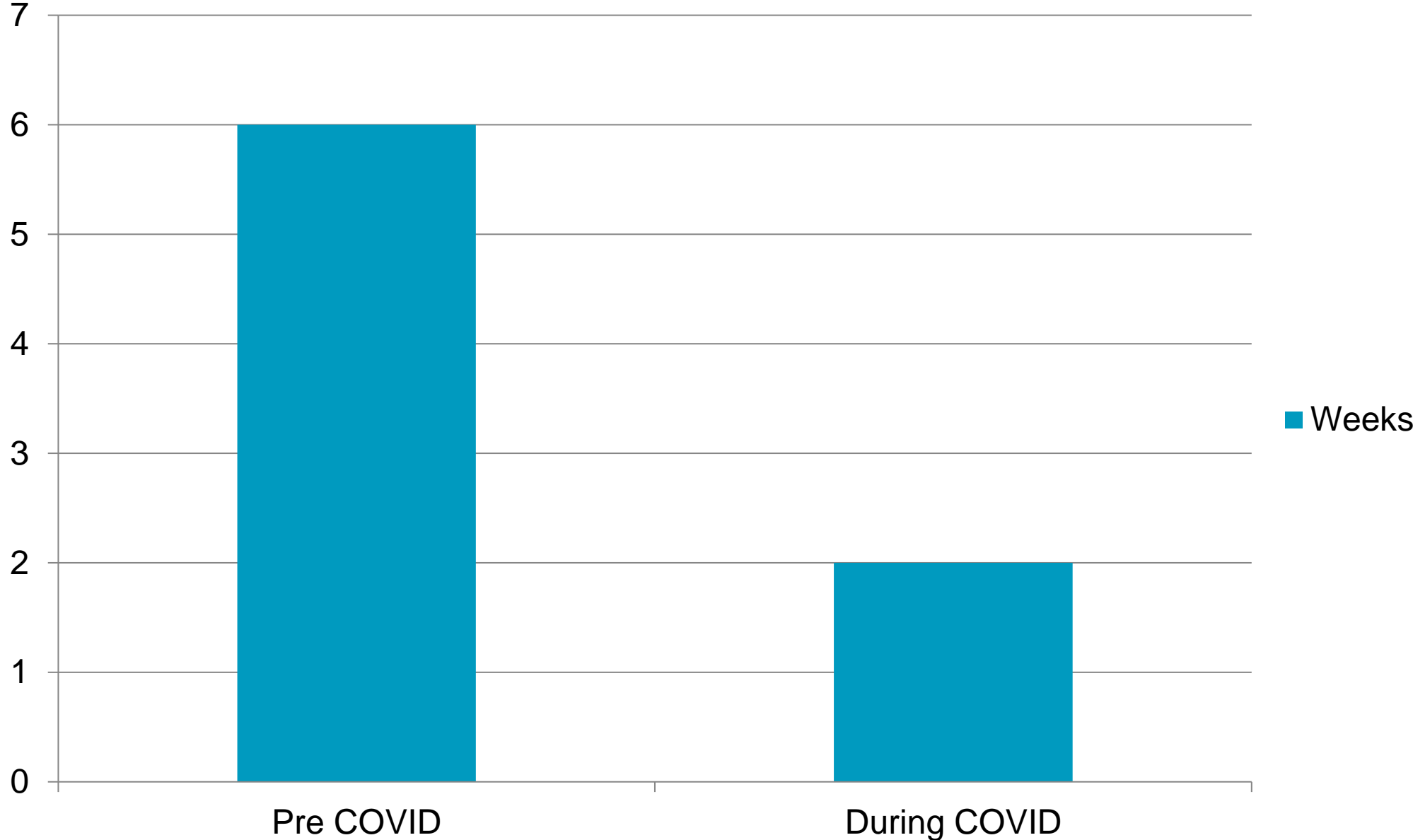


■ New Hires

After we started COVID testing, our hiring rate doubled for 3 months

Incyte Diagnostics: Hiring Process

Hiring Turnaround Time



Incyte Diagnostics: Hiring Process

- **Ideal turnaround time for staff is two weeks. Time constraints that hindered this:**
 - Delayed background checks
 - Delayed drug screen
 - “Ghosted” by candidates
 - Finding qualified candidates that could also pass skills test (not everyone that had educational qualifications would complete the required skills test)

Achieving Higher Employee Engagement and Accountability

Tricia Hughey

Presumptions

- **People remain your company's most important asset**
- **Novel, creative thinkers can be as valuable as experienced staff**
- **Individual responsibility with joint accountability has never been more important**

What do Healthcare Workers Want?

- **High performing clinical environment**
- **Economic opportunity**
- **Workload-life balance**

What do Healthcare Businesses Need

- **Maintain quality**
- **Manage costs**
- **Minimize risks**
- **Maximize revenues**
- **Stay competitive**

Opposing Forces

- **We're in the middle of a mess**
- **Shortfalls and failures occur every day**
- **History and habits die hard**



“Never Let a Crisis go to Waste”

Winston Churchill

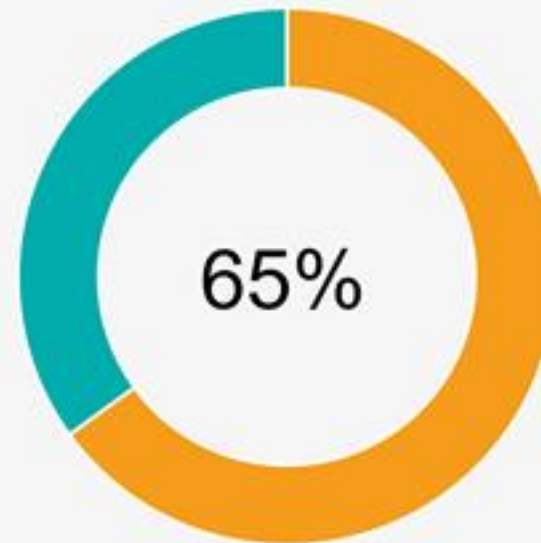
Three steps to the on-ramp







Employee recognition



Of employees haven't received any form of recognition for good work in the last year

Source: Gallup

Shortfalls and Failures Occur Every Day

US Military After-Action Review

- What did we set out to do?
- What actually happened?
- Why did it happen?
- What are we going to do next time?



“To leave people feeling as though they are important and valuable is something we should all hope to have said about us.”

Bill Gates Jr. quoting Bill Gates Sr.

Recommended Reading

- The Oz Principle, Roger Connors, Tom Smith and Craig Hickman
- All Work and No Say, Jody Urquhart
- Harvard Business Review – various articles

Impact on the Health System, Indirect Impact on the Pathology Group

Ron Sconyers

The Pathology Group

- **Metropolitan Pathologists – successful Anatomic Laboratory in Lakewood, Colorado**
- **In 2016 spun off separate corporation Apex Pathology, PC.**
- **Led the organization through the sales process, of the Laboratory, culminating with a sale to LabCorp in July 2019.**
- **Beginning January 2020 Apex had to stand on its own.**
- **Covid-19 Impact**

The Pathology Group

- **RETHINK:** If we were starting over, what would we start doing that we have not traditionally done?
- **RETIRE:** What have we been doing that we would not consider doing if we were starting over?
- **RETAIN:** What did we start doing in this season that we should continue doing when this season ends?

The Health System

- **Health System**
 - System Revenue declined by 19.5%
 - Surgeries **6.8%** decline
- **Adjusting to the “new normal”**
 - Corporate Adjustments
 - Operational Adjustments
- **“Operational Adjustments” - Staffing Reductions create voluntary departures**

The Health System

- **System Operational issues impact on the Apex Group**
 - **Ascribed Authority vs Positional Power**

- **Staff Changes**
 - **Asking Pathologist to assume roles of Non-Pathologist functions**

COVID-19 Emergency Management Plan

Patrick Wilson, MD, FCAP

COVID-19 Laboratory Emergency Management Plan

- 1. Staffing**
- 2. Screening**
- 3. PPE**
- 4. Workspace decontamination**
- 5. Facility Access**
- 6. Morgue Facility**
- 7. Utilize existing institutional incident command structure**

1. Staffing

- **Critical review of existing liabilities**
- **Cross training wherever feasible**
- **Utilization of a float pool**
- **Work from home options**
- **Mitigate childcare/elder care obligations**
- **Determine critical staffing level**

1. Staffing

continued

- **Staffing > 40% of critical level**
 - Suspend non-STAT testing and batch when appropriate
 - Divert testing to other in-system facilities if feasible
 - Divert testing to reference lab partners

1. Staffing

continued

- **> 10% but < 40% of critical staffing level**
 - Maximize PRN employees
 - Utilize staff from other in-system facilities
 - Suspend non-STAT testing
 - Consider diverting specimens to other in-system facilities
 - Consider diversion to reference lab partners

1. Staffing

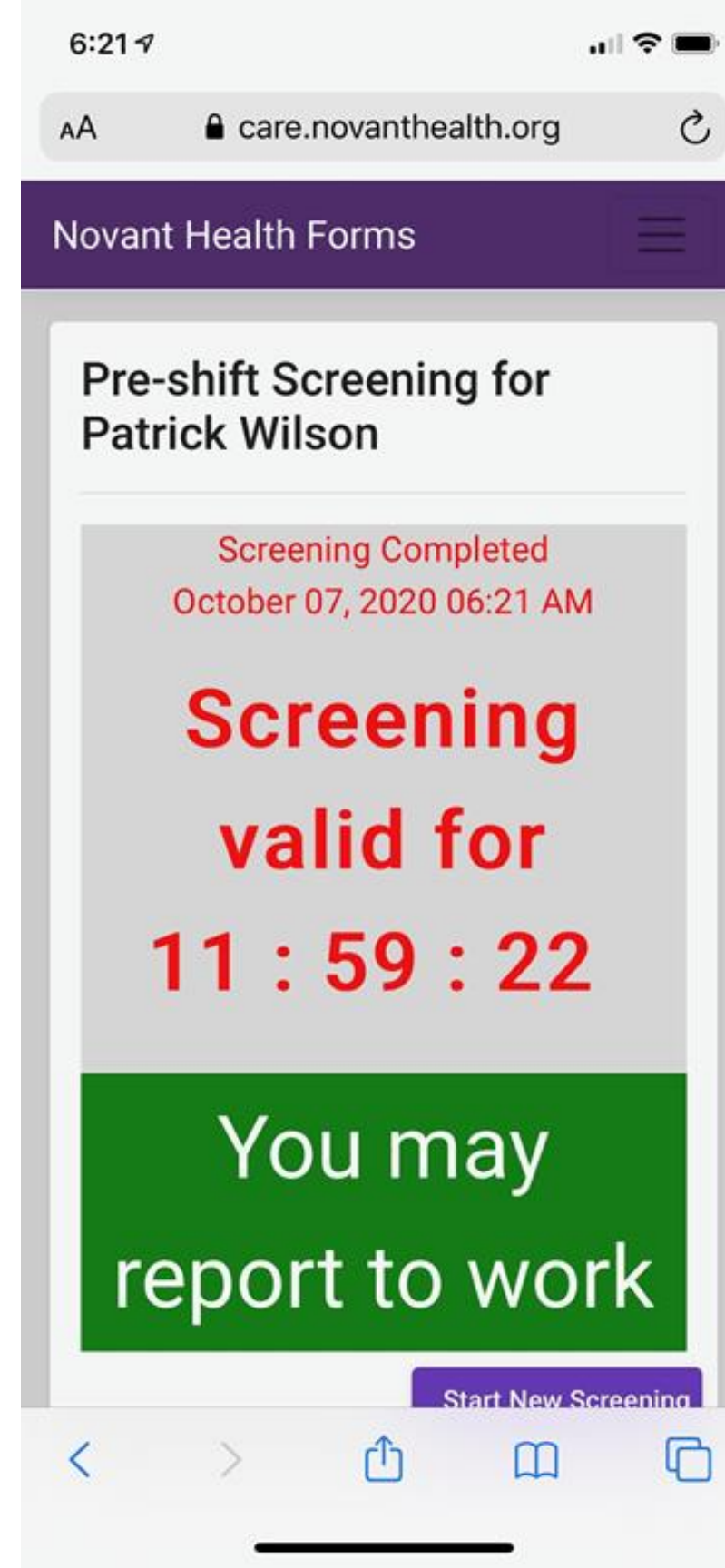
continued

< 10% Critical Staffing

- Doomsday scenario - unable to mitigate with the following:
 - Maximize PRN employees
 - Utilize staff from other in-system facilities
 - Suspend non-STAT testing
 - Consider diverting specimens to other in-system facilities
 - Consider diversion to reference lab partners

2. Screening

- Symptoms
- Temperature



3. PPE and Workplace Decontamination

- Refresher Training
- Reinforce Best Practice



4. Facility Access

- Limit access of vendors to critical service engineers and training personnel
- Review courier delivery points and consolidate as feasible.
- No visitor policy



5. Morgue

- **Assess capacity**
 - Back up plan for excess
- **Physical environment**
 - Negative pressure
 - HEPA filtration
 - PPE

Resources

- **COVID-19**
 - Updates: <https://www.cap.org/covid-19>
 - Information: <https://www.cap.org/news/2020/latest-on-the-novel-coronavirus-covid-19>

- **Practice Management Resources**
 - Toolkits and Other Resources: <https://www.cap.org/member-resources/practice-management>
 - Questions – Real-time assistance email: practicemanagement@cap.org



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