



COLLEGE of AMERICAN
PATHOLOGISTS

Practice Management Networking Community

Constructive Ways to Work With Hospital
Administrations

Karim Sirgi, MD, MBA, FCAP
Maira Larsen, MD, MBA, FCAP

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Karim E. Sirgi, MD, MBA, FCAP

- **Chair – Practice Management Committee**
- **Member – House of Delegates**
- **Member – CAP Foundation, Governance Committee**
- **Board certified AP/CP and Cytopathology**
- **Fellowships in Cytopathology and Surgical Pathology**
- **Owner - CEO Sirgi Consulting LLC Denver, CO**



Moira P. Larsen, MD, MBA, FCAP

- **Member, Practice Management Committee**
- **Physician Executive Director, MedStar Medical Group- Pathology, MedStar Health**
 - **Previous roles include Hospital employment and Medical Directorship**
 - **Independent Contractor as employee of group, partner, and eventually President and Head of Group**
- **Board certified AP/CP**



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Disclaimer

The contents discussed are not intended to provide, and do not constitute professional, financial, billing, marketing, management, or legal advice. They do not represent the perspectives of the CAP, and do not reflect binding positions of participants.

Today's Open Discussion

- Review constructive ways to build a strong relationship with the hospital administration
- Propose best practices for enhancing the visibility of the pathology department in a hospital setting
- Consider whether the COVID pandemic has imposed new realities in that regard

Polling Question 1

How would you consider your group's relationship with your hospital administration?

a- Excellent

b- Good

c- Just OK

d- Not so good

e- Terrible

Traditionally ...

Demonstrate Value to Administration

Reports of Part A Activities

Annual Reports

Detailed Review- Accreditation/Regulatory, Conferences, Teaching

Hospital Committee Work

Medical Executive Committee

Cancer Committee

Leverage Laboratory Data for Process Improvement and Patient Safety

Polling Question 2

How often does the leader (or designee) of your group formally interact with your hospital CEO or designee for laboratory affairs?

- a- At least, once a month
- b- At least quarterly
- c- At least once a year
- d- I don't know

Demonstrate Value to Administration

Coordinate Quality across system locations

Understand and be part of the hospital/system strategic plan

Help develop strong system for change and consolidation

Recommend best practices

Polling Question 3

Do you have a set of regular activities and reports to inform your hospital administration about your group's contribution to its overall success?

a- Yes

b- No

c- I don't know

Demonstrate Value to Administration

Support key service lines

Subspecialty Pathology

Laboratory test menus

Demonstrate Financial Value

Be Visible to Medical Staff and Administration

A microscopic image of a cell cluster, likely a tumor, is visible in the top right corner of the slide. The cluster is composed of numerous small, rounded cells with dark nuclei, arranged in a roughly spherical pattern. The background is dark, and the cells are highlighted in a light blue/white color.

Visit the Physician's Lounge

Attend and participate in Medical Staff Meetings

Volunteer for multidisciplinary committees and projects

Provide subspecialty expertise, including Clinical Pathology

Be a consultant

Polling Question 4

Does the Medical Staff call Pathologists for advice on testing choices or algorithms to assist in diagnosis and/or treatment?

a- Yes

b- No

c- I don't know

The New Reality:

- Less time
- Less resources
- Challenging workforce market
- Less direct interaction

Challenges for sure ... But also Opportunities to Re-invent and Restructure?

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Resources

- **CAP Practice Management Resources**
 - <https://www.cap.org/member-resources/practice-management>
- **CAP Value-Based Business Toolkits**
 - <https://www.cap.org/member-resources/practice-management/value-based-business-toolkits>

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Next steps

- **Next Roundtable Discussion**
 - March 8, 2022
 - Topic: Responding to Different Types of Audits
- **Next PMN Open Discussion**
 - April 12, 2022
 - Billing Hurdles and Coding
- **Two requests**
 - Please complete survey
 - Consider volunteering to lead a future session and share your experience



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