# WhitePaper

# 3 Ways Labs Can Increase Revenue and Gain a Competitive Advantage in the Marketplace

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Clinical Laboratory and Pathology News/Trends

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# Executive Summary

In an increasingly competitive healthcare landscape, laboratories must vie for a share of the nearly 6.1 billion clinical lab tests performed annually in the United States. As independent and hospital-based medical laboratories navigate against the headwinds of shrinking reimbursement levels, it is critical for them to strengthen relationships with current clientele and grow their client base.

*Providing superior, consistent service is essential to thriving in today's healthcare environment, but often easier said than done.*

Providing superior, consistent service is essential to thriving in today's healthcare environment, but often easier said than done. How can labs overcome obstacles standing in the way of exceeding client expectations, while reducing costs and increasing revenue?

This guide offers high-performance labs steps to take control of client relationships and optimize overall performance. It also provides real-world case studies on how leading healthcare organizations used this information to reduce costs and gain a competitive edge in their markets.

# Chapter 1:

## Eliminate Disparate Data Silos

*All too often, however, laboratory information is difficult to access and analyze because it is managed by various departments running a myriad of disparate data systems.*

Up to 80% of all diagnostic decisions are informed by lab test results. All too often, however, laboratory information is difficult to access and analyze because it is managed by various departments running a myriad of disparate data systems. Besides the laboratory information system, data produced by billing, sales and client service systems, which is stored in different silos, collectively contain a massive amount of critical data.

Difficulty accessing this information makes the prospect of capturing a comprehensive view of a lab's relationship with each client and reasons for any issues or complaints a time-consuming, daunting task. As a result, laboratory managers may settle on insufficient, unacceptable solutions, or too much time transpires searching for answers, and already strained relationships progress to "crisis mode."

While most labs have access to data that can guide decisions and help identify reasons for issues, the biggest challenge of which typically involves a lab's ability to easily and promptly make sense of this information. Some labs may even react to client requests or complaints by employing teams of analysts who do nothing but compile and review data from multiple sources, only to realize that "too many fingers in the pie," so to speak, increases the risk for human error.

Consequently, additional problems occur due to labs reaching conclusions based on skewed information. For example, a persistent turnaround time (TAT) issue may appear to be a staffing challenge, when, in fact, it is a staff-training problem.

 

"Healthcare organizations are challenged to acquire and maintain a complete and accurate patient record given the multiple disparate systems that originate orders and results," says Rob Atlas, CEO and Founder of Atlas Medical, a provider of coordinated diagnostics connectivity software. "There are clinical connectivity and workflow solutions in the market today that are completely transforming healthcare. With these solutions, diagnostic-testing facilities can connect directly with their customers, capture clean orders, deliver the right results, and get paid—fast."

*While manually compiled information may be accurate, client issues may be completely overlooked due to a disconnect between top-level or roll-up data and lack of communication between lab management and individual client issues.*

While manually compiled information may be accurate, client issues may be completely overlooked due to a disconnect between top-level or roll-up data and lack of communication between lab management and individual client issues. For example, an executive team may receive reports that show overall order volume up 25% across the organization and, therefore, assumes operations are running smoothly. But in reality a handful of longtime, mid-size clients frustrated over unresolved courier issues are seriously considering switching to a competitor.

Representatives who regularly interact with these clients may know they are aggravated, but try to manage the issues on a one-off basis, fearing that if they lose these clients, their jobs are in jeopardy.

For high-performance labs, having a real-time, transparent view across IT solutions and departments can make a world of difference in managing client relationships. While clients do not expect perfection, they do expect good, consistent service most of the time and prompt, correct answers, as well as a plan for making corrections when things veer off track.

**Case Study: North Memorial Reference Lab**

North Memorial Reference Lab (NMRL), a service of North Memorial Health Care in Minneapolis, Minnesota, struggled with vast data silos created by the aggressive launch of four new IT systems.

*Fragmented systems and a lack of real-time information led to situations where multiple people were working on the same issues without coordination.*

"We knew issues were happening but had difficulty pinpointing the root cause," says Bobbi Kochevar, NMRL's Director of Diagnostic and Therapy Services. Fragmented systems and a lack of real-time information led to situations where multiple people were working on the same issues without coordination. Inevitably, clients felt the impact of these challenges and service began to suffer," she adds.

The NMRL team crafted a plan that reinforced relationships and ultimately boosted client retention and growth. This plan called for:

1. Creating a central hub of intelligence;
2. Aligning departments to drive accountability, and
3. Maintaining ongoing performance visibility.

"In a fast-moving environment, it can be easy for tasks to slip through the cracks," notes Kochevar. "Action items often end up in one-off emails and are captured within an assortment of databases, which ultimately prevents all stakeholders from quickly assessing a client's current status."

By bringing real-time intelligence to the forefront and arming staff with a framework for communication and collaboration, NMRL was able to identify exactly where to focus efforts, drive the right actions, and build amazing client relationships, she explains.

 

In 2013 NMRL activated a cloud-based customer-relations management (CRM) solution for healthcare providers that streamlined reporting and communication processes. Available in real-time throughout the organization, Kochevar says this CRM software provides her team a holistic view of client relationships.

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Discussing the impact of eliminating data silos, Kochevar cites three key ways CRM software improved NMRL client relations:

**1. Real-time intelligence fosters superior relationships**

Critical data housed across various IT systems made it difficult for stakeholders to deliver the best service possible. By replacing disparate data silos with holistic profiles of each patient and provider, NMRL gained insight necessary to proactively address client needs and deliver truly personalized service.

**2. Accountability aligns all stakeholders and departments**

As NMRL's client base grew over time, so did the need for a transparent communication channel. A client service representative, for instance, may have logged a client issue, but forgot to inform the client's sales representative of the problem prior to an in-person meeting. This oversight may lead to duplicate efforts to resolve the issue, and misunderstandings, as well as make it difficult for management to identify the root cause of problems and effect change.

**3. Ongoing visibility drives performance**

The inability to track real-time progress against Key Performance Indicators (KPIs) led to lost time, revenue, and opportunities. And with daily fires to put out and issues to resolve, it was difficult to keep staff focused on important metrics. Now with KPIs front and center staff members are aware of where NMRL stands in achieving goals.

*Within 10 days of activating its healthcare-specific CRM solution, NMRL's customer-service representative logged a complaint and assigned it to the correct lab supervisor for follow-up.*

Within 10 days of activating its healthcare-specific CRM solution, NMRL's customer-service representative logged a complaint and assigned it to the correct lab supervisor for follow-up. The supervisor researched the issue, inserted correct documentation, and added an appropriate root cause and corrective action. The sales representative then set up a meeting and came armed with the knowledge necessary to explain the situation and make the client happy. NMRL went into the meeting with an at-risk client and left with a client reference, saving a $150,000 account in the process.

And as a result of streamlining internal processes, the hospital also increased its client base from one new account per month to one each week. "Our team has ultimately achieved stronger retention and increased growth by creating a more transparent culture," Kochevar concludes.

# Chapter 2:

## Reverse Delayed Issue Tracking

*What happens, for example, if a lab realizes a significant volume decline in an account that is six months in the arrears? With insight into critical accounts, managers would be able to recognize the downward trend in time to take proactive action.*

Resolving client issues can be delayed for weeks or even months due to a lab's lengthy quality-review, which typically occurs every 90 to 120 days, with reports on client issues compiled manually by lab employees long after the incident occurred. With this much time passing, dissatisfied clients may engage a competitor before a problem is identified.

In today's highly competitive healthcare landscape, labs cannot afford to have unclear, real-time views of client issues. What happens, for example, if a lab realizes a significant volume decline in an account that is six months in the arrears?  With insight into critical accounts, managers would be able to recognize the downward trend in time to take proactive action.

For high-performance labs to reverse the impact of a delayed-issue tracking cycle, team members must have access to:

- A real-time, 360-degree view of important client communications and activity history, both online and via mobile devices;
- Real-time notifications that alert appropriate team members of changes in order volume, revenues, turnaround time, or outstanding issues that are due for resolution; and
- Easy-to-use dashboards displaying up-to-the-moment client status, issues, and concerns.

A real-time, holistic view of every client, including those producing the highest volume or revenue, allows labs to quickly resolve client issues, freeing up staff to work on expanding business, pursue new opportunities, and spend time visiting key clients, to discover unmet needs that could translate to additional revenue.

*"Being proactive about using the information to address issues and opportunities with your customers can have a significant impact on outcomes," adds Mr. Hirsch.*

According to Laboratory Billing Solutions (LBS), a leading revenue management solutions firm, billing issues are notorious for taking weeks—sometimes months—to resolve. Capturing metrics around client volume, client profitability, and missing information can help identify opportunities to improve financial performance and ensure labs receive timely payment.

"Billing related data is compiled on a monthly basis for financial reporting purposes but rarely examined or flagged for corrective action and follow-up at the client level," says Tom Hirsch, LBS President. "Being proactive about using the information to address issues and opportunities with your customers can have a significant impact on outcomes," adds Mr. Hirsch.

**Case Study: NextHealth**

NextHealth, a Dallas-based provider of comprehensive clinical qualitative and quantitative urine drug testing and medication monitoring, struggled with reporting and communication challenges that made it difficult to assess overall performance, as well as the status of specific clients. Issues were slipping through the cracks, sabotaging relationships for some of the company's most important clients.

"As a data-focused laboratory, we knew it was critical to track our interactions and outcomes with each client," says NextHealth Lab Administration Manager Marisa Manley. "But manual processes proved to be extremely inefficient from a productivity and quality standpoint and didn't give us the real-time, granular insight our team needed."

*"Now, we are able to track detailed interactions with our clients instantly, creating a great communication portal between NextHealth operations and our sales team," she adds, noting that reports that previously took nearly 40 hours each week to compile are now available immediately.*

In order to stay a step ahead of clients, NextHealth needed a real-time, 360-degree view of each client relationship. Rather than rely on cumbersome spreadsheets or one-off communications, NextHealth activated a cloud-based, healthcare relationship-management solution, which has virtually transformed the lab's reporting and communication processes, allowing staff to track all communication with clients and resolve issues immediately.

"Building strong relationships and providing superior customer service to our customers has always been a top priority," Manley says. "Now, we are able to track detailed interactions with our clients instantly, creating a great communication portal between NextHealth operations and our sales team," she adds, noting that reports that previously took nearly 40 hours each week to compile are now available immediately.

With real-time visibility of critical issues, NextHealth is able to proactively follow up and provide excellent client service. The billing department alone achieved a 434% increase in payments, for example.

With a solid foundation in place for collaboration and accountability, NextHealth experienced a measurable impact across business sectors, including:

- An 11% increase in customer retention rates,
- A 20% boost in productivity, and
- A 65% decrease in unresolved billing issues.

Manley estimates that this relationship-management solution has freed up nearly 80% of her time for other initiatives, while providing her team a real-time view of all clients, activities, outcomes and communications.

## Chapter 3:

# Optimize Real-time Utilization Insight

*While hospitals are responsible for providing patients value-based healthcare, labs must create value for physician clients.*

Measuring and tracking unnecessary or repetitive testing is a daunting task for healthcare organizations. According to a study from Beth Israel Deaconess Medical Center, an estimated 30% of all laboratory tests performed in 2013 across the healthcare continuum were unnecessary.[1]

In today's "volume-to-value" transition, reining in test utilization and costs is an essential priority. While hospitals are responsible for providing patients value-based healthcare, labs must create value for physician clients.

Most labs already store massive amounts of data on client test-ordering patterns. Very few, however have the ability to quickly access and translate this data into meaningful, actionable insight that enables healthcare professionals to immediately know who ordered which tests or organize data by physician, specialty and diagnosis to develop an integrated picture of delivery of care across the healthcare continuum.

Monitoring utilization of lab testing involves monitoring doctors who over order tests, as well as those who order appropriate tests. This enables labs to engage in proactive conversations with physicians to build value and bolster client relationships.

There are three main areas of test appropriateness designed to optimize the healthcare experience.

 

**1. The Right Test at the Right Time**

*The goal of improving utilization is to make the shift from habitual practices to best practices.*

Physicians commonly batch test orders based on practice history. The goal of improving utilization is to make the shift from habitual practices to best practices. High-performance laboratories can access order history data from their LIS, which enables them to monitor test utilization practices, including:

- Adoption: Are physicians adapting to new testing practices? Is lab staff communicating test changes with physician clients and providing adequate education materials on new test menus?
- Over-utilization: Which physicians are ordering the least common tests for a specific diagnosis? Are they consistently ordering a panel of tests to "cover all bases?"
- Under-utilization: Which physicians are not ordering common tests for a specific diagnosis? What is the reasoning behind this?
- Frequency: Which physicians are ordering tests that are consistently "normal" for patients? Are these tests necessary? Comparing frequency of tests ordered against industry-wide benchmarks can help stakeholders determine if utilization issues stem from the diagnosis or physician group.

With real-time insight into all facets of test appropriateness, utilization stakeholders can track physician progress, create tasks to follow up with physicians, and aggregate issues over time to create a holistic utilization picture. Creating an actionable workflow results in proactivity and change. Tracking utilization from beginning to end with real-time, granular insight can build a new cache of data for creating best practices, which in turn builds value-based relationships between labs and their clients.

**2. Test Coverage**

When physicians order tests without attention to best practices, labs risk losing money if insurers do not cover the tests. By tracking which tests are consistently covered by major payers, labs can build a complete picture of appropriate utilization practices, which could potentially save them millions of dollars each year.

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To glean the most insight into ordering practices and test coverage, high-performance labs routinely track:

- Number of tests declined under Medicare's National Coverage Analyses, by diagnosis and specialty, and
- Most recently declined tests by provider, CPT code and diagnosis

Labs already provide more than 80% of information in patient medical records, making them a critical source of data across the continuum of care. Now labs also have an opportunity to influence test ordering patterns, from a coverage standpoint by helping physicians make informed decisions that alleviate reimbursement concerns.

**3. Ongoing Education**

Gaining insight to critical ordering patterns enables labs to become a valuable source of education for their physician clients. By accessing test-specific and physician-specific benchmarks, real-time utilization insights can guide physicians to proactively change test-order habits in meaningful ways. By tracking utilization with real-time, granular insight, labs can build a cache of new data for use in creating best practices, and, in turn, reinforce and build strong, value-based relationships with physician clients.

The ability to appropriately influence physician behavior also creates growth opportunities for laboratories. Knowing the total volume of tests ordered by each physician and number of tests per patient gives labs data necessary to focus sales campaigns to generate the greatest impact. Labs seeking to expand their footprint with current clients now have everything they need for maximum growth, including:

*Knowing the total volume of tests ordered by each physician and number of tests per patient gives labs data necessary to focus sales campaigns to generate the greatest impact.*

- Insight to which tests are most commonly ordered and by whom,
- Ordering activity by time and specialty,
- Ability to focus in on specialties that order the most billable tests per requisition and most frequently, and
- Tools for tracking changes in order volume by physician, location and specialty to provide insight to when an account may be at risk

These patterns and insights offer labs a guide for profiling new opportunities. For example, a lab may build a profile on a successful and profitable client practice for use in targeted marketing efforts. By comparing the test-ordering profile of a successful practice with less successful ones, sales staff could educate physician clients about lab tests most beneficial to their particular specialty and additional lab services.

**Case Study: St. Vincent Seton Hospital**

St. Vincent Seton Specialty Hospital, an acute, long-term care hospital in Indiana, took a proactive step toward the "volume-to-value" shift by creating a real-time, holistic view of its test utilization trends. With patients often remaining in the hospital for 30 days or more, repeat testing is a significant part of both patient care and costs.

 

Troy Reiff, RN, the hospital's former Chief Operating Officer, emphasizes "Above all else, our mission at St. Vincent Seton Specialty Hospital was to provide the highest level of care to our patients." This includes arming our physicians with the knowledge necessary to order the right tests and panels at the right time, rather than repeating them out of habit."

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To instantly identify trends and opportunities for improvement at both the physician and patient levels, the hospital needed to gain a holistic profile of each patient while easily accessing the wealth of intelligence contained in various hospital systems.

St. Vincent Seton implemented a cloud-based solution that eliminated data silos and transformed lab test utilization data into actionable intelligence. This solution provides St. Vincent Seton a holistic view of the hospital's overall performance and individual physicians, as well as patient profiles, at the click of a button, such as:

- Answers to critical questions are now instantly available to the St. Vincent Seton Team, including:
- Which physicians are ordering the highest number of unnecessary panels,
- How they compare to their peers, and
- How they're behavior changing based on feedback from the clinicians.

For example, a physician may initially order a complete metabolic panel (CMP) to monitor a patient's kidney function. If specific tests within the panel repeatedly show normal function, St. Vincent Seton's team could use this intelligence to recommend that rather than a full CMP, the physician order only those tests with abnormal results, such as blood creatinine and blood urea nitrogen (BUN) tests. St. Vincent

Seton would then track whether or not the physician modified test orders after receiving this information.

*Using this approach, St. Vincent Seton reduced unnecessary testing by nearly 7% within a year.*

Using this approach, St. Vincent Seton reduced unnecessary testing by nearly 7% within a year. Meanwhile, patient acuity increased by 5. "With the right foundation in place, we are confident that St. Vincent Seton is now a step ahead of the 'volume-to-value' curve," Reiff noted. "Even more importantly, our physicians are armed with the intelligence necessary to provide superior care to medically complex patients over extended periods of time."

# Summary:

A monumental shift is under way within the medical laboratory industry. Given today's competitive landscape, accurate testing is no longer enough for labs to remain competitive. They must also make excellence in client service a top priority in order to attract and retain clients.

*To achieve the highest level of performance, labs must generate and maintain strong, reliable client relations, while delivering superior, consistent service that bolsters relationships across the continuum of care.*

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This can be achieved by:

- Eliminating data silos to create transparent communications and data sharing between departments,
- Proactively tracking client issues for real-time follow- up, and
- Optimizing utilization practices to provide value for physician clients.

Fierce competition, falling reimbursement rates, and new quality-based care mandates make long-term, profitable relationships essential to a laboratory's survival. By revealing and overcoming challenges that often are overlooked amid day-to-day operational pressures, medical laboratory managers can put their facilities on a path to delivering the best possible service, building client relationships that last a lifetime, and maintaining financial profitability.

 

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# Appendices

# A-1
# About hc1.com

The hc1® Healthcare Relationship Cloud enables health systems and diagnostic labs to personalize the healthcare experience for patients and providers throughout the entire care journey. Designed to meet the specific clinical and business relationship needs of healthcare entities, the hc1 Healthcare Relationship Cloud has been adopted across more than 700 locations around the globe and has processed over one billion diagnostic transactions to date. hc1.com works with industry leaders such as Cleveland Clinic, Alere, Sonic Healthcare, and AmeriPath. The company's healthcare cloud technology has received accolades from respected industry groups, including Gartner Research in its 2015 Hype Cycle Report for Healthcare Provider Applications, Analytics, and Systems and its 2015 Hype Cycle Report for Consumer Engagement with Healthcare and Wellness; Frost & Sullivan, which named hc1 "Best Healthcare CRM for Diagnostic Laboratories" and as a 2015 Business Intelligence Group Stratus Award finalist. More information is available at www.hc1.com, on Twitter @hc1_HRM, on LinkedIn and Facebook.

hc1.com®

# A-2 About Dr. Charlie Miraglia, Chief Medical Advisor

As the Chief Medical Officer at hc1.com, Dr. Miraglia is responsible for engaging with physicians, healthcare executives, and other industry thought leaders to identify current challenges in the delivery of care in order to develop timely and effective solutions to help improve engagement of patients and providers.

For nearly 30 years, Charlie has enjoyed making significant contributions to the academic, clinical, and business missions of a diverse group of healthcare organizations. Prior to his role at hc1.com, Charlie served as Chief Medical Officer for Sonic Healthcare USA. He was also previously the Vice President and Medical Director at LabCorp, as well as the CEO of PA Labs. Charlie received his Medical Degree from Wake Forest University, holds a Master of Science degree in Pathology from Duke, and trained in Clinical Pathology and Transfusion Medicine at the University of Virginia.

 

# A-3
# About Patricia Kirk, Editor

Based in Southern California, Patricia Kirk is a journalist and regular contributor to Dark Daily news briefs and white papers.

# A-4
# About DARK Daily

DARK Daily is a concise e-news/management briefing on timely topics in clinical laboratory and anatomic pathology group management. It is a solution to the dilemma facing anyone in the laboratory profession. New developments, new technology, and changing healthcare trends make it imperative to stay informed to be successful. At the same time, the Internet, cell phones, Blackberries, laptop computers and wireless devices are overwhelming any one individual's ability to absorb this crushing Tsunami of data.

*Dark Daily is a concise e-news/ management briefing on timely topics in clinical laboratory and anatomic pathology group management. It is a solution to the dilemma facing anyone in the laboratory profession.*

DARK Daily is a quick-to-read, easy-to-understand alert on some key development in laboratory medicine and laboratory management. It has no counterpart in the lab world. Why? Because it is produced and written by the experts at THE DARK REPORT and The Dark Intelligence Group, who know your world, understand your needs and provide you with concise, processed intelligence on only those topics that are most important to you!

You will find DARK Daily to also be an exceptionally valuable resource in laboratory and pathology management. Some of the lab industry's keenest minds and most effective experts offering their knowledge, their insights and their recommendations on winning strategies and management methods. Many of these experts are unknown to most lab directors. As has proven true with THE DARK REPORT for more than a decade, DARK Daily serves as your invaluable— and unmatched—resource, giving you access to the knowledge and experience of these accomplished lab industry professionals.

# A-5
# About The Dark Intelligence Group, Inc. and The Dark Report

*Membership is highly-prized by the lab industry's leaders and early adopters. It allows them to share innovations and new knowledge in a confidential, non-competitive manner.*

The Dark Intelligence Group, Inc., is a unique intelligence service, dedicated to providing high-level business, management and market trend analysis to laboratory CEOs, COOs, CFOs, pathologists and senior-level lab industry executives. Membership is highly-prized by the lab industry's leaders and early adopters. It allows them to share innovations and new knowledge in a confidential, non-competitive manner. This gives them first access to new knowledge, along with the expertise they can tap to keep their laboratory or pathology organization at the razor's edge of top performance.

It offers qualified lab executives, pathologists and industry vendors a rich store of knowledge, expertise and resources that are unavailable elsewhere. Since its founding in 1996, The Dark Intelligence Group and The Dark Report have played instrumental roles in supporting the success of some of the nation's best-performing, most profitable laboratory organizations.

The Dark Intelligence Group (TDIG) is headquartered in Austin, Texas. This location makes it very accessible for any laboratory organization seeking input, insight and support in developing their business operations, creating effective business strategies and crafting effective sales and marketing programs that consistently generate new volumes of specimens and increasing new profits. The Dark Intelligence Group, Inc. owns and operates two Web sites in the TDIG Website network:

http://www.DarkReport.com

http://www.DarkDaily.com

# A-6
# About the *Executive War College on Laboratory and Pathology Management*

Every spring since 1996, the lab industry's best and brightest gather at the *Executive War College on Laboratory and Pathology Management* to learn, to share and to network. Many consider it to be the premier source of innovation and excellence in laboratory and pathology management.

Each year, a carefully selected line-up of laboratory leaders and innovators tell the story of how their laboratories are solving problems, tackling the toughest challenges in lab medicine and seizing opportunities to improve clinical care and boost financial performance. The *Executive War College* is the place to get practical advice and solutions for the toughest lab management challenges. A unique case study format brings participants face-to-face with their most successful peers. They tell, first hand, how their laboratory solved intractable problems and successfully used new technology.

Many lab management secrets are shared, along with specific "what-not-to-do's" gained from hard-won experience! It's not pie-in-the-sky theory, but useful knowledge that can be put to use in any lab. The *Executive War College* offers superlative networking, with lab administrators and pathologists attending from countries as far away as the United Kingdom, Germany, Brazil and Australia. It makes the *Executive War College* a melting pot for all the best ideas, new lab technologies and management strategies now reshaping the laboratory industry. It's also become a recruiting ground used by headhunters and major lab organizations.

In the United Kingdom, The Dark Intelligence Group and the Association of Clinical Biochemists (ACB) have co-produced a meeting every February since 2003. Known at *Frontiers in Laboratory Medicine* (FiLM), it attracts laboratory leaders and innovators in the United Kingdom. Also featuring a case study format, this meeting pioneered the international laboratory side-by-side case study, where a North American laboratory and a United Kingdom laboratory prepare a comparison of best practices and an operational assessment of their two organizations.

In September 2005, a laboratory management meeting called *Executive Edge* was conducted in Toronto, Ontario, Canada, by The Dark Intelligence Group and QSE Consulting. It provided pathologists and lab directors in Canada with a customized meeting devoted to the strategic and operational issues of laboratory management in Canada.

# A-7
# About *Lab Quality Confab*

Each fall, since 2007, the *Lab Quality Confab and Process Improvement* convenes. *Lab Quality Confab* remains the only annual conference that provides lab administrators, managers, and quality team members working in clinical laboratories and anatomic pathology groups access to a complete array of professional training in the methods of Lean, Six Sigma, Process Improvement, and quality management systems (QMS). *Lab Quality Confab* provides exceptional networking opportunities, in addition to its myriad educational forums on the art and science of increasing the value of services that labs can deliver to physicians, patients, and payers. Programs, information, and training are available at *Lab Quality Confab* for all lab team members of every level of knowledge and experience.

# Notes

# Notes

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