

## Management Sciences Division

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## Division Purpose

The purpose of the Management Sciences Division shall be to advance and promote the study and practice of management sciences in clinical laboratory medicine.



## Division Goals

- To establish forums for the exchange of information and ideas for those individuals interested in laboratory management, within industry, government, or private sector laboratories.
- To encourage and promote high standards of management in all areas of clinical laboratory medicine.
- To communicate written and oral information in the area of laboratory management among members of the Division and of the AACC.

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The MSD Newsletter is available on the web...

Archived editions of the newsletter are available in PDF format to anyone who visits the website. Current editions are available to division members only, and can be accessed by entering your AACC membership number and email address.

Direct your browser to:

<http://www.aacc.org/divisions/management/newsltr.stm>

Newsletter contributions are always welcome and should be directed to Bill Nowatzke at [billn@lincodiagnosics.com](mailto:billn@lincodiagnosics.com).

The policy of the AACC is that only the President, President-Elect, Secretary, Treasury, Executive Vice-President and the Association's Legal Counsel may make official statements on behalf of the Association. This limitation does not apply to the conduct of routine business transactions. All views expressed herein are solely those of the Contributors, Editor of members of the Editorial Board and not necessarily those of the Association or the Division.

## ***FROM THE CHAIR***



Carl C. Garber, Ph.D., FACB

Greetings to all as we proceed rapidly into this not-so-new year of 2004. This is turning out to be a very exciting and busy year for our Management Sciences Division, as you will see, with the many reports and announcements in the Newsletter. Let me highlight a few. MSD is delighted to be the primary sponsor with the national AACC office of a special Executive Business Management program presented at Notre Dame, and sponsored by Bayer Diagnostics. We will be selecting 20 individuals to attend this one-week program that will be held in November. Please review details in this Newsletter

The Newsletter contains a brief description of the annual MSD Symposium (and Mixer) that will be held on Saturday evening, July 24, prior to the AACC meeting. We look forward to seeing many of you at the Mixer!

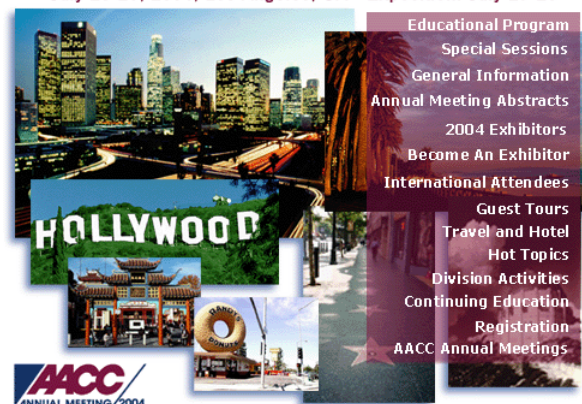
The AACC annual meeting in Los Angeles is coming up fast and I'm sure many of us are making plans to attend. To assist in your planning schedule, a brief listing of management-related sessions (Edutrak, Workshops, and RoundTables) is listed. Be sure to check your complete program for more details when it is mailed out by the National Office. Note, while many of these are sponsored by or

are being presented in cooperation with Management Sciences Division, there are many others that are sponsored by other Divisions, indicative of the many opportunities for partnership. These are listed for your information as well.

Finally, We want to thank you who took the time to express your views and interests in the MSD Survey (results highlighted in the Newsletter), to provide guidance and a sense of priorities for the program topics. We hope the programs highlighted in the Newsletter speak to these priorities. Please remember to send any comments or suggestions or contributions for our Newsletter to our Editor, Bill Nowatzke... or to our new Members at Large of the MSD Executive Committee, Kory Ward-Cook and Steven Manzella, who in this role are also serving as the "editorial board" with Bill for the Newsletter.

Thank you,  
*Carl*

### **AACC 2004 Annual Meeting and Clinical Lab Exposition** July 25-29, 2004, Los Angeles, CA - Exposition: July 27-29



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- Continuing Education
- Registration
- AACC Annual Meetings



## Management Magic

by

**Christopher S. Frings, Ph.D., CSP**

This purpose of this column is to provide useful how-to information on self-management topics that will help the reader work smarter, not harder.

### *E-Mail Update*

Security is the missing link to position the Internet as a pillar of the global economy. Spam and viruses are a big issue for the Internet user. The increase of spam, which clogs the Internet with about 15 billion messages a day, is resulting in a powerful response from companies. The norm is to install new tools and adapt new online behaviors. We are seeing cyberspace with new laws, tougher rules and thicker walls. Look for new laws regarding spam. There is a need for vendors who offer safe and foolproof Internet connections with state of the art spam filters and child protection guards.

In the workplace look for more employer surveillance of workers' e-mail while installing new spam and virus filters. It is not unusual for companies to already screen e-mail for sexual content, competitive leaks and MP3 files. Look for employers to start keeping an eye on instant chat.

**Interesting statistics** (Source: BusinessWeek, Dec. 15, 2003, The taming of the Internet, pp. 78-82):  
"74% of executives say e-mail is even more vital to their business than the telephone."

"10.4 million spam e-mails are sent every minute worldwide."

"80% of the e-mail reaching AOL is ragged as spam and blocked. That's 2.5 billion messages a day."

"7% of U.S. Web surfers say they purchased something from unsolicited e-mail."

### *When changing your e-mail address*

Most people do not give proper notification of a change in their e-mail address to people they correspond with when they change e-mail addresses. This results in a time waster for both people! Last year I changed my e-mail address for the first time. The following strategies worked well for me:

1. Send a test e-mail to your new address. Make sure it gets delivered.
2. Keep your old account open. It's tempting to close your old e-mail account to save a few bucks and to slash the amount of spam you receive. Keep it active at least 90 days.
3. Notify everyone in your e-mail address book that you are changing e-mail addresses. In your notification include two e-mail addresses. Most people send a change request from their new email address and forget to include their old e-mail address as reference. If you get an e-mail at the old address after notifying them of you e-mail address, remind your sender to update your old e-mail address. You might say: "I just got your email... thank you. I'm days away from changing my email address... can you update:  
Old email address: [old@xxx.com](mailto:old@xxx.com)  
to:  
New email address: [new@xxx.com](mailto:new@xxx.com)"
4. Ask for confirmation by adding the following at the bottom of your email change request: "Please confirm and forward this message to my new e-mail address at [new@xxx.com](mailto:new@xxx.com)."

*E-mail Update (continued)*

### ***Tips when using e-mail***

- Check e-mail several times each day. Don't become chained to e-mail by monitoring incoming e-mail on a continuous basis. E-mail creates its own sense of urgency, but most of the communications are not urgent. Constantly checking and responding to e-mail is like having letters delivered to your door one at a time. It's a big distraction and a poor use of your time. Let your incoming e-mail batch up and respond to them several of times per day.
- Get off unnecessary e-mail lists. The best way to deal with a problem is to never have it. If you are receiving lots of unwanted e-mails, ask to be removed from the various lists. This would include your inclusion in unwanted "cc" lists or unappreciated solicitations from those promising "unlimited wealth without risk or effort."
- Share your e-mail address only with those whom you want to give direct access. You might want to get a separate free e-mail address (for example, Hotmail or Yahoo) that you use only for the important communications you wish to receive.
- As you open each e-mail do one of the following: a.) If it requires a quick response (for example, it will only take a minute or two), respond to it and delete it. b.) If it requires a response but is not the best use of your time, try to think of a way of delegating it. c.) If it is going to take any serious amount of time to respond (beyond a minute or two), schedule it for action in your datebook organizer (electronic or paper) and then download the message, save it, or print it out for future action.
- The first time you deal with a new prospect always get their e-mail address. After one unsuccessful follow-up phone call (left message, but no return call), send them an e-mail. Usually gets a quick response. As a result, the length of the sales process has decreased drastically.

- When you are replying to an incoming message, if the subject has changed from the message originally sent you, change the subject! Don't just let the subject of your reply be "Re: some topic" that is no longer relevant. People like to know what an incoming message is really about. If you are answering a portion of the incoming message, copy that portion into your reply with indent marks (>) or brackets (<<>>) to identify it. Don't set your e-mail program to copy the entire message into the reply automatically. Copying an entire message should be done rarely.

**Bottom line.** E-mail is a great technology tool. When used appropriately it helps us work smarter. Unfortunately many people consider e-mail a problem rather than a solution in their life. Using e-mail effectively is a learned skill.

***Adapted from Frings, C.S., The Hitchhikers Guide to Effective Time Management: The only time management book you will ever need, AACC Press, Washington, DC (ISBN 0-915274-95-7), 1997 (\$20.00). To order this book use the order form on my website: [www.chrisfrings.com](http://www.chrisfrings.com). Volume discounts on these books are available from Dr. Frings.***

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Christopher S. Frings, Ph.D. is a consultant and professional speaker. Dr. Frings speaks and consults on management topics such as managing change, time management, reaching goals, drugs in the workplace, and management & leadership strategies for succeeding in the 21st century. Dr. Frings is a clinical professor at the University of Alabama at Birmingham in Pathology and Allied Health Sciences and is president of his consulting business, Chris Frings & Associates, 633 Winwood Drive, Birmingham, AL 35226, phone: 205-823-5044; fax: 205-823-4283; E-mail: [chris@chrisfrings.com](mailto:chris@chrisfrings.com); Website: [www.ChrisFrings.com](http://www.ChrisFrings.com).

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***Strategies for Leadership  
Success Series  
Part I***  
by  
***Donald J. Cannon, Ph.D.***

Are excellent leaders born to lead? Can leaders be made? Are there special skills of leadership? The answer to these questions is yes. In any walk of life leaders arise from various backgrounds but not all are successful. This is seen daily in the public media’s exposures of leadership failures. In the twenty first century, leadership in clinical laboratory medicine is sorely needed at all levels of an organization.

In a series of articles for the Management Sciences Division, I will try to review strategies for leadership success. No guarantees, no promises but I hope to present some common sense, thought-provoking ideas for future and present leaders, for the evaluation of current leaders and to stimulate even better ideas on this key topic.

Anyone can be a leader. Knowledge, training, and experience are required. The accumulation of these three attributes never stops and the driving force for this most critical leadership quality is desire. Desire to lead others, to assume difficult tasks, to think out of the box, to help others to achieve their best. These are key leadership roles and they involve setting goals, staying focused, improving procedures and always striving for the highest quality in all of one’s actions. Sounds simple - perhaps. One must remember that being the boss is not necessarily being a leader. A leader has personnel working with him or her to accomplish organizational objectives and a leader is responsible for personnel welfare – the ideal combination for this is excellent skills and solid behavioral practices.

Leaders excite people. They build strengths. They assume the role of supervisor, manager and leader. Yes, they supervise and

they control, but they also create commitment and they are ready to take charge in times of crisis or change. Leaders have vision and inspire personnel.

Preparation is critical to be a leader. One must first have a thorough technical knowledge of whatever areas of endeavor that are necessary to achieve objectives. For this review, that would be all or a sub discipline of clinical laboratory medicine. Next, whether in a for-profit or non-profit setting, knowledge skills of a business/financial nature are necessary. Finally, those behavior qualities mentioned above, must be mastered. This includes the qualities that a good supervisor or manager possesses and even further qualities directly related to leadership development.

Knowledge is key – live it, apply it, never stop acquiring it – use reading materials, relevant courses, professional organizations, outside meetings and seminars, and appropriate social functions. Vary your background, interact with other people besides co-workers, be aware of all organizational activities that interact and surround your own little world. Build up your experience by getting involved in cross-disciplinary project teams. Master your communication skills. Do your homework (yes – it never goes away) – detailed research is knowledge and power (Table 1).

**Table 1. Learning to Lead**

Quality	<ul style="list-style-type: none"> <li>• Constantly improve process and product</li> <li>• Uphold organizational vision, mission, values, direction</li> <li>• Motivate staff</li> <li>• Use financial resources efficiently</li> <li>• Ensure effective vital processes</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>• Formal settings</li> <li>• Informal discussions</li> <li>• Coach others</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Project involvement</li> <li>• Be flexible</li> <li>• Widen horizons</li> </ul>

*Strategies for Leadership Success Series  
(continued)*

Leaders originate, inspire trust, ask why, stay up-to-date on changes and trends, challenge everything (with tact), and do the right thing. Leaders share internal information and bring outside information into an organization. The goals of true leaders are to gain respect, win loyalty, develop confidence and very important, retain a sense of humor. In the next installment, we will examine further the attributes of solid, effective leadership.

*“The two hardest things to handle in life are failure and success” Anon.*

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**Call for Nominations for the  
2004 Award**

## **Outstanding Contributions to Management Sciences**

**The Awards Committee of the  
Division of Management Sciences  
is requesting nominations for this  
award to be presented in 2004.**

**Criteria: Member of the Division  
of Management Sciences who has  
made outstanding contributions to  
the field of management sciences  
in the clinical  
laboratory/healthcare industry.**

***Nomination Process: submit nominating  
letter (email, fax, mail) and cv of  
nominee with no more than 2 seconding  
letters to:***

***Donald J. Cannon, Ph.D.***

E-mail [veritas@voicenet.com](mailto:veritas@voicenet.com)

US Mail ***91B East Fairmount Avenue  
Maywood, NJ 07607***

Fax --- ***201-845-9354 (call first)***

**Deadline for Nominations: May 31,  
2004**

# Management Sciences Division Survey Results

## Mary C. Haven



Thank you so much for spending the time to answer our Management Sciences Division Survey on your educational needs. We had 38 members answer our survey. We have nearly 400 members, therefore we had about a 10% return. While we would have liked higher participation, we will use the results in our future educational planning.

The demographics of those who answered the survey were very interesting:

- 88% have been AACC members for 4 or more years.
- 40% have been members of MSD for 1-3 years, 40% for 4-10 years.
- 37% have a functional title of administrator/director, 25.7% as manager, 11.4% as supervisor, 2.9% as technologist and 2.9% as pathologist.
- 45.7% work in hospitals, 25.7% in independent laboratories, 11.4% in industry, 2.9% in teaching/medical school, 5.7% in government and 8.6% in other.
- 79.4% were U.S. members, 20.6% were international members.
- 67.6% have attended the Annual Meeting in the last 3 years.
- 91.4% are planning to attend the Annual Meeting in the next 3 years.

The MSD newsletter was ranked the most important educational service offered by the Division, followed by the educational sessions sponsored by MSD at the Annual Meeting, then the MSD leadership seminar at the Annual Meeting and then the MSD web-site.

The top ten educational needs, in order of importance, and the actual data are shown in the table below. There was a tie for the top two educational needs.

<b>Educational Need</b>	<b>Very Important</b>	<b>Important</b>	<b>Somewhat Important</b>
Customer service	69.4%	25%	5.6%
Medical errors	69.4%	25%	5.6%
Clinical utilization of laboratory data	69.4%	22.2%	2.8%
Managing change	68.4%	23.7%	0%
Leadership skills	63.2%	26.3%	5.3%
Strategic planning	63.2%	23.7%	7.9%
Improving delivery of laboratory services	61.1%	30.6%	8.3%
Managing laboratory information	61.1%	27.8%	8.3%
Quality management (TQM)	61.1%	22.2%	11.1%
QA and QC	58.3%	22.2%	13.9%

Twenty six participants included their names and addresses and will be eligible for a \$50 drawing for a gift certificate to AACC Press which will take place at the MSD Leadership Seminar and Reception on Saturday evening, July 24<sup>th</sup>, in Los Angeles. The gift will increase to \$75 if the winner is present at this meeting. Further information on the actual site will be in the next newsletter. An announcement will also be sent to you via e-mail. A chance of 1 in 26 is certainly better than the lottery!

Again, a huge THANK YOU to all of you who participated in the survey.

MSD and AACC are pleased to announce an exciting opportunity to improve your business skills as a healthcare professional.

**Bayer Diagnostics Executive Management Program**

University of Notre Dame  
Mendoza College of Business  
South Bend, IN  
November 15 - 19, 2004

Through the efforts of Management Sciences Division and AACC, Bayer HealthCare Diagnostics Division will sponsor 20 scholarships for AACC members to participate in an Executive Management Program at the University of Notre Dame, Mendoza College of Business. This Executive Education Program is designed to provide diagnostic health care professionals with a core base of business skills. The curriculum for the 5-day program, November 15 – 19, includes the following session topics:

- Strategy Workshops
- Responsibility of Leadership
- Leadership Mindset in and Era of Hyperchange
- Marketing for a Competitive Advantage
- Financial Statements and Analysis
- Capital Budgets and Strategic Cost Management
- Managing Performance

More information will soon be available including criteria for the scholarships and how to apply. Many Management Sciences Division Members have attended previous sessions and recommend it highly. Here's what some AACC Management Sciences Division members had to say after attending the Bayer management program:

"The Bayer Executive Management Program at Notre Dame was extremely helpful in identifying opportunities for improvement in critical laboratory management areas. Most useful were the discussions provided by the Notre Dame staff in response to questions as well as the opportunity to compare notes on laboratory issues with fellow attendees which was extremely insightful. In addition, the program provided a very positive learning environment for the discussion of important, current laboratory related management issues."

*Leroy Mell, Laboratory Director, Anne Arundel Medical Center, Acute Care Facility*

"The Executive Management Program is designed by the University of Notre Dame's Mendoza College of Business for Bayer Diagnostics and is targeted towards Laboratory professionals. The courses are interactive, and the discussions between the Notre Dame professors and Laboratorians are challenging and thought provoking. This program is excellent for Clinical Chemists and Laboratory Managers who have no formal business education."

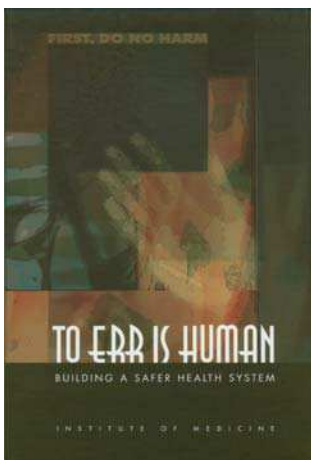
*Susan Gross, Senior Supervisor, Chemistry, San Francisco General Hospital / UCSF*

"As an individual that has been trained from a clinical and technical perspective, I had little exposure to formal management training. The Bayer Executive Training Program at Notre Dame University provided me with that experience in a brief, but concentrated review of management strategies successfully used both inside and outside of medicine today. Discussions were thought provoking and the instructors were knowledgeable and approachable. I feel that this program assists in the very real and immediate need to train the next generation of laboratory leadership."

*Stephen Manzella, Ph.D., Director of Clinical Chemistry, York Hospital, York, PA*



# Management Sciences Division



## Ninth Annual Leadership Seminar

**Saturday evening, July 24, 2004**  
**The Westin Bonaventure**  
**Room: Beaudry B**  
**Los Angeles, CA**  
*Reception 5:30 PM, Speaker 6:30 PM*

### **The Role of the Laboratory in Reducing Medical Errors**

*by Stephen Manzella, Ph.D.*  
*Director, Clinical Chemistry*  
*Laboratory Services*  
*York Hospital*  
*York, PA*

#### **Learn:**

- **The importance of reducing medical errors**
- **How to develop a laboratory-wide system for error reduction**
- **Practical methods for error reduction in laboratory services**

#### **HOW TO REGISTER**

There is no charge to attend the reception and seminar. However we would like to know how much food to order.

To reserve your seat, fax this page to **Mary Haven** (Fax #: 402-559-8696) or send her E-mail with the information below ([mhaven@unmc.edu](mailto:mhaven@unmc.edu)). Note that the Reception for Division members and potential members is at 5:30 PM in the same location. The seminar will follow at 6:30 PM. Information on the exact room in the Westin Bonaventure will be available at the hotel.

\_\_\_\_ Please reserve me a seat at seminar program.

\_\_\_\_ I also plan to attend the reception at 5:30 PM.

Name: \_\_\_\_\_

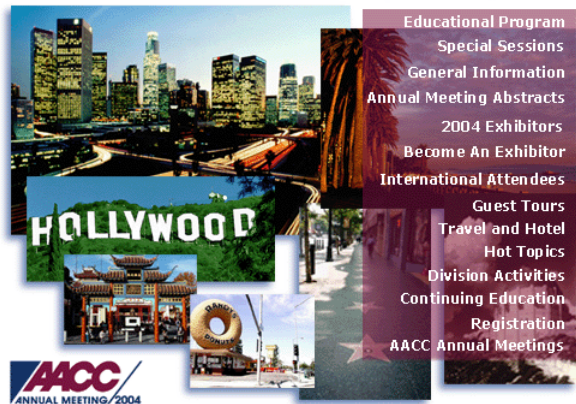
Address: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

Phone #: \_\_\_\_\_

Fax #: \_\_\_\_\_ E-mail: \_\_\_\_\_

**AACC 2004 Annual Meeting and Clinical Lab Exposition**  
July 25-29, 2004, Los Angeles, CA - Exposition: July 27-29



**Below is a brief listing of all Management-related presentations on the 2004 annual meeting program:**

- David Koch-Concepts and Practices in the Evaluation of Laboratory Methods
- Kristian Linnet- Statistical and Graphical Tools for the Laboratory From Test Utility to Internal Quality Control
- Amadeo Pesce-How to Determine Reference Intervals
- Ronald Laessig- Developing Successful Strategies for Meeting the Regulations (JCAHO,CAP,COLA, CLIA)
- Eileen Gorman- The IRB: A Mock Session
- Donald Young- Managing Laboratory Utilization
- Cherie Petersen- Leading A Successful Outreach Program: Leveraging Your Role in the Sales Process
- Oswald Sonntag- Interferences – The Unsolved and Ongoing Challenge for the Medical Lab
- Michael Astion- Patient Safety and the Clinical Laboratory
- Derek Lehane- Management of Product Evaluations and Clinical Trials
- Callum Fraser- Biological Variation and Quality In Laboratory Medicine
- Carmen Mariano- “Follow Me!” The Art of Leadership
- Kenneth Blick- Automated Immunoassay: Past, Present & Future Trends
- Pennell Painter- Growing the Clinical Laboratory
- Christopher Frings- Management and Leadership Strategies for Succeeding in the 21st Century
- James Love, Jr.- Making Six Sigma Work For You
- Rodney Forsman- Strategies for Securing the Viability of Community Laboratory Services
- Carmen Mariano- Stand and Deliver: The Art of Speaking in Public
- Terry Jo Gile- Survival Skills for Creating a Safety Savvy Laboratory
- Lawrence Crolla- Basic Financial Skills for the Hospital Laboratory
- Ronald Lepoff- Your CAP Inspection Success Plan
- Marie Zureick- Standardization of Instruments, Methods, Quality Assurance, and Competency Programs in a Consolidated Laboratory

Craig Lehmann- Telehealth Technology: Reducing Costs, & Improving Quality of Life for the Elderly

Jay Jones- Building a Standard Electronic Medical Record: Implications for the Laboratory

Neil Greenberg- Identifying Suitable Reference Materials, Methods and Laboratory Networks for Calibrator and Control Traceability

Donald Powers- Global IVD Standards: Impact on the Design and Use of IVD Systems

Christopher Price- The Impact of Analytical Performance on Outcomes

Daniel Farkas- Regulatory and Reimbursement Issues in Molecular Diagnostics: The Financial, Laboratory, Manufacturer, Payer and Legal Points of View

Carol Lee- Challenges in the Development of Pediatric Reference Ranges

James Love, Jr.- Mastering Idea Management and Harnessing Best-in-Class Development Practices To Drive Winning Products

Lawrence Killingsworth- Consumer-Directed Laboratory Testing: The Lab Goes Retail

Ronald Laessig- Laboratory Wide Quality Assurance Plan

Patrick St. Louis- Keys for the Successful Implementation of Point-of-Care Testing Projects

Joseph Knight- Wellness Assessment: A Role for the Laboratorian

Wayne Schrier- Process Validation in Good Manufacturing Practice

Olive Wolfe- Presentations: Is your Data Being Presented in its Best Light?

David Plaut- ROC Curves: How, Why and Always--2003

Jacqueline McDowell- Three Steps to Avoid the Pitfalls of Buying Automation: Do it Right the Activity Based-Costing (ABC) Way

Dan Follas- Laboratory Business Practices: Identifying the Customer and the Competition

Alan Portnoy- Consolidation of Laboratories: A 4 Year Experience, A \$16 Million Savings

Oswald Sonntag- How Statistics Influence Our Clinical Decisions

Rogério Rabelo- ISO 9001:2000 and 14001:1996 Certifications in the Clinical Laboratory

Cherie Petersen- Pursuing Customer Service Excellence in the Laboratory Marketplace

David Plaut- Opening Pandora's Box: Assessing Linearity

Shahram Shahangian- Issues in Population Health Screening

Sheshadri Narayanan- Preanalytical and Analytical Pitfalls In Molecular Biology Techniques

Rolf Hinzmann- Risk Assessment - A New Concept in Laboratory Medicine

Deanna Bogner- Installing a Computer Interface for Point-of-Care Testing

Randie Little- The Impact of the National Glycohemoglobin Standardization Program (NGSP) on the Clinical Laboratory

Helen Free- Communicating for Success

Erika Ammirati- Regulatory Issues for IVD Clinical Trials

Joseph Knight- Laboratory Medicine and Aging

Donald Cannon- Alternative Medicinals: Impact on Clinical Laboratory Medicine

Ellis Jacobs- Direct Access Testing in New York State

James Nichols- POCT Program Accreditation; Should Choose CAP or JACHO?