P&I Faculty Meeting

June 22, 2020
Department Response to Recent Events

Dr. Cote
OFD Diversity, Equity & Inclusion Resources

• Working with Office of Diversity, Equity & Inclusion to plan several webinars covering various topics of diversity, unconscious bias, & creating inclusive environments

• Book Club Focused on topics of Diversity to begin in August
  • Black Man in a White Coat by Damon Tweedy

• Tab on OFD website with list of educational resources

• Seeking volunteers interested in serving on an advisory committee
Updated State of Affairs

Research Affairs

- Lab Research
  - **Yellow Level 2** – second phase of the reopening, with approximately *60-80% of normal laboratory activity*.

- Clinical research
  - **Orange Level 3** – A transition phase in which additional research resumes, with strict controls and monitoring of safety procedures and personnel levels. This includes (a) in research studies that may provide a **direct benefit to participants** “Beneficial Research”, in-person research visits that are needed to preserve study integrity (e.g. enable assessment/comparison of major study outcomes—this includes visits in control arm participants), and (b) in non-beneficial research studies, research procedures that are performed in conjunction with a clinical visit.

Clinical Affairs

- Hospital/FPP
  - Hospital **census approaching pre-COVID levels**
  - Surgical volume at **90% of pre-COVID levels**
  - Hospital gross revenue at **90% of pre-COVID levels**
  - Hospital May operating margin at **-$5.4M** without government supplement
  - COVID-19 testing capacity 1,200/day

Clinical Training Program

- 6/13 virtual year-end dinner
- Clinical training programs on schedule
- Welcome Dinner TBD
Strategic Plan Update

Focus Group Updates
Strategic Planning Process

Strategic Thinking
• Information Gathering
• Brainstorming

Situation Analysis
• Data, SWOT & Gap Analysis
• Internal & External

Strategy/Recommendation Formulation
• Directional Strategies
• Scope & Impact Analysis

Strategy Implementation
• Resource & Personnel Support Strategies

Strategy Evaluation & Feedback
• Key Performance Indicators
• Scorecard
• Outcomes
• Action Plans/Tactics

Gapenski LC. Understanding Healthcare Financial Management. 5th Edition

Washington University School of Medicine in St. Louis
Executive Summary

• **Notable Achievements**
  • Established a vision statement for the department
  • Office of Faculty Development: Vice Chairs, Drs. Burnham and Gronowski, Janet Braun
  • Office of Education: Vice Chair, Dr. Crouch
  • AMP Division Chief: Dr. Gaut
  • AMP Core Lab Director: Dr. Eby
  • Faculty Recruits: Drs. Navale, Brodsky, Boulos, Kipnis, Brestoff, Zhang, Budelier
  • Revamping the clinical fellowship program
  • Incentive programs near completion
  • Analysis of faculty salaries and addressing equity disparities
  • Planning Manager, Strategic Initiatives & Outreach: Michele Goad

• **Key Business Plans in Progress**
  • Christian Hospital/Alton Memorial Hospital
  • LGM Professional Billing
  • BJC Test Volume Utilization
  • Dermatopathology
  • Clinical Genomics
  • Community Hospital Sub-specialization
  • Frozen Section Consolidation
  • OPO Service Line
  • Kidney Biopsy
Improving Culture
Group Co-Chairs: Ann Gronowski, Carey-Ann Burnham, Gaya Amarasinghe

Charge: Faculty Development; Mentorship; Promotion (criteria); Diversity; Respect; Becoming the destination for outstanding faculty, trainees & staff

• Strategic Goal #1: Build a departmental vision statement that articulates core values
• Strategic Goal #2: Evaluate the existing departmental leadership & division structure & evaluate leadership roles in areas that will drive the overall departmental mission
• Strategic Goal #3: Create an office of faculty development (OFD)
• Strategic Goal #4: Strategic recruitment to expand our faculty to meet our growing clinical & research programs
• Strategic Goal #5: Improve internal & external visibility & reputation
• Strategic Goal #6: Enhance intradepartmental community, communication & collaboration
• Strategic Goal #7: Develop metrics to assess department climate & success of programs
## Improving Culture

**Group Co-Chairs:** Ann Gronowski, Carey-Ann Burnham, Gaya Amarasinghe

### Accomplishments to Date
- Established Office of Faculty Development (OFD)
- Established Vice Chairs of OFD
- Hired Program Manager for OFD
- Faculty Climate Survey
- Junior Faculty Mentoring Program
- Held focus group meetings on April 8 & April 22
- Submitted strategic plan to Andwele March 26
- Created OFD website
- Established link for anonymous reporting/feedback
- Standardized form for faculty annual review
- OFD monthly newsletter
- OFD listening tour
- Obtained approval from MPA, launched P&I Twitter

### Work Currently In Progress
- Revise/establish incentive program for faculty on all tracks
- Clarify promotion criteria for faculty on all tracks
- Faculty onboarding
- Coordination of departmental newsletters
- Jr faculty research forms
- **HR101 training**
- Clinical Educator Portfolio workshops
- Letter writing workshops
- Review of faculty with long time-at-rank
- Workshops on giving & receiving feedback

### Questions/Concerns/New Ideas
- Mentoring and development for staff
- Additional ways to work with other strategic planning groups
- Ideas to enhance collaboration and networking across divisions
P & I Departmental Awards Program

- Seven new awards to recognized P&I Faculty & Staff
  - Outstanding Achievement in Quality Improvement
  - Outstanding Achievement in Leadership/Professionalism
  - Outstanding Paper of the Year (by junior faculty)
  - Outstanding contributions to Education
  - Excellence in Faculty Mentoring
  - P&I Shining Star Award
  - P&I Department Special Recognition Award

- Easy nomination process

- Deadline for nominations August 7, 2020

- Visit OFD website for more information
  https://pathology.wustl.edu/office-of-faculty-development/
Basic Science: Build on and Expand Excellence
Group Co-Chairs: Nima Mosammaparast, Bob Schreiber, JoAnne Humphries

Charge: Define strengths, weaknesses, opportunities, and threats for (1) basic science research, (2) leadership and mentorship, (3) cores and services, and (4) clinical and translational research

- Strategic Goal #1 (Within 3 months): Formally define roles of division leadership
- Strategic Goal #2 (Within one year): Hire research heads for IMM and LGM
- Strategic Goal #3 Establish a process to envision and articulate the direction of our future research recruitments and investments
- Strategic Goal #4 Work to build collaborations across divisions and especially with clinical faculty that will translate our discoveries and enhance the clinical academic environment
- Strategic Goal #5 Improve dissemination and cross fertilization of science across divisions
- Strategic Goal #6 (Within 3 months): Establish a central web-accessible platform which describes all department cores and services
- Strategic Goal #7 (Within 1-2 years): Establish a research development program for clinically-oriented faculty
# Basic Science: Build on and Expand Excellence

**Group Co-Chairs:** Nima Mosammaparast, Bob Schreiber, JoAnne Humphries

## Accomplishments to Date
- Resources available for IMM Division Chief & Co-LGM Division Chief
- **IMM search committee formed; international search initiated; have already spoken with 16 candidates.**
- Implemented centralized webpage for listing of departmental cores.

## Work Currently In Progress
- Scheduling zoom meetings with potential IMM chief candidates.
- **Faculty Affairs office having positive effects on faculty development within IMM and LGM**
- Faculty onboarding concept supported with specific additions for research faculty.
- Drafting Investigator and Research Track incentive plan

## Questions/Concerns/New Ideas
- **Question need for sequential vs simultaneous searches for IMM and LGM division chiefs.**
- **Serious WU-IT concerns for research support – lack of responsiveness and absence of personal aspect to electronic support.**
- Coordinating clinical faculty and research faculty for grant submissions – example NCI sponsored COVID research.
- Need more intra-departmental multi PI grants (PPG/Large R01s)
Clinical Enterprise
Group Co-Chairs: Jon Ritter, Sonika Dahiya, Deyali Chatterjee, Molly Schroeder

Charge*: Align faculty and staff incentives to consolidate and expand the clinical offering in order to provide an outstanding pathology and laboratory medicine service.

• Strategic Goals #1: Increase faculty recruitment and retention.

• Strategic Goals #2: Ensure that clinical faculty have a strong voice in compensation and incentive plans.

• Strategic Goals #3: Expansion of laboratory testing scope to improve workflows and service.

• Strategic Goals #4: Increase visibility of faculty academic activities.
# Clinical Enterprise

**Group Co-Chairs:** Jon Ritter, Sonika Dahiya, Deyali Chatterjee, Molly Schroeder

## Accomplishments to Date
- Developed Frozen Section Module
- Market analysis and strategic engagement plan for Dermpath
- Strengthen sub-specialty model with three new faculty recruits to AMP, including 1 senior level, and also recruit to new area of AP informatics
- In-depth faculty discussions regarding salary equity issues, and agreement to address equity issues further (some equalization impacted by COVID issues)
- Transition to sub-specialty surgical pathology fellowships
- Completed frozen section transition at BJWCH

## Work Currently In Progress
- Draft clinical incentive plan, to address all aspects of mission
- LGM professional billing
- Consolidating Frozen Section areas to IOH
- Consolidation AMP core lab and Dermpath
- 2 additional senior level faculty AMP recruits ongoing
- New faculty recruits (in concert with new mentoring/faculty development office) will help to drive upgrade of academic reputation
- Work on-going with other groups in regards to laboratory testing scope, and closer integration of faculty into laboratory testing decision processes

## Suggestions/new ideas
- Development of a "clinical steering committee" to represent faculty for:
  - a) new faculty recruitment
  - b) prioritization on faculty retention
  - c) future discussions on incentive planning and compensation
- Consolidation and improvement of existing laboratory workflow as well as digital services to enhance clinical efficiency and outreach service
- Closer interaction with office of faculty development and office of education for a comprehensive approach to achieve the overall vision of this group
- Closer integration with WUSTL clinical teams to hold local and national CMEs and conferences for wider visibility and stronger team effort
Rationalize the Delivery of Laboratory Services
Group Co-Chairs: Jonathan Heusel (LGM), Eric Duncavage (AMP)

Charge:
- Managing complexity of clinical laboratory operations - avoiding inefficiency and redundancy
- Improving the WU P&I Dept. – BJH relationship, redefining the role for medical directors
- Keep the Goal in mind – regional/national clinical reference lab for pathology services, as partners
- Intelligent, systematic approach for translating research advances into diagnostic services
- Communication – within and without; fundamental to improving perception, reputation
- Voice of the Customer - Who are the customers? What are they telling us?

- Strategic Goals  #1 (within 6 months): BJH and P&I leadership to work toward providing integrated pathology services to the campus and system; initial focus: Molecular Diagnostics/Clinical Genomics
- Strategic Goals  #2 (within 6-12 months, standardized operations within 2 years): To provide comprehensive, integrated and/or disease-focused diagnostic services
- Strategic Goals  #3 (within 12 months): Stabilize technical staffing (training, incentives, retention).
- Strategic Goals  #4 (within 6-12 months, standardized operations within 2 years): Increase revenue through expansion of offerings and customers
- Strategic Goals  #5 Create and support a reference laboratory culture of outstanding customer service (value proposition).
- Strategic Goals  #6 (within 12 months, standardized operations within 2 years): Support development and early adoption of validated innovative diagnostics (intelligent translation).
Rationalize the Delivery of Laboratory Services
Group Co-Chairs: Jonathan Heusel (LGM), Eric Duncavage (AMP)

<table>
<thead>
<tr>
<th>Accomplishments to Date</th>
<th>Work Currently In Progress</th>
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<tbody>
<tr>
<td>• Standardization of hematopathology workflows</td>
<td>• Detailed 3 year business plan for clinical genomics</td>
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<tr>
<td>• Developed comprehensive reporting for Hematopathology service</td>
<td>• Initial testing on new, faster, cheaper platform for improved testing service for disorders of somatic mosaicism (‘SOMA’)</td>
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<td>• Identification of cytogenomics microarray with exon-level resolution to complement multiple clinical genomics service lines (Thermo-Fisher CytoScan XON)</td>
<td>• Validation of MyeloSeq HD (high-depth) for measurable residual disease (AML)</td>
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<td>• Validation of ‘Expanded MyeloSeq’-for Solid Tumors (Lung, colorectal)</td>
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<td>• Final testing and validation for WGS-based ChromaSeq, for new AML cases (WU/BJH in-patients)</td>
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<td>• Centralized review of pricing for molecular tests – NGS and CMA</td>
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<td>• Exploration of acquiring laboratory-specific PLA codes to enhance reimbursement for molecular genetic tests not currently covered by CPT codes (WGS-based tests)</td>
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<td>• Mapping of all clinical-grade testing operations on WU-BJH campus</td>
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Recommitment to next-gen sequencing at WUSM
• New strategy for Molecular Oncology & Siteman Cancer Center
• Evaluation of commercial NGS SAAS vendors (replacing CGW)
• Selection and Extended Trial testing application across somatic and germline NGS assays
• Collaboration established with MGI on WGS-based assays for cancer and inherited disease including clinical WGS (‘trios’)

Questions/Concerns/New Ideas
• Medical Direction for BJH laboratories – suggest establishing a dedicated working group to identify and prioritize issues informing a revised Lab Services Agreement. This needs to include LGM and AMP Division representation and BJH leadership
  > What are the best initial steps in undertaking a revision of the WU P&I Dept-BJH partnership? Top-down, or bottom-up?
• Identification of additional disease-focused integrated pathology services – a working group could identify key characteristics and workflow components that make for a successful and economically viable plan, based upon the hematopathology pilot
• Create a centralized business intelligence-based process for new test and service line development that includes standardized cost capture, reimbursement strategy, volume projections, competition, pricing and marketing (intelligent translation)
• What are the plans for centralized customer service that can support a revitalized Laboratory Services?
• What are other academic medical centers doing to enhance retention of valuable technical staff?
Education across the Department
Group Co-Chairs: Neil Anderson, Marianna Ruzinova, Erika Crouch, Gwendalyn Randolph, Jacqueline Payton, Brian Edelson

Charge: Achieve excellence across our entire educational program, insure that we will be a premier destination for trainees, and maintain continued leadership and high visibility in relation to the educational missions of the School of Medicine

- Strategic Goal #1: Develop a departmental Education Leadership and Steering Committee (ELSC) with structure, resources, and administrative support to guide consolidation and programming
- Strategic Goal #2: Execute initiatives to address education gaps and barriers in current curricula
- Strategic Goal #3: Revamp the residency and fellowship programs to emphasize subspecialty training and academic accomplishment
- Strategic Goal #4: Enhance evaluation and mentorship of residents, graduate students, fellows and post-docs to improve outcomes for our trainees
- Strategic Goal #5: Interact with Faculty Development Committee to evaluate, promote and reward faculty educational contributions
- Strategic Goal #6: Develop interdivisional educational endeavors and activities
- Strategic Goal #7: Increase outward visibility and enhance reputation of our educational initiatives
## Education across the Department

**Group Co-Chairs:** Neil Anderson, Marianna Ruzinova, Erika Crouch, Gwendalyn Randolph, Jacqueline Payton, Brian Edelson

### Accomplishments to Date

- Selection of a Vice Chair for Education by the Chairman
- **Establishment of an Office of Education (OE) and standing Education Leadership Steering Committee (ELSC)** with faculty members and a team of advisors representing existing clinical and research training programs in all 4 divisions
- Approval of a charter and highest level goals for the OE
- Meetings with leadership and administration in relation to staffing, facilities, and budgets
- Curriculum planning
- **Transition to sub-specialty surgical pathology fellowships**

### Work Currently In Progress

- Planning for the first meeting of the ELSC
- Establishing a budget for the OE
- Planning for spatial proximities of OE staff
- **Modification of the Education pages of the P&I web site** to support the OE and its educational programs
- Initial interactions with the Office of Faculty Development

### Questions/Concerns/New Ideas

- Revisiting interview procedures and recruiting in the face of the COVID-19
- Further optimization of online training for residents and fellows and medical students (rotations)
- Need to support both legacy and new medical school curricula, with options for on-site and online training
- Address and mitigate disruptions in research training for graduate students and postdocs
- New approaches to increase the diversity of incoming classes of residents and fellows
- Add/enhance training to medical school and resident/fellow curriculum on the impact of social and racial injustice to the practice of pathology and laboratory medicine
Partnering with BJC Health System and Beyond

Group Co-Chairs: Suzie Thibodeaux, Joseph Gaut, Ann Gronowski, Joan Rossi

Charge*: Develop a system-wide approach for rendering professional pathology services, improving patient care, and gaining efficiencies by establishing subspecialized expert pathology services through leadership of hospital-based services and development

**Strategic Goals: Within the next 5 years we will:**

- Partner with the BJC to unify delivery of professional and technical services across the system, providing consistent high-quality subspecialty expertise to all BJC clinicians and patients, and to the region
- Improve patient management and outcomes while managing costs through increased scale, efficiencies, utilization and outsourcing controls, and insourcing of important technologies
- Establish a service culture
- Be recognized regionally and nationally as a premier consultation resource
- Be competitive with peer institutions and reference laboratories on recognized performance benchmarks, including quality and cost
- Build relationships and improve communications with all stakeholders
- Be the destination of choice for medical and technical professionals
- Increase revenues and margins to support our clinical, research and education missions
- Increase educational and research opportunities through expansion of our practice
### Partnering with BJC Health System and Beyond

**Group Co-Chairs:** Suzie Thibodeaux, Joseph Gaut, Ann Gronowski, Joan Rossi

#### Accomplishments to Date
- **2 Faculty Recruits:** Drs. Navale (L/GI) & Boulos (BR section head + BST + Peds)
- Grew and renegotiated OPO contracts to align with strategic goals
- **Consolidation of BJWCH frozen section**
- Belleville hematopathology consolidation

#### Work Currently In Progress
- Business plans
  - CH/AMH/BJSP/Progress West
  - BJC Test Volume Utilization
  - System Kidney Biopsies
  - OPO service – financial model developed
  - Digital pathology for SEH and MHB
  - Client relationship management (CRM)
- Senior Faculty recruitments: Drs. Liu (L/GI section head) & Padmanabhan (Cyto head + GU + quality/safety)
- Partnering with WUSM Applied Behavior on Service Culture
- Meetings currently underway to finalize stakeholders, resources, action item owners and tentative timelines
- A larger consolidation plan for Belleville including the frozen section

#### Questions/Concerns/New Ideas
- Consideration given to feasibility in the context of outcomes dependent upon other outside factors
- Mindfulness of the higher level contexts and how that could affect approaches to other hospitals and conversely how their perception could affect approaches
- **Financial limitations in light of COVID-19:** may be both a limitation and a motivation to change if changes serve to reduce expenses and/or increase revenue
Creating Value, Mitigating Risk, Integrating IT, Exploring the EMR

Group Co-Chairs: Joshua Swamidass, Ronald Jackups, and Mike Isaacs

Charge: 1. Big data, the electronic medical record, and the future of diagnosis, patient management and risk mitigation; what is our strategy? 2. The cutting edge of diagnosis; emerging developments in digital pathology, artificial intelligence, and image analysis. 3. The cutting edge of research; emerging developments in computational biology.

- Strategic Goals #1 (within 12 months): Establish an organizational home for computational biology, artificial intelligence, clinical informatics, and digital pathology in the department, to organize and prioritize goals and resources for both the clinical and bioinformatics (e.g., cancer and microbial genomics, metabolomics, systems biology) needs of the department.

- Strategic Goal #2: Leverage advances and applications in digital imaging and image analysis technology to advance digital pathology, both for clinical service and AP research.

- Strategic Goal #3: Establish new informatics resources to improve delivery of pathology services for patient care.
### Creating Value, Mitigating Risk, Integrating IT, Exploring the EMR

**Group Co-Chairs:** Joshua Swamidass, Ronald Jackups, and Mike Isaacs

#### Accomplishments to Date

- **P&I hired two new faculty members in informatics starting 7/1/20. (Brodsky and Zhang)**
- Web-based digital consolidation of BJWCH frozen section, which will be extended to Memorial and live gross images
- AP Quality and Safety dashboard (included TAT and volume)
- COVID-19 dashboard Deployment of Aperio HT scanner for Clinical and research needs to meet higher demand of scanning.
- Implementation of digital curbside consults and consensus conferences.
- Clinical informatics curriculum for junior residents and elective rotation for senior residents.
- Institutional membership in Assoc. for Path Informatics.
- Providing leadership in BJC committees for lab utilization and operations.

#### Work Currently In Progress

- **Develop dept subcommittees for informatics in AP, CP, and education. Regular meetings for informatics experts starting in July. Working towards larger governance structure.**
- Adding informatics lectures to med school curriculum and expanding clinical informatics fellowship.
- Electronic results to OR and implementation of Digital Pathology for OR’s (remote access of Live Grossing & microscopic images)
- Visiopharm implementation and integration for Clinical and research workflows.
- Integration of image analysis with WuPax & Trusted Kidney for use for OPO kidney cases.
- Evaluation of Digital Pathology for Memorial Hospital and SEHealth for Frozen Sections.

#### Questions/Concerns/New Ideas

- COVID-19 presents significant opportunities and risks for us. For example, we may need to hire additional personnel to meet demands of digital pathology, which is of increasing importance post COVID-19, but resources are more limited. How should we proceed?
- What will be the governance structure for informatics in P&I, e.g. section?
Summary - Major Focus for FY21

- IMM Division Chief
- LGM Division Co-Chief (Research)
- Faculty Recruitment Across the Department
- EMR Decision Support Integration
- LGM Professional Billing
- Implement New Faculty Incentive Models
- Expand Faculty Mentorship Committees
- Standardize and implement annual review process for all faculty
- Leverage print and social media platform to drive strategic initiatives
- Expand laboratory service to North County

- Consolidate AMP and Dermpath Labs
- Market and landscape analysis of lab services in the Academic Medical Center
- Implement Client Relations Management Tool
- Initiate Service Culture Training
- Highlight the history of the department (visual, print, and digital)
- Complete the Subspecialization of clinical training programs
- Re-envision the genomic offerings
- Community Hospital Digital Integration
Fall Planning

Faculty Department Retreat Planning
Appendix
Vision – School of Medicine

In leading the advancement of human health, Washington University School of Medicine will:

- Cultivate excellence and collegiality within an inclusive community
- Attract and develop a diverse, talented, academic workforce
- Lead the revolution in biomedicine
- Enhance our intellectual and technological environment to foster exceptionally creative research and education
- Develop and maintain excellent clinical programs to provide outstanding care
- Observe the highest standards of ethics, integrity and compassionate care
- Apply advances in research and medicine to the betterment of the human condition locally and globally

*Approved by Executive Faculty at their September 4, 2013 meeting*
Vision – Department of Pathology & Immunology

In leading the advancement of human health, the Department of Pathology & Immunology will:

- Foster a respectful, inclusive, and scholarly environment.
- Attract and nurture a diverse and talented academic workforce.
- Build on the preeminence of basic and translational science through discovery and innovation.
- Be nationally recognized for our clinical leadership and premier subspecialty programs.
- Achieve excellence across the entire educational spectrum and be a premier destination for clinical and scientific trainees.
- Leverage technology to develop cutting edge programs in data and image analytics.
- Partner with BJC Healthcare to improve patient care, gain efficiencies, enhance education and research opportunities, and expand the WUSM and BJC brand across the region.