

COLA'S

inSights

INTO *Staffing Matters*



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FROM THE CHAIR



Bradley J. Fedderly, MD,
FAAFP, Chair, COLA Board of
Directors

The concept theme for this issue of COLA *Insights* is all about managing your laboratory staff. Effective personnel management is central to achieving and maintaining quality work, and coping with change in these dynamic times. We discuss how management, beginning with the laboratory director, must pro-actively support and encourage personal, as well as professional, growth for all personnel, from the medical assistant to the technical supervisor, in order to achieve these aims. The laboratory staff should be viewed as both a family unit as well as an organized work force. The success of these initiatives begins with the will and commitment of the Laboratory Director, as well as the rest of the management staff.

Examples of attentive management are given, including access to resources necessary for your staff to carry out their work; ensuring that quality training and competency assessment protocols are in place; and practicing open and honest communication to create a culture of continuous improvement. We review proven management practices necessary to achieve these goals, along with several specific steps you can take to improve staff morale, and build trust.

We next review effective “management-to-staff” communication. Open, honest, clear communication begins at the top; it is the laboratory director who sets the tone. It is noted that these same practices should also be encouraged between and among your staff members to promote team-building, work efficiency, information sharing, and a learning environment.

In these times of staff shortages, rapid technological and regulatory changes, and new organizational models for the delivery of medical care, successful recruitment and retention of new staff is more important than ever. The concept of organizational culture, as applied to these issues, is discussed in the last article of this series; from ensuring that new employees “fit in”; to understanding how inculcating organizational cultural values ensures the stability of the laboratory through all these changes.

In sum, this issue of *Insights* discusses strategies for coping with change, on the individual as well as the organizational staffing level.

Bradley J. Fedderly, MD

COLA INSIGHTS

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Staffing Matters¹

Introduction

The primary *raison d'être* for any clinical laboratory is to provide quality diagnoses, monitor treatment, and enable effective care for patients in the healthcare system; and to do this as expeditiously as possible.

The ultimate success of the laboratory in achieving these goals comes down to the quality of the laboratory staff and the management skills applied by the laboratory director and supervisors of the laboratory.

Staff Development and Support

Whether highly trained laboratory professionals, or medical assistants and nurses, (who may have work responsibilities in the lab), your staff are the backbone of the laboratory. In order to perform as expected, they must be supported by having the laboratory structure and operating systems in place. These include policy and procedure manuals, personnel standards; training and competency protocols, procedures for equipment validation and maintenance, supplier and inventory management, quality control, record keeping and documentation capacity, incident reporting and investigation, quality assessment, as well as facility and safety procedures.²

A well-trained, competent, and dedicated laboratory staff will provide comprehensive and meaningful feedback to the management team; identifying laboratory errors and potential risks, recommending improvements to the laboratory operation, as well as performing all the tasks needed to achieve the highest level of quality for the laboratory. It is the responsibility of the management to hire, train, and keep good staff, and create a sense of shared teamwork, commitment, and competency.

Once the staff you want is in place, it is important to show appreciation for their work, since good employees are hard to find, and even harder to replace. It is through the application of management skills that you achieve the confidence and loyalty of your staff, build a culture of open communication, teamwork, trust and quality, which allows the ongoing implementation of changes necessary for the survival of the laboratory.

High staff morale will be the consequence of these approaches as well. Workplace morale plays an important role in productivity and job satisfaction, making it a key determinant in an organization's success. As such, it has assumed increasing importance for clinical laboratory managers, since low morale has been shown to have significant implications for patient safety. Low morale can lead to a dangerous disconnect between employees and their jobs that may cause them to cut corners, not pay attention to details, or simply not care whether or not they do the right thing. Monitoring and proactively dealing with low morale in the clinical laboratory not only avoids considerable downstream costs associated with absenteeism, re-hiring, and training, but also contributes to a better and safer workplace.³

Effective personnel management practices include:

- 1. Demonstrated Leadership:** this goes beyond routine staff management, as it often sets the environment (culture) and pace of the lab. Good leadership can inspire the laboratory staff toward greater productivity and creativity, teamwork and trust; and encourage feedback. This includes short and long-term planning, goal setting and even creating a mission statement as a guiding light for all that the lab stands for.
- 2. Structured Organization:** the laboratory manager determines how the laboratory work gets done through job assignments, staffing levels, policies and procedures; management of timelines and budgets; keeping current with changes in laboratory technology and regulation as it affects the laboratory operation. Complete and updated job descriptions, on-going training and competency assessments, and current personnel manuals that are available to every employee are critical components of a structured organization.
- 3. Ready Accessibility:** ready access to management whenever needed builds a sense of stability, consistency and support. It builds confidence among staff, while encouraging additional direct communications.

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STAFFING MATTERS

- 4. Deliberate Transparency:** the laboratory manager provides the staff with key information about future plans for the development of the laboratory; involving the staff when possible. Regular staff meetings are an important tool to keep staff informed, provide opportunities for participation, and allow for immediate feedback.

Steps to creating a culture of continuous improvement**1. Communicate with your employees**

Make a point of meeting with all new employees, and get acquainted. In addition, make sure all staff can feel free to discuss any issue or new ideas⁴

2. Recognize their achievements

Celebrate successes due to the team efforts of staff; thank people for doing a job well; publicly recognize hard work; praise staff commitment during difficult times⁵.

3. Provide diversity training

Teaching cultural competence, i.e. appreciating and understanding of the diverse social and cultural beliefs of coworkers as well as patients, strengthens the trust, dignity, effective communication and quality of care provided by the laboratory.

4. Help your employees to succeed

Provide employees with the resources and support to do their work, and as they show signs of readiness, be willing to entrust them with new tasks and greater responsibility.

Use employee satisfaction surveys to empower employees and gain honest insights

Large and small laboratories alike can benefit from asking employees about their level of satisfaction on many different topics by simply using an employee satisfaction survey. Better-performing practices conduct employee satisfaction surveys at least once per year. This anonymous approach to asking about the organization, customer service, compensation, benefits, working environment, professional growth, communication, and employee attitude toward

supervisors and physicians can provide vital information to everyone involved. Results of the survey can provide a picture of an organization's needs and strengths.⁶

5. Provide continuing education

This should include a formal orientation program, cross-functional training, maintenance of professional skills, coaching, career development, and personal development. Continuing education should go beyond the immediate laboratory (technical) environment. The best preparation should include information about legislation (such as the Affordable Care Act; how Accountable Care Organizations (ACOs) might affect private practices and hospitals; issues of privacy related to Electronic Medical Records (EMR); FDA and OSHA decisions) and future trends. This will prepare your staff for the inevitable changes coming to every laboratory operation.

In Conclusion

Staff respond well to high expectations, since this makes all employees feel valued and appreciated by their supervisors. When there is a culture of transparency, and information is shared proactively, they gain the trust and loyalty of their staff. When staff are supported and recognized for their work, higher morale is achieved. That is the recipe for a quality laboratory operation.

RESOURCES:

1. I Rothenberg. " Building The Right Team – Staffing A Physician Office Laboratory" Laboratory. Physician Office Resources May 2015 <http://articles.physiciansofficersource.com/>
2. COLA White Paper: Integrating Laboratories Into The PCMH Model of Health Care Delivery. Pg.7.
3. The High Cost of Low Morale in the Clinical Laboratory: How Workplace Environment Impacts Patient Safety, Tabitha Barker MLT, and Jaime Noquez, PhD. AACC Clinical Laboratory News. January 2015.
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5. Five Ways To Retain Good Staff. Roger Shenkel MD, and Cathy Gardner. Fam. Pract. Manag. 2004 Nov-Dec; 11(10) 57-62.
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Effective Management to Staff Communication¹

Effectively communicating with your staff is a critical skill for laboratory managers. In particular, staff members have to feel that the manager is providing valid information, not withholding relevant information, and is willing to listen. If the manager can accomplish this, there is no need for staff to seek information elsewhere. Timely communications can reduce rumors, improve productivity, and improve morale. So what can lab managers do to earn communication credibility?

1. Articulate clear mission and vision statements for the laboratory

These define the values and goals of your laboratory, organizational strategies and tactics for achieving these, and create a sense of personal ownership by your staff. These also provide guideposts for why certain organizational decisions are made.

2. Speak honestly

Speak honestly when communicating with employees. If your staff discovers that they were deliberately misinformed, the manager loses credibility and effectiveness as a leader. Only make promises that can be kept. As a recent example, a manager promised staff that there would be no laboratory staff layoffs. Less than a month later, there was a 10 percent staff reduction. The manager lost all credibility, and the staff began to work more independently, no longer going to the manager for guidance.

Admit when you were wrong. If you don't know something, admit that you don't know.

Be sure your employees get credit for their accomplishments. Giving staff members credit for their work engenders additional loyalty and respect, which is often reflected in greater productivity. Even if the staff member isn't in the room, he or she probably will hear about what you did.

Avoid the proprietary "need-to-know" attitude. Employees like to know what is going on. Keep them informed to the maximum extent possible. Sometimes this means saying, "I don't know, but I'll try to find out"; sometimes, it means admitting that you don't know the answer and aren't likely to be able to find out. While staff members won't like the answer they hear, they'll be more likely to accept the situation.

3. Be precise, clear, and specific

Precision and clarity are essential to both oral and written communication. Precision means saying exactly what you intend to say. Clarity means saying it in such a way that it will be understood by the person receiving the message. Precision and clarity overlap, but it is possible to be precise without being clear or vice versa.

Be specific. Individual listener's interpretation of what you say may not match your intent. For example, "as soon as possible" can mean different things to different people. So it helps to attach specific dates to deadlines.

4. Actively listen

Be an active listener during discussions with employees. Adopt a posture that indicates active listening, and maintain eye contact. Ask open-ended questions to verify that they understand the message you are trying to send. Nod or make affirmative gestures or comments to indicate that you understand what they are saying.

Take notes, if necessary. This indicates your strong interest in what other parties in the conversation are telling you and your interest in what they have to say.

Be open-minded and respect the ideas and opinions of your staff members. Control unintentional message senders such as letting your eyes wander, folding your arms, or leaning away from someone. Remember, body language can speak volumes about your attitude.

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5. Adopt a participatory management style: allow employees to have a sense of ownership

Participatory management is the practice of empowering employees to participate in organizational decision making. Because they are actively involved in the decision-making process, employees are more likely to be active listeners themselves and to turn communication into a two-way process in which information flows both to and from the manager.

Actively seek advice from your staff. Being directly involved, they have more of a “ground up” perspective that may be different from yours. This means hearing other perspectives on what is happening. By actively seeking input and advice from your staff members, you are demonstrating your respect for them and their opinions. Encourage your employees to ask questions. Then be sure that their questions are answered. Make yourself available to your employees.

6. Practice “management by walking around” (MBWA)

This is more than just a stroll through labs and offices; it’s a determined effort to understand what your staff does and to learn how you can help them do it better. Casual discussions can be very illuminating and motivating; it can also be a very effective way to prevent workplace rumors or limit their harmful effects.

MBWA also promotes two-way communication. When your staff sees you as a person and not just a manager, they’ll be

more likely to tell you what’s going on. You’ll get the chance to learn about issues before they become problems. You’ll gain a better understanding of your staff members’ work processes. As your staff gets to know you better, they’ll trust you more.

Interacting with your staff members increases their sense of responsibility in meeting deadlines and achieving goals.

Once you establish the habit, maintain it. MBWA is not something you can turn on and off. You need to practice it consistently for it to be an effective technique.

Thus....

Establishing effective bi-directional communication requires thought and constant effort. However, it’s well worth the effort.

RESOURCES:

1. JK Borchardt. Five Keys To Effective Communication: How honest communication reduces workplace rumors and earns credibility. Lab Manager. Dec. 4, 2012. <http://www.labmanager.com/business-management/2012/12/5-keys-to-effective-communication#VtSR3E3rsdU>

BIG NEWS! CRI’s Annual Symposium for Clinical Laboratories is moving to the spring!



Our next Symposium will take place in April of 2017. More details to follow soon, be on the lookout for our official announcement!

Staff Development and Support: *An investment that pays big dividends*

Introduction

The laboratory profession continues to undergo rapid change. Not only are we impacted through advances in technology, with new tests and test methodologies, new modes of communication, and new capacities for storing, retrieving and analyzing data, but through emerging socio-political trends resulting in changes to the very structure of organized medicine, and how medical care is delivered. These include major legislation such as the Affordable Care Act which encourages shifts from private practice to integrated healthcare networks; and the development of new models of healthcare delivery such as Accountable Care Organizations, which mandate value-based compensation models. These changes, whether on a macro institutional level, or micro departmental level, impact our laboratories. Millions more insured will lead to significantly increased demand for laboratory services at the same time that baby boomer staff (who have been the backbone of laboratory staffing since the 1960's) are retiring in large numbers, but with fewer schools training replacements. Retaining quality, experienced staff is a priority for the continued operation of our laboratories in these changing times.

Staff Training¹

An important precept is “training must be individualized.” Effective training must be well organized and utilize strategies to ensure that the trainee understands the why, and the when, not just the how, of performing a procedure or following a policy. This is true, whether the laboratory trainee is a medical technologist, or a medical assistant; it's a human thing. You get better performance and increased retention when a person understands the rationale for the steps that have to be followed, and the consequences of not following directions (both for the trainee and the patient).

An effective trainer should present the material in a sequential manner, articulating clearly all the steps involved. Effective training is interactive, ensuring that your

trainee indeed understands the points you are making, and allowing for questions and clarifications. An effective trainer utilizes supplementary visual materials, whether printed or electronic; and employs scenarios, especially when training about new policies and protocols. Effective training may also mix the practical with the didactic; “hands on” alternating with instructional modes; not only for new instrumentation and kits, but when training about quality control, and quality assessment procedures.

In some cases, such as with new, lesser experienced employees in highly complex situations, it may help to assign an experienced tech to act as a mentor, or buddy for a period of time.

Cross-training staff is an important strategy in dealing with staff turnover, as well as increasing the efficiency of the laboratory. Cross-trained staff provide flexibility for staffing additional work shifts. This strategy enables the staff to develop a deeper understanding of each co-workers role in the laboratory, which may also have the effect of increasing respect and mutual support among the lab team.²

Management training for line supervisors³

Many managers have never had any formal management training. They became managers because they excelled in their work, but the skills that made them the best lab techs do not necessarily make them first-rate managers. In addition, supervisory responsibilities such as personnel management, strategic planning and team building may get short shrift because clinical or administrative productivity remains an important part of their job.

But good management skills are critical, because employees often decide to stay in jobs or leave them depending on how their bosses treat them, not because of the organization for which they work. Set an expectation that all managers in your practice receive management training.

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STAFF DEVELOPMENT AND SUPPORT: AN INVESTMENT THAT PAYS BIG DIVIDENDS

The benefits of staff development⁴

Staff development goes beyond basic continuing education; it includes formal orientation programs, job-specific training, cross-functional training, competency assessment, the maintenance of professional skills; it can also include mentoring, career advancement, and personal development.

The benefits to the laboratory from these efforts include:

- **Employee retention:** Staff members develop loyalty because they feel you care about them as individuals. They benefit from personal and professional growth and do not feel their career has stalled out.
- **Improved staff morale:** An organizational culture that encourages learning and fosters education creates a positive, motivated, and committed workforce.
- **Operational efficiency:** Orientation and cross training are essential for a smoothly running laboratory. The stability and tenure that result from low staff turnover also contribute to efficiency.
- **Assured Competency:** Competency Assessments must be performed as required, and when deficiencies are noted, additional training ensures that competency levels are maintained.
- **Increased patient satisfaction:** Staff education affects the quality of patient care. Patients benefit from having employees' competence, positive attitude, and efficiency. Employees who feel they make a difference in their mission do better work.

Free or low cost opportunities for staff education and development

Many educational opportunities that can benefit your staff are free or can be provided at minimal cost. The following are a few examples:

- **Accreditation organization-sponsored education:** for example, COLA through its website COLACentral offers a plethora of free educational material to COLA accredited labs; additional resources are also available (at cost)

through COLA's educational subsidiary, COLA Resources, Inc. (CRI) through the LabU website. These include opportunities to access written and digital material, seminars, workshops, and webinars on topics of interest to your staff.

- **Vendor-sponsored education:** Sometimes vendors offer workshops on topics such as customer service or dealing with generational differences, in addition to their product-related training sessions.
- **In-house education:** Providing regular in-house educational programs offers a way to improve efficiency and remediate problems; provide technical updates, and discussions of future plans for the laboratory. These can be provided by physicians and allied healthcare professionals; and guests.

The world of laboratory medicine is a complex place, and growing more complicated daily. Ongoing effective training and staff development is necessary if we are to maintain the highest level of quality care in this new and rapidly changing environment.

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Orientation of New Staff To The Cultural Values of the Laboratory

Introduction

Sometimes, you have the good fortune to find qualified staff within a short time to replace those who have left, minimizing the disruption to your laboratory's daily work routine. But more often than not, it takes a while to find the "right" person for your lab. In the meantime, those remaining have to take on extra shifts, or work in other specialties, or take on additional responsibilities. So, everyone's glad when a qualified tech has been hired.

This is the time to have a comprehensive orientation and training protocol in place for new staff, not only for the technical responsibilities of the position, but to facilitate their integration into the working culture and value system of the laboratory. This is important for the smooth transition from being an "outsider" to an accepted member of the lab team.¹

Organizational Culture

The concept of "culture" as a defining characteristic of an organization that contributes to its success or failure, continues to grow in importance throughout the business and professional world, including healthcare. Your laboratory's culture represents its collective values, norms, beliefs, and principles; it is the set of shared assumptions that define appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught, formally or informally, to new staff. Thus, organizational culture affects the way the lab staff interact with each other, with patients, and with management.² In addition, organizational culture may affect how much employees identify with an organization. Thus we might identify a laboratory as having a Culture of Quality; and/or a Culture of Safety. If there is especial pride about customer service, we could identify the laboratory as having a Culture of Customer Service. Laboratories that emphasize open communication, trust, and accountability,

might be characterized as having a Culture of Transparency.

Of course, cultural dynamics are not usually incorporated into job descriptions, or the Human Resources handbook, but not having an awareness of these dynamics can contribute to an uncomfortable work environment for new staff. A deliberate effort to achieve cultural competency, either as a formal part of the orientation, or through an assigned mentor will increase the probability of successfully retaining the newly hired member of the laboratory team. Today's generation of laboratory professionals already expect to work in different and new organizational cultures.³ Sharing and demonstrating your organization's unique culture with new staff members will help them adapt to the environment and take pride and ownership in being part of the team.

RESOURCES:

1. I. Rothenberg. Adding New Staff to an Old Team. Advance For Laboratory Administrators. Quality Advisor Blog. Oct. 2015
2. Organizational Culture. Wikipedia. https://en.wikipedia.org/wiki/Organizational_culture
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Stories from the Front Lines: A Career that makes a Difference

Name: Debbie Bishop, BS, MT (ASCP)
Title: Laboratory Manager, Covington County Hospital
Location: Collins, Mississippi



I graduated from the University of Southern Mississippi in 1978 with a degree in Medical Technology. I have worked at several hospitals in my long laboratory career, but the 26 years I have worked in Collins have allowed me to truly understand the importance of what we, as Clinical Laboratory Scientists, do for our patients. We make the difference between life and death every single day that we go to work.

To begin my story, it was a typical Monday morning in the lab, with everyone coming in talking about their weekend. Suddenly, an ER nurse ran into the lab holding a syringe with about 3 milliliters of Cerebral Spinal Fluid (CSF) in it. A mother had come running into the ER with the limp body of her 8-month old baby boy in her arms. The doctor examined the child and did a spinal tap ASAP, suspecting spinal meningitis. He now wanted a gram stain performed STAT, which would determine the presence of bacteria in the sample and whether it was positive or negative.

Within ten minutes of receiving the sample in the lab, the ER physician had a gram stain report in his hand that confirmed the presence of gram negative

diplococci, an indication of meningitis. With that information, the correct antibiotic was given by IV and the baby was sent by helicopter to Blair Batson Children's Hospital in Jackson, MS where he made a complete recovery.

This simple, non-automated test requires only the highly skilled eyes of a Clinical Laboratory Scientist looking through a microscope, yet it made the difference between life and death for an 8-month old baby boy.

I love what I do! It's especially gratifying to work in a small hospital like this one, where you actually get to see your patients, instead of just tubes of blood or other samples. Laboratory Scientists make a difference in the lives of our patients and we are a major part of the health care team. If you are a lab geek, BE PROUD OF WHAT YOU DO!

Visit LabTestingMatters.org to read more Stories from the Front Line of the Lab and join us as we build a community to support quality laboratory medicine. If you are interested in sharing your story with the Lab Testing Matters Community you can contact info@labtestingmatters.org.

inSights SPOTLIGHT:

LABORATORY EXCELLENCE AWARD

SHANNON CLINIC SAN ANGELO, TX

LABORATORY DIRECTOR:
DR. JOE A. MIMS, M.D.

LABORATORY MANAGER:
DUSKY WELLS, MT(ASCP)

Shannon Clinic Laboratory is a physician office laboratory, serving over 230 practitioners area wide, representing 30 medical specialties in 15 locations. There are 11 Lab collection sites at various locations where samples are collected and then couriered to the Main Lab for processing and testing. Outside the Main Clinic location, collection sites include two Urgent Care Centers, Pediatric and OB/GYN Clinic, Cardiology, Oncology, Adult and Senior Clinic, Internal Medicine Clinic and two Multi-Specialty Clinics. The lab currently employs 45 associates 10 of whom are certified laboratory professionals.

Testing is performed onsite in general chemistry, immunochemistry, hematology, serology, urinalysis, microbiology and, recently added, limited molecular testing.

“Over the course of the past year, the lab performed more than 1,168,000 tests and performed 99,000 venipunctures” says Dusky Wells, MT (ASCP), Director of Laboratory Services.

Shannon Clinic Laboratory has been under the medical directorship of board certified pathologist Dr. Joe A. Mims for over 20 years. The strong working relationship between Dr. Mims and the technical staff provides for the quality work performed on a daily basis at Shannon Clinic Laboratory. The Lab’s emphasis on quality leads to reliable tests results, which are essential in assuring excellence in patient care. Shannon Clinic Laboratory has been accredited with COLA since 2011.

Each November, during Shannon’s benefits open enrollment period, the Lab partners with the Shannon Health and Wellness department for the annual Wellness Clinic. Over a two-week period, Shannon associates and their dependents have blood pressures and measurements taken and venipunctures performed for glucose and lipid testing. For 2015, more than 1,770 labs were drawn during the 33 scheduled hours.

Shannon Clinic Laboratory associates work closely with Children’s Miracle Network and participate with local United Way, American Cancer Society and American Heart Association activities. Each year in April the Clinic Lab always has great fun during National Medical Laboratory Professionals Week, most recently hosting a ‘decorate your lab coat’ fashion show to the delight and enjoyment of the Main Clinic associates.

When Shannon Clinic joined Shannon Health System in 1995 there were 42 physicians. Now, Shannon is expanding the main campus with the addition of a four-story medical office building to be completed in early 2017. The Clinic continues to add medical specialties and services as the need arises in an effort to better serve the healthcare needs of our ever-expanding community. The dedicated laboratory staff of Shannon Clinic Laboratory will continue to serve these practitioners and their patients with quality service.



Laboratory Excellence Award Winners for first Quarter of 2016- January

COLA ID	Lab Name	City	State	Lab Director
8219	Family Physicians Inc	Canton	OH	Howard Marshall, MD
8034	Essentia Health - Remer Clinic	Remer	MN	Doreen Lajiness
19185	Central Arkansas Radiation Therapy Institute	North Little Rock	AR	Mariann Harrington, MD
21236	Florida Cancer Specialists - Deland	Deland	FL	Victor Melgen
5163	Central Arkansas Medical Associates, PA	Mountain Home	AR	Kevin J. Adkins, MD
24559	Select Specialty Hospital - Winston-Salem, Inc	Winston-Salem	NC	Fernando Crotte
9091	Novant Health Urgent Care and Occupational Health Highland Oaks	Winston-Salem	NC	James Manning, MD
26200	Rehabilitation Hospital of Overland Park	Overland Park	KS	Steven Madigan, MD
5736	Salina Regional Health Center dba Comcare P.A. - MPLS	Minneapolis	KS	Kelly Yoxall, MD
2132	AMO Salina Community Clinic	Salina	OK	Neil Fuehrer, MD
2239	Texas Oncology - Brownsville	Brownsville	TX	Balesh Sharma, MD
24292	Biomat USA- Portland Plasmapheresis Center	Portland	OR	Stephen Slattery, MD
21368	Haydee Te Nievera, MD	Brow`	TX	Haydee Te Nievera, MD
22882	Peripheral Vascular Associates	San Antonio	TX	Grady Alsabrook, MD
16984	Harry Hernandez, DO - West Kirk	San Antonio	TX	Harry Hernandez, DO
4934	Hematology Oncology Associates	Boynton Beach	FL	Humberto Caldera, MD
20110	BPL Plasma, Inc. - San Marcos	San Marcos	TX	Carlos Zamora, MD
8787	Medical Associates of Delray, PA	Delray Beach	FL	Bruce Zuckerberg, MD
19065	BPL Plasma, Inc.- Texarkana	Tesarkana	AR	Martin Koehn, MD
7457	7457	Iva	SC	Stephen Cayelli, MD
24632	Compunet Clinical Labs at DPHO Greenville	Greenville	OH	Rebecca Belaj, MD
3896	Riverside Family Medicine - Halton Rd.	Greenville	SC	Patricia Crawford, MD
7263	Family Medicne Associates	Abbeville	SC	C. Allen Kolb, MD
24586	Biomat USA, Inc. - Orange Plasmapheresis Center	Orange	CA	Wenxue Xing, MD
1744	Clifty Drive Medical Building	Madison	IN	Greg Heaton, MD
21679	MD 360 Convenient Care	Simpsonville	SC	Justine Liptak, MD
14817	Greenville Family Medicine	Greenville	SC	Robert Hanlin, MD
1648	Foxhall Internists PC	Washington	DC	John Dooley, MD
19600	Talecris Plasma Resources, Inc, Bloomington Plasmapheresis Center	Bloomington	IL	Philip Mitchell, MD
8806	Bryan J. Wasserman, MD	Delray Beach	FL	Bryan J. Wasserman, MD
24668	GHS Cancer Institute - Greer	Greer	SC	Kim Gococo, MD

Laboratory Excellence Award Winners for first Quarter of 2016- January *continued*

COLA ID	Lab Name	City	State	Lab Director
24892	Biomat USA, Inc. - Altamonte Springs Plasmapheresis Center	Atamonte Springs	FL	Charles Bloom, MD
20412	UHMP - Suburban Pediatrics - Solon	Solon	OH	Peter Catanzaro, MD
20413	UHMP - Suburban Pediatrics - Shaker	Shaker Heights	OH	Peter Catanzaro, MD
3986	Horizons Diagnostics, LLC	Columbus	GA	Robert H, Bush, MD
14583	Keystone Family Medicine	Simpsonville	SC	Rebecca Smith, MD
4705	Wabash Family Practice Center	Springfield	IL	Tina Walke
19612	Sanford Laboratories - Pierre	Pierre	SD	Raema Neugebauer
21853	Night Lite Pediatrics	Oviedo	FL	Ayodeji Otegbeye, MD
17354	Night Lite Pediatrics	Winter Garden	FL	Vivek Desai, MD
8942	UHMP - Dr. Zane Saalouke Pediatrics	Mayfield Hts	OH	Zane Saalouke, MD
16768	BEU Health Center Lab	Macomb	IL	Heather Marshall
23444	Ft. Pierc Family Care Inc	Ft. Pierce	FL	Jerry Jacobson, MD
2551	Nephrology Assoc. of Syracuse, PC	Syracuse	NY	Smardeep Mangat, MD
19807	GHS Cancer Institute, - Faris	Greenville	SC	Jeffery Edenfield, MD
9103	GHS Cancer Institute - Grove	Greenville	SC	Kim Gococo, MD
10187	Essential Health - Ashaland Clinic	Ashland	WI	Brad Davis, MD
24709	Mescalero Service Unit	Mescalero	NM	Leonard Thomas, MD
22907	Sandford Laboratories - Clark	Clark	SD	Jacqueline Yonker
21475	Fredericksburg Family Clinic, PA	Comfort	TX	John Ramsay, MD
21125	Marshfield Clinic - Lake Hallie	Chippewa Falls	WI	Kajal Sitwala, MD
10571	The Peoples Clinic Laboratory	Del Rio	TX	Noe Musquiz, MD
16819	Talecris Plasma Resources, Inc., Del Rio Plasmapheresis Center	Del Rio	TX	Manuel Frausto, MD
9104	GHS Cancer Institute - East Side	Greenville	SC	Kim Gococo, MD

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Laboratory Excellence Award Winners for first Quarter of 2016- February

COLA ID	Lab Name	City	State	Lab Director
15801	The West Clinic	Collierville	TN	Noel Florendo, MD
16019	Late Hours Urgent Care Center	Valrico	FL	Luis Aguila, MD
4987	Texas Oncology Lab - Irving	Irving	TX	Narotham R. Thudi, MD
20363	AMC Urgent Care Plus - Stillwater	Stillwater	OK	Samuel Hague, MD
24894	Medical Oncology	Baton Rouge	LA	Siva S. Yadlapati, MD
17077	Lexington Internists	Lexington	SC	Elizabeth Mathias, MD
15682	Vincent F. Honrubia, MD	Edinburg	TX	Vincent Honrubia, MD
1615	Allina Clinic - Maplewood	Maplewood	MN	Linda Riley, MD
19783	Regency Hospital of Toledo	Sylvania	OH	Stephen Strobel, MD
21504	North Mississippi Medical Center - Hem/Onc - Starkville	Starkville	MS	Andrew Kellum, MD
3673	Essentia Health - Proctor Clinic	Proctor	MN	Sandra Mattson
24552	Doctor's Express of NE Portlans	Portland	OR	Louis Perretta, MD
23352	Children's Specialty Center of Nevada	Las Vegas	NV	Alan Ikeda, MD
4400	Diabetes & Endocrine Center of Orlando	Orlando	FL	Robert B. Constant, MD
14644	Marshfield Clinic - Cadott Center	Cadott	WI	Thomas Fritsche
14645	Marshfield Clinic Chippewa Falls Center	Chippewa Falls	WI	Sher Brodt-McGregor
14586	FL Cancer Specialists - Tallahassee North	Tallahassee	FL	Scott Tetreault
10715	Family Doctors of Boulder City	Boulder City	NV	Warren Smith, MD
14493	LSUMC-S Family Practice Medical Center	Alexandria	LA	Rae Ann Woodard
23227	Texas Oncology - Carrollton	Carrollton	TX	Anil Bhogaraju, MD
8870	Alpha Med Physicians Group - P	Palos Heights	IL	Yunus Nomanbhoy, MD
10583	MINNESOTA ONCOLOGY - MAPLEWOOD	Maplewood	MN	Paul Thurmes
16974	Gaston Medical Group, PA	Gastonia	NC	David Thomas, MD
9290	Novant Health Mintview OB/GYN	Charlotte	NC	Louise Rogers, MD
3422	Novant Healht Crown Point Family Physicians	Charlotte	NC	Mark Hester, MD
23279	Compunet Clinical Laboratories at DPHO Troy	Troy	OH	Luke Wibowo, MD
2440	Schwartz Pediatrics - Bartlett	Bartlett	IL	David M. Schwartz, MD
19134	Marion Clinic	Marion	AL	William S. Lee, MD
3007	Cone Health Cancer Center	Greensboro	NC	James M. Granfortuna, MD
16098	San Diego State University Student Health Lab	San Diego	CA	Gregg Lichtenstein, MD
25122	Select Specialty Hospital - South Dallas	Dallas	TX	Tung Tran, MD

Laboratory Excellence Award Winners for first Quarter of 2016- March

COLA ID	Lab Name	City	State	Lab Director
16959	Talecris Plasma Resources, Inc, Milwaukee Plasmapheresis Center	Milwaukee	WI	Randall Fiete, MD
19961	Talecris Plasma Resources, Inc, Provo Plasmapheresis Center	Provo	UT	John Howard Loomis, III, DO
15877	Rocky Mountain Cancer Centers - Skyridge	Lone Tree	CO	Robert Rifkin, MD
9127	Tannehill Valley Family Medicine	McCalla	AL	Clark Gray, MD
10849	Bellefonte Cancer Center	Ashland	KY	Kirti K. Jain, MD
24704	Biomat USA, Inc, Birmingham Plasmapheresis Center	Birmingham	AL	Francoise M. Cressman
24705	Biomate USA, Inc, Colorado Springs Plasmapheresis Center	Colorado Springs	CO	Twee T. Do, MD
21477	Blue Mountain Hospital	Blanding	UT	Alex Cudkowicz, MD
15778	Novant Health Twin City Pediatrics	Winston-Salem	NC	Kathleen Barry, MD
22896	Ardmore Family Medicine	Ardmore	OK	Steven Watkins, DO
24584	Biomat USA Terre Haute Plasmapheresis Center	Terre Haute	IN	Kumar Gaurav, MD
9465	The Center for Hematology/ Oncology, PA	Boca Raton	FL	Harold Richter, MD
15849	Urology San Antonio, PA (NW)	San Antonio	TX	William Harmon
174	UAMS West AHEC Fort Smith	Ft. Smith	AR	Bryan Clardy, MD
23159	St. David's Emergency Center	Bee Cave	TX	Megan Kressin, MD
741	Allina Health Ramsey Clinic	Ramsey	MN	Erin Grimm, MD
12274	Purdue University Student Health Center	West Lafayette	IN	Patricia Miller-Canfield
19601	Talecris Plasma Resources, Inc. Anderson Plasmapheresis Center	Anderson	IN	Martial R. Kneiser, MD
24667	HealthPartners Highland Clinic	St. Paul	MN	Ajay X. Rawal, MD
10538	Methodist Physicians Clinic - South	Omaha	NE	Stefani Horst
742	Allina Health Champlin Clinic	Champlin	MN	Erin Grimm, MD
19113	AMC Urgent Care	Ponca City	OK	Samuel Hague, MD
11847	Covenant Clinic	Waterloo	IA	Lydia Mustafic, MD
16686	Talecris Plasma Resources, Inc, Monroe Plasmapheresis Center	Monroe	LA	Kushal Agarwal
21839	Kentfield Rehab and Specialty Hospital	Kentfield	CA	Curtis K. Roebken, MD
10753	Texoma Cancer Center	Wichita Falls	TX	Jagathi Challahalla, MD
6248	FL Cancer Specialists - Tallahassee	Tallahassee	FL	Viralkumar Bhanderi, MD
2252	TX Cancer Center- Mesquite	Mesquite	TX	Victor Horadam, MD

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Laboratory Excellence Award Winner for first Quarter of 2016- March *continued*

COLA ID	Lab Name	City	State	Lab Director
4029	FL Cancer Specialists - South Tampa Office	Tampa	FL	Hafeez T. Chatoor, MD
14310	Dousman Clinic	Green Bay	WI	Janet Kamke
17308	FL Cancer Specialists- Largo Diagnostic Center	Largo	FL	Don Luong, MD
19787	Schleicher County Medical Center	El dorado	TX	Sheryl Gallego
20299	Kaiser Permanente Prince Georges Medical Center Lab	Hyattsville	MD	Jennifer Sartorelli
20356	Camp Springs Medical Center Lab	Temple Hills	MD	Karen Pierre
20485	Tealecris Plasma Resources, Inc., Harrisburg Plasmapheresis Center	Harrisburg	PA	Andrew Behnke, MD
24702	Biomat USA, INC, August Plasmapheresis Center	Augusta	GA	Julian Hutchins MD
23457	Laboratory of FL	Tampa	FL	Cecilia Oliveri, MD
15970	Florida Cancer Specialists-Clermont	Clermont	FL	Vasundhara Iyengar, MD
10933	Spirit Lake Medical Center	Spirit Lake	IA	Lynn Klein
21329	Diabetes & Metabolism Specialist Lab	San Antonio	TX	Michelle Welch, MD
15175	Cedar Mills Medical Group	Cedarburg	WI	Chaflik Bengana
25061	Self Regional Healthcare Respiratory Therapy	Greenwood	SC	O.M. Cobb, JR, MD
15757	Riverside Pediatrics of Decatur LLP	Decatur	AL	Yousef Khouri, MD
16905	Saadat Ansari, MD, LLC	Huntsville	AL	Saadat Ansari, MD
1784	Coastal Bend Women's Clinic	Corpus Christi	TX	Maria Pizzaro

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