

*The Most Important Meeting in Canadian Laboratory Management*

# executive EDGE

Innovations in Laboratory  
Management for Lab Leaders



Why Healthcare's Biggest Game Changers  
Create New Opportunities for Labs

October 5 & 6, 2015  
Marriott Bloor Yorkville Hotel  
Toronto Ontario

executive  
EDGE

Innovations in Laboratory  
Management for Lab Leaders



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# SIEMENS



Trillium Chapter



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# INTERSYSTEMS



**07:00 – 08:00**  
**High Park Ballroom**

**Networking Breakfast**

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InterSystems  
Corporation (Canada)*

**08:00 – 08:05**  
**Forest Hill Ballroom**

**Welcome & Conference Introduction**

**08:05 – 08:30**  
**Forest Hill Ballroom**

**Why Healthcare's Biggest Game Changers Create New Opportunities for Labs**

*Robert Michel, Editor in Chief, The Dark Report, Spicewood, TX*

Our conference moderator and co-founder Robert Michel will set the stage for this year's conference. Canada is not unique and faces similar challenges to others involved in Laboratory Medicine on the International stage. He will explore and provide insight as to how healthcare's biggest game changers are providing opportunities for the laboratory industry.

**08:30 – 09:15**  
**Forest Hill Ballroom**

**Responsible Sharing of Genomic and Clinical Data**

*Sponsored by Roche  
Diagnostics*

*Peter Goodhand, CEO Global Alliance for Genomics & Health, Toronto, ON*

As the cost of genome sequencing plummets, it is becoming an increasingly routine part of clinical care, research, and even personal use. However, interpreting these data requires an evidence base larger than one party can develop alone, and one that adheres to the highest standards of ethics and privacy. Despite growing sequencing efforts, the data are often isolated in silos. Additionally, existing approaches to regulation, consent, and technology are not designed for sharing and interpreting this wealth of information effectively. These challenges and opportunities in genomic research and medicine led a group of 50 colleagues from eight countries to meet in 2013 and discuss how they could work together to accelerate medical progress, building on the experience and best practices of genetics programs from around the world. The result was the formation of the Global Alliance for Genomics & Health. Mr. Peter Goodhand, CEO, will introduce you to this exciting new organization and its achievements. He will discuss the efforts to make genomic data and tools interoperable in a secure and trusted manner. The more data and methods can interoperate on common platforms, the more valuable they will be to patients, researchers, and health care professionals.

**09:15 – 10:00**  
**Forest Hill Ballroom**

**The Predictive & Preventative Trifecta – Medicine, Computing and Analytics**

*Randy Giffen MD, Analytic Solutions Software Architect, IBM, Ottawa, ON*

Laboratory leaders were early adopters in the implementation of LEAN practice in healthcare. They realized early on the movement from diagnostic to predictive and preventative medicine would mean new technologies such as genomics, POCT, and patient monitoring would have a significant impact not only on patient outcomes but on laboratory operations. The Translational and Personalized Medicine Initiative at Memorial University in Newfoundland is taking on this challenge. Dr. Giffen will share with you the work he is doing and planning to do in applying predictive analytic techniques to healthcare in areas of health maintenance, laboratory utilization and operations management.

**10:00 – 10:30**

**High Park Foyer**

*Sponsored by Quorum Technologies Inc*

**Refreshment Break**

**10:30 – 11:15**

**Forest Hill Ballroom**

*Sponsored by LifeLabs*

**Nature vs. Nurture & The National Genomics Initiative**

*Jeff Sumner, Senior Vice President of Business Development, Clinical Affairs & Genetics, LifeLabs, Toronto, ON*

How do our genes change our life? How do we change our genes? Jeff Sumner, Senior Vice President of Business Development, Clinical Affairs and Genetics, LifeLabs will address this question touching on how genomic medicine will change healthcare from disease prediction to personalized treatment. He will provide insight into the National genomic initiative that LifeLabs, Contextual Genomics and the BC Personalized Medicine Initiative have partnered in, offering tests for cancer and other genetic and genomic tests to physicians and patients across Canada.

**11:15 – 12:00**

**Forest Hill Ballroom**

**The Human Microbiome – Taking Personalized Medicine to the Next Level  
Will Your Lab be Ready When the Poop Hits the Fan?**

*Malcolm Kendall, Co-founder & CEO, microbiome INSIGHTS, Vancouver, BC*

Microbial cells in the human body outnumber our own cells 10 to 1 and drive processes as varied as digestion, immunity, development, behavior and more. As a result, the human microbiome is now one of the fastest growing areas of biology R&D. It has the potential to revolutionize medicine and have an overwhelming impact on human health and personalized medicine in areas such as drug response, infectious and chronic disease susceptibility, and perhaps even behaviour. microbiome INSIGHTS is breaking new ground and taking personalized medicine to a whole new level. Mr. Kendall, will share with you the work being done and discuss the critical importance this will have not only to healthcare but to the environment and economy as well. While not quite ready for prime time, one could see clinical tests in the next 3-5 years. Will your lab be ready?

**12:00 – 13:15**

**High Park Ballroom**

*Sponsored by Ortho Clinical Diagnostics*

**Networking Lunch**

**13:15 – 14:00**

**Forest Hill Ballroom**

*Sponsored by BD*

**Transforming Microbiology – Keistra Total Lab Automation - 2 Years On**

*Norma Page, Vice President of Clinical Operations, DynaLIFEDx, Edmonton, AB*

In 2013 Norma Page shared with you her experiences of “Automating the Un-Automatable” specifically implementing total lab automation in Microbiology. Two years into the project, Norma will continue the story that transformed this fast paced 24/7 micro lab from traditional, manual processes to a state of the art system, answering the questions: Has the microbiology service supporting hospital and community patients fundamentally changed? Was it the right choice? Has the system improved operations, standardization, productivity, and patient care?

**Breakout Sessions – Experiences Worth Sharing**

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**14:05 – 14:50**  
**Breakout Session**  
**Forest Hill Ballroom**

Sponsored by  
*bioMérieux Canada Inc*

**Mass Spec & MALDI-TOF are Transforming Laboratories**

*Victor Leung, MD*  
*Physician Lead, Antimicrobial Stewardship, Providence Health Care, Vancouver, BC*

These two disruptive technologies are having a massive impact on laboratories. Learn how laboratories are coupling this technology with real time clinical interpretation and appropriate antimicrobial management to improve patient care and reduce costs.

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**14:05 – 14:50**  
**Breakout Session**  
**Yorkville Room**

**Breaking Bad - A Multi-disciplinary Approach to FISH**

*Ayn Wilcox, Director of Urban Operations*  
*Lisa Manning, Technical Director of Pathology Discipline Team, Diagnostic Services of Manitoba, Winnipeg MB*

Technology and new testing methods are coming into our world at an astounding rate. Ayn Wilcox and Lisa Manning, took a different approach to introducing cutting edge testing modalities in their laboratories by breaking down silos and forming a FISH testing lab that services 3 different discipline's needs, Cytogenetics, Hematopathology and Anatomic Pathology. This initiative was proposed to ensure increased access for Manitoba patients, decrease send out costs, and improve turn around times, along with other benefits including sharing resources, reagents and space. They had many hurdles to overcome and faced several challenges, but seeing it through to fruition has been a major accomplishment for the organization.

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**14:50 – 15:15**  
**Breakout Session**  
**High Park Foyer**

Sponsored by *Quorum Technologies Inc*

**Refreshment Break**

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**15:15 – 16:00**  
**Breakout Session**  
**Forest Hill Ballroom**

Sponsored by  
*Accelerate*

**Beyond Identification to High-Speed MICs - The Future of Phenotypic Testing in Clinical Microbiology**

*Romney Humphries, PhD, D(ABMM), M(ASCP)CM*  
*Assistant Professor, Pathology & Laboratory Medicine, UCLA, Los Angeles, CA*

Providing phenotypic antimicrobial susceptibility results to clinicians is one of the most important activities performed in the clinical microbiology laboratory and has direct relevance to the care of patients with infection. Although there have been recent advances in genotypic identification of resistance mechanisms, clinicians still have to wait several days to obtain phenotypic susceptibility results. In this session Dr. Humphries will review many of the scientific issues of genotypic and phenotypic diagnostic tests and their potential impact on antimicrobial stewardship and patient outcomes. In addition, she will review microscopy based technology that uses time-lapse imaging and morphokinetic analysis to generate high speed susceptibilities to multiple antibiotics for patients with blood stream infections.

**15:15 – 16:00**  
**Breakout Session**  
**Yorkville Room**

**RFID in the Clinical Laboratory: Transform Inventory Management, Cut Costs, and Improved Productivity**

*Sharon Cox, MT(ASCP)SC*

*Core Laboratory Supervisor, Saint Francis Hospital, Tulsa, OK*

Accreditation requirements stipulate that laboratories have comprehensive inventory management processes in place. A RFID inventory system has transformed this previously complex, resource intense, error ridden task at Saint Francis Hospital in Tulsa, OK into a slick cost saving system. In this case study presentation, Sharon Cox will take you through implementation of the system and share with you some of the incredible metrics that resulted.

**16:05 – 17:00**  
**Panel Discussion**  
**Forest Hill Ballroom**

*Sponsored by CLMA  
Trillium Chapter*

**Tied to the Past or Embracing the Future – Developing a Laboratory Medicine Workforce Fit for the Future**

*Jelena Holovati, Assistant Professor, Department of Lab Medicine and Pathology, University of Alberta, Edmonton AB*

*Aline Gagnon, Director, Canadian Medical Association Accreditation, Ottawa, ON*

*Christine Nielsen, Executive Director of the Canadian Society of Medical Laboratory Science, Hamilton, ON*

*Kathy Wilkie, Chair of the Canadian Alliance of Medical Laboratory Professionals Regulators and Registrar & Executive Director College of Medical Laboratory Technologists of Ontario, Toronto, ON*

Medical laboratory personnel are being educated today in much the same way as 40 years ago. Given an aging workforce poised for retirement, combined with new and emerging technologies, is it time to revamp the system? Should the traditional core discipline concept be challenged? Is it time for laboratory professionals to look to alternate education models to meet changing skill set demands? Our stakeholder panel members will bring a National perspective from education, accreditation, certification and regulation and discuss these fundamental questions. You will have the opportunity to share your thoughts and perspectives on this subject too.

**17:00 – 17:20**  
**Forest Hill Ballroom**

**Day 1 Summary & Learnings**

*Robert Michel, Editor in Chief, The Dark Report, Spicewood, TX*

**17:30 – 19:00**  
**High Park Foyer**

*Sponsored by  
SIEMENS*

**Founder's Reception**

## Tuesday October 6 Added Value, Telepathology, Utilization, Innovation

07:00 – 08:00  
High Park Ballroom

### Networking Breakfast

08:00 – 08:15  
Forest Hill Ballroom

### Day 2 Welcome & Conference Introduction

*Robert Michel, Editor in Chief, The Dark Report, Spicewood, TX*

08:15 – 09:00  
Forest Hill Ballroom

### The Laboratory Value Pyramid: Transforming Your Lab from a Volume-based Factory to a Contributor of Added Value

*Leo Serrano, FACHE, DLM (ASCP)CM*

*Clinical and Operational Consultant, FirstPath LLC, Pompano Beach, FL*

With massive change in healthcare there is a need for clinical labs to reassess the value their labs deliver to stakeholders. The Laboratory Value Pyramid was created to be a tool in that processes of reassessment. It can help labs develop new ways to measurably contribute value. Leo Serrano, will lead you through the Laboratory Value Pyramid. He will show you how to harness its power to help your lab transform from a volume-based factory to a contributor of Added Value. This new concept provides a path for all medical laboratories to move from current state to best-of-class in performance and value.

09:00 – 09:45  
Forest Hill Ballroom

### Has Telepathology Finally Reached Prime Time?

*Andrew Evans, MD, PhD, FRCP*

*Director of Telepathology, University Health Network, Toronto, ON*

Dr. Evans heads up the first telepathology program of its kind in Canada. It continues to grow and attract national and international attention allowing the University Health Network (UHN) to become a world leader in the adoption of digital whole-slide imaging for patient care. Has UHN open the door to global service addressing the shortage of pathologists? Dr. Evans will share his work to date and vision for the future.

09:45 – 10:15  
High Park Foyer

### Refreshment Break

10:15 – 11:00  
Forest Hill Ballroom

### The Value of Building Collaborative Relationships Outside of the Laboratory

*Brad Brimhall, MD, MPH*

*Professor of Pathology and Medicine, University of Mississippi Health Care, Jackson, MS*

What is the “Value Proposition” for laboratories to build relationships and collaborate with other departments in their organizations? Dr. Brad Brimhall, will address this question taking you through the process used by innovative labs to move outside their environs, engage clinicians in the care setting, and transform their lab data into healthcare analytics; ultimately improving patient care. Learn the power of merging lab data with other data sets to increase the value of your laboratory service in terms of cost, quality and better patient outcomes.



11:00 – 11:45  
Forest Hill Ballroom

### **De-innovating to Improve the Value of Laboratory Testing in Canada**

*Christopher Naugler, MD, FRCPC*  
*Zone Clinical Section Chief & Associate Professor Departments of Pathology & Laboratory Medicine & Family Medicine, University of Calgary & Calgary Lab Services, Calgary, AB*

How do you define appropriate utilization of laboratory tests? How do you culture necessary change in lab test ordering patterns? Dr. Christopher Naugler has tackled these questions and others. The editor of “Lab Literacy for Canadian Doctors” a comprehensive pocket guide for choosing appropriate lab tests and member of “Choosing Wisely Canada”; Dr. Naugler will discuss his recent work highlighting successful strategies for increasing knowledge and changing attitudes that produce results and improve the quality of patient care.

11:45 – 13:00  
High Park Ballroom

### **Networking Lunch**

### **Breakout Sessions – Experiences Worth Sharing**

13:00 – 13:45  
**Breakout Session**  
Forest Hill Ballroom

### **Operational Impacts of Telepathology**

*Zoya Volynskaya, PhD*  
*Director, Clinical and Research Informatics, Laboratory Medicine Program University Health Network, Toronto, ON*

Increases in the number of cancer diagnoses in an aging population are associated with a need for more comprehensive pathology reports and more frequent consultation with subspecialists. These factors also drive a need to embrace digital pathology, optimize the use resources and improve patient care and outcomes. For almost 10 years, pathologists at UHN have utilized Whole Slide Imaging (WSI) for a variety of clinical activities including remote frozen section coverage, consultation, QA and primary diagnosis. Successful adoption of WSI depends on having clearly-defined goals for specific intended uses, identification of appropriate hardware/software and IT infrastructure to meet those goals and integration with a lab information system to optimize workflow and patient safety. As a follow-up to Dr. Evans’ presentation Dr. Zoya Volynskaya will address institution-specific challenges that should be taken into consideration when implementing WSI for clinical applications.

13:00 – 13:45  
**Breakout Session**  
Yorkville Room

### **How New Molecular and Genetic Test Technologies Are Helping Community Hospital Labs Deliver More Value**

*Gregory J. Tsongalis, PhD, HCLD, CC*  
*Professor of Pathology, The Audrey and Theodor Geisel School of Medicine at Dartmouth, Director, Laboratory for Clinical Genomics & Advanced Technologies (CGAT), Dartmouth Hitchcock Medical Center, Lebanon, NH*

Molecular diagnostic technologies, once the domain of research laboratories and large academic institution have come along way since manual extraction and complex methods. Automation now dominates the field and is making it feasible implementation in community hospital labs; or has it? Dr. Tsongalis will share with you his views and experience in adopting these technologies in community hospitals delivering more value to physician clients and patients.

## Tuesday October 6 (continued)

13:50 – 14:35  
Breakout Session  
Forest Hill Ballroom

### The Good, The Bad and The Ugly - Developing & Implementing a New Pathologist Workload Measurement System – AABACUS & What it Can Do for You

*Carol Cheung MD, PhD, JD, FRCPC  
Staff Pathologist, University Health Network, Toronto, ON*

Personalized Medicine has increased in complexity and changed the way pathologists work as never before imagined without the incredible growth of complex informational parameters obtained from morphologic, proteomic and genomic analyses. As a result the way pathologists have been measuring and tracking their time and workload has needed to change to reflect this new way of working. Dr. Carol Cheung has developed a new model to do just that leaving behind methods that were based on counting specimens and samples. Automatable Activity-Based Approach to Complexity Unity Scoring (AABACUS) captures pathologists' clinical activities accessed from the LIS, including specimen acquisition, handling, analysis, and reporting. Dr. Cheung will share with you the challenges faced in developing and implementing this robust and novel system that provides a more informative picture of workload for modern pathology practice. She will also speak to what AABACUS can do for you in the decision making process, specifically in terms of resource allocation, pressure points within a system and where time and energy should be spent growing and adapting a department to better serve patients. Not only does AABACUS allow for better planning and utilization of a pathology team, it has the potential to be adaptable to all lab environments.

13:50 – 14:35  
Breakout Session  
Yorkville Room

### Get Checked OnLine - A New Innovative Initiative Approach to STI Testing

*Mark Gilbert, MD  
Epidemiologist, BC Centre for Disease Control, Vancouver BC*

*John Andruschak  
Vice President, Lower Mainland Pathology & Laboratory Medicine, Provincial Health Services Authority, Vancouver, BC*

Internet-based testing for sexually transmitted infections (STIs) is a new approach to STI testing. Dr. Mark Gilbert led the team which developed Get Checked Online to meet a growing need for easier access to HIV and STI testing in BC. The program is being piloted in Vancouver, and plans for provincial expansion are underway. Dr. Gilbert will share with you how the initiative works; how it's working and the impact it may have on personal access to testing in the future. Mr. John Andruschak, will join Dr. Gilbert outlining the operational aspects of the program.

14:40 – 15:10  
Forest Hill Ballroom

### Concluding Remarks

*Robert Michel, Editor in Chief, The Dark Report, Spicewood, TX*

To end this year's stimulating executive EDGE conference Robert Michel will share his razor-sharp analysis of the program to help you sort out key themes, hone your thinking about emerging trends and help you establish a list of priorities for action.

## Conference Faculty



**JOHN ANDRUSCHAK**

*Vice President, Lower Mainland Pathology & Laboratory Medicine*

*Provincial Health Services Authority,  
Vancouver, BC*

In 2009, John Andruschak was appointed to lead the consolidation of Pathology & Laboratory Medicine services in the Lower Mainland. In addition to this ongoing initiative, John is also responsible for the Provincial Blood Coordinating Office and the Provincial Infection Control Network (PICNet).

Prior to this role, John was Vice President, Corporate & Clinical Services at PHSA. His extensive health care experience spans 28 years, including previous roles as the Provincial Director of the BC Perinatal Health Program, and Director of Health Services in Fraser Health.



**BRAD BRIMHALL, MD, MPH**

*Professor of Pathology and Medicine*

*University of Mississippi Health Care,  
Jackson, MS*

Brad Brimhall, MD, MPH is a professor of pathology and internal medicine at the University of Mississippi, School of Medicine where he is the Senior Consultant for the Enterprise Data Warehouse and Integrated Analytics. Using aggregated data, he works closely with colleagues to identify and quantify opportunities for cost savings, increased revenue, and improvements in patient care as well as plan, monitor, and measure the successful execution of interventions to address these opportunities.

Dr. Brimhall earned his MD at Stanford Medical School. He completed internship and residency training in pathology (anatomic and clinical) and fellowship training in transfusion medicine at Brigham and Women's Hospital/Harvard Medical School. He received a Master of Science degree in health policy and management at the Harvard School of Public Health and a postgraduate certificate in bioinformatics from the Canadian Genetic Diseases Network and the University of British Columbia. Dr. Brimhall is board certified in anatomic and clinical pathology, as well as clinical informatics.



**CAROL CHEUNG MD, PhD, JD, FRCPC**

*Staff Pathologist*

*University Health Network, Toronto, ON*

Dr. Carol Cheung received her MD and completed her residency in Anatomical Pathology at the University of Toronto. She obtained her PhD training in cellular and molecular biology at the Ontario Cancer Institute. At present, she is a staff pathologist at the University Health Network (UHN) and is an assistant professor in

the Department of Laboratory Medicine and Pathobiology, Faculty of Medicine, University of Toronto. She is the Medical Director of the Immunopathology Laboratory at UHN, Co-Chair of the Anatomical Pathology Professional Quality Assurance committee and a member of the Ontario Cancer Research Ethics Board. Dr. Cheung recently received her law degree from the Faculty of Law, University of Toronto. Her main academic interests and activities focus on quality improvement as well as the legal and ethical issues that affect the development and positioning of laboratory medicine and pathology as an evolving discipline.



**SHARON COX, MT(ASCP)SC**

*Core Laboratory Supervisor*

*Saint Francis Hospital, Tulsa, OK*

Sharon Cox is the Core Laboratory Supervisor at Saint Francis Hospital in Tulsa, OK. She has been a key member of the Saint Francis team with over 20 years of experience within the facility. Sharon earned her Bachelor's of Science in Medical Technology at Louisiana State University and is a member of the American Society of Clinical Pathologists (ASCP) with a specialty in Chemistry. She is also a member of the National Certification Agency for Medical Laboratory Personnel (NCA). Sharon was awarded the Saint Francis Health System Value Award for Stewardship in 2012 for her continued efforts in developing and implementing innovative solutions within the Health System.

Sharon is LEAN certified and has had focus on several projects to improve the overall efficiency of their core laboratory; playing an essential role in the implementation of the Saint Francis laboratory informatics system to ensure quality of patient results. She acted as the project lead during the Automation implementation project at Saint Francis and was responsible for directing and implementing the Abbott Accelerator Processing System along with the Abbott Architect analyzers and Instrument Manager. During Sharon's tenure as Core Laboratory Supervisor, she has seen the yearly testing volume increase from 1.8MM to >8MM tests. This was accomplished through automation and informatics without the addition of additional staff in the Core Laboratory.



**ANDREW EVANS, MD, PhD, FRCP**

*Director of Telepathology*

*University Health Network, Toronto, ON*

Dr. Andrew Evans is a Staff Pathologist and consultant in Genitourinary Pathology at University Health Network (UHN). He is also an Associate Professor in the Department of Laboratory Medicine and Pathobiology at The University of Toronto. He has served as Director of the UHN Telepathology program since its inception in 2003. UHN has successfully integrated digital pathology into patient care for a variety of applications, including frozen sections and consultation. Most recently, UHN has implemented whole-slide imaging for primary sign out at one of

## Conference Faculty

its partner sites located 40 miles east of Toronto. He is currently a member of the College of American Pathologists (CAP) Digital Pathology Committee and has served on CAP and American Telemedicine Association committees which recently released guidelines for validating and implementing digital pathology systems for diagnostic purposes.



**ALINE GAGNON, MBA (INTERNATIONAL)**  
*Director CMA Accreditation  
Canadian Medical Association, Ottawa, ON*

Aline has been leading CMA Accreditation since November 2011 with a view to make the accreditation process more transparent, efficient and consistent. She has been with the Canadian Medical Association or one of its subsidiaries since 2006. Aline is recognized for her contribution in business and membership development and marketing. Before working in health, not-for-profit and membership, Aline was part of the vibrant Ottawa high technology sector where she successively held positions in business development, product and marketing management. Outside work, Aline is a want-to-be gourmet chef, a supportive sister and a favourite aunt. She loves long distance trekking and has crossed Spain, half of France and Corsica on foot and has made friends worldwide.



**RANDY GIFFEN, MD**  
*Analytic Solutions Architect  
IBM Canada, Ottawa, ON*

Dr. Randy Giffen is an Analytic Solutions Architect with IBM Canada. He is currently working at the Center for Health Informatics and Analytics at Memorial University. Dr. Giffen is a former General Practitioner with post-graduate research experience in Medical Informatics at the Open University. He joined Object Technology International in Ottawa which was acquired by IBM. Dr. Giffen has been involved in a number of software projects at IBM including the Eclipse Project, Business Process Management, Healthcare Analytics, and Predictive Maintenance and Quality. He has also supported research at the University of Ottawa and is a member of the Telfer Health Transformation Exchange.



**MARK GILBERT, MD**  
*Epidemiologist  
BC Centre for Disease Control, Vancouver BC*

Dr. Mark Gilbert is a Physician Epidemiologist at the BC Centre for Disease Control, and an Associate Clinical Professor in the School of Population and Public Health, University of British Columbia. At the BCCDC, Mark leads the BC Online Sexual Health Services program and the development of novel internet-based approaches to sexual health service delivery. Recent accomplishments include the launch of SmartSexResource.com (an interactive, sexual health education website for the public and health care providers) and GetCheckedOnline.com a comprehensive internet-based testing service for HIV and STIs in BC. Mark also holds the position of Director, Applied Epidemiology Unit at the Ontario HIV Treatment Network, where he leads initiatives to understand, monitor and translate HIV trends in Ontario. Mark is a national expert in research related to gay men's sexual health and the evaluation of online services, using an integrated knowledge translation approach in collaboration with national and international research partners.



**PETER GOODHAND**  
*Executive Director  
Global Alliance for Genomics & Health,  
Toronto, ON*

Peter Goodhand is a leader in the global health sector as a senior executive and board member in the health research advancement community.

Goodhand played a key role in the creation of the Global Alliance to accelerate progress in genomic research and medicine and in June 2013, he was appointed Executive Director of the Alliance for its critical development phase.

Prior to this role, he was the President and CEO of the Canadian Cancer Society - Canada's largest health charity. Before joining the charitable sector, Goodhand had a 20 year career in the global medical technology industry, including strategic leadership roles with multinational healthcare companies such as American Cyanamid and Johnson & Johnson and as the founding Managing Director of the Health Technology Exchange (HTX).

He is currently Chair of the Board of HTX; Chair of the Steering Committee of the Occupational Cancer Research Center; Board Member, MaRS EXCITE (Excellence in Clinical Innovation and Technology Evaluation); Executive Committee Member, AGE-WELL Network Centre of Excellence.

Goodhand had a 12-year experience as a patient advocate, caregiver and navigator throughout his family's battle with a rare cancer.



**JELENA HOLOVATI, MLT, PhD**  
*Associate Professor*  
*Department of Laboratory Medicine & Pathology*  
*University of Alberta, Edmonton, AB*

Dr. Jelena Holovati is an Associate Professor in the Department of Laboratory Medicine and Pathology at the University of Alberta and an educator in the Division of the Medical Laboratory Science.

In 2013, she assumed a role of a Scientific Director of the Comprehensive Tissue Centre, Transplant Services Program of the Alberta Health Services. In addition to her education and administration activities, Dr. Holovati is an Adjunct Scientist with the Canadian Blood Services, with her research focusing on biopreservation of red blood cells and tissues.



**ROMNEY HUMPHRIES, PhD, D(ABMM), M(ASCP)CM**  
*Assistant Professor, Pathology & Laboratory Medicine*  
*UCLA, Los Angeles, CA*

Dr. Romney M Humphries, is the Section Chief of Clinical Microbiology and an Assistant Professor, in the Department of Pathology and Laboratory Medicine, David Geffen School of Medicine at UCLA. She completed her Doctor of Philosophy degree in Bacterial Pathogenesis studying the adherence mechanisms of Enteropathogenic *Escherichia coli* to the host in the laboratory of Dr. Glen Armstrong, PhD at the University of Calgary, Canada. She completed a clinical postdoctoral fellowship in Medical and Public Health Laboratory Microbiology at UCLA. She is a Diplomate of the American Board of Medical Microbiology and a licensed Clinical Microbiologist. Her research interests are in antimicrobial susceptibility testing and resistance mechanisms, *Clostridium difficile* disease, diagnostics and pathogenesis, and in the development of rapid molecular tests for the detection, quantification, and characterization of microorganisms in clinical specimens for the diagnosis of disease.



**MALCOLM KENDALL, BA, MBA**  
*Co-founder & CEO*  
*Microbiome Insights, Vancouver, BC*

Malcolm Kendall has over 28 years of operational management, entrepreneurial, venture capital investment and leadership experience, the majority of which has been focused on company creation and building value in technology and biotechnology companies. He is currently a co-founder and the CEO of Microbiome Insights, a Vancouver-based, revenue-stage company providing state-of-the-art microbiome sample testing and analysis, enabling academic, clinical and industry researchers to easily and effectively include microbiome analysis in their studies. Before this, he was the co-founder and CEO of Indel Therapeutics Inc., a Vancouver-based biopharmaceutical company dedicated to developing new drugs to address the global health crisis caused by antibiotic resistance.

Earlier in his career, Malcolm was an investment professional with life science focused venture capital firms MDS Capital (now Lumira Capital) and Intersouth Partners. Before entering business, he served in the U.S. Army where he honed his leadership skills as an Infantry and Special Forces officer. Malcolm has been an advisor and board member to numerous companies and organizations and is currently a member of the board of directors of Semios Bio Technologies and Phoenix Molecular Diagnostics, a mentor for the entrepreneurship@UBC program and an adjunct professor at the MBA MOT program at Simon Fraser University. He received his undergraduate degree from Washington and Lee University and an M.B.A. from the Kenan-Flagler Business School at the University of North Carolina.



**VICTOR LEUNG, MD**  
*Physician Lead, Antimicrobial Stewardship*  
*Providence Health Care, Vancouver, BC*

Dr. Victor Leung completed medical school and residency training in Internal Medicine at the University of British Columbia. He subsequently completed a combined fellowship in Infectious Diseases and Medical Microbiology at McGill University. He now works as the Infection Prevention and Control Physician at Providence Health Care (PHC) and is leading the Antimicrobial Stewardship program at PHC.

## Conference Faculty



**LISA MANNING, MLT, BSc**  
Pathology Technical Director  
Diagnostic Services of Manitoba,  
Winnipeg, MB

Lisa Manning is the Pathology Technical Director for Diagnostic Services Manitoba. Lisa pursued her career in laboratory science after completing her medical laboratory technologist training in 1986, then went on to complete her Bachelor of Science degree in 1991 where she graduated with honors.

Over the years Lisa has worked in a variety of health care settings including in the private sector, public sector and the federal government where she worked at the Canadian Sciences Centre for Human and Animal Health as the lead Biologist for 7 years. Lisa is passionate about sharing knowledge and is the current education chair for the National Society for Histotechnology and has presented at local, National and International conferences. She has authored and co-authored eight peer-reviewed publications, and has years of research experience.

Currently, Lisa oversees the technical aspects of the pathology lab including implementing new equipment and new techniques.



**ROBERT L. MICHEL**  
Editor-in-Chief  
*The Dark Report, Spicewood, TX*

Robert Michel is the Editor-in-Chief of the *The Dark Report*, an intelligence service and publication providing economic and strategic assessment of the clinical laboratory industry for senior executives and pathologists. He produces the "Executive War College on Laboratory and Pathology Management" held each spring. This meeting has an international reputation as a source of innovative and effective management strategies and business models for pathologists and laboratory executives. He co-produces similar annual lab industry meetings in the United Kingdom, Canada and Australia. Each year he also hosts "Lab Quality Confab" on Lean and Six Sigma in Hospitals and Laboratories. Michel's expertise is strategic analysis, corporate planning and market trend assessment.

Formerly he was director of Strategic Analysis and Special Projects for the regional laboratory division of Nichols Institute prior to and through its merger with Corning Clinical Laboratories, now Quest Diagnostics Incorporated. His corporate experience includes executive positions with Proctor & Gamble Distributing Company, Financial Corp. of America and Centex Corporation. In addition, he is a winner of the Newsletter and Electronic Publisher Association's prestigious "Best Investigative Reporting" Award and is listed in the Marquis Who's Who in Healthcare and medicine. Michel earned a BA in Economics from the University of California at Los Angeles (UCLA).



**CHRISTOPHER NAUGLER, MD, FRCPC**  
Zone Clinical Section Chief & Associate  
Professor  
Departments of Pathology & Laboratory  
Medicine & Family Medicine  
University of Calgary & Calgary Lab  
Services, Calgary, AB

Dr. Naugler is an Associate Professor in the Departments of Pathology and Family Medicine at the Cumming School of Medicine and a member of the O'Brien Institute of Public Health.

He completed medical training at Dalhousie University followed by Family medicine training at Western University (CCFP 1999, FCFP 2010), and specialty training in general Pathology at Dalhousie University (FRCPC 2009). Since 2010 he has been the Clinical Section Chief of General Pathology for Alberta Health Services, Calgary Zone as well as Section Chief of Pathology Informatics, Medical Director of the Alberta Health Services Laboratory Utilization Office, and Program Director of the General Pathology residency training program, which he founded.

Dr. Naugler works extensively with The Canadian Association of Pathologists, Choosing Wisely Canada, the Alberta Medical Association, and the Alberta College of Physicians and Surgeons on numerous committees.

Dr. Naugler has published over 95 papers, several books and was the winner of the 2013 University of Calgary, Faculty of Medicine Watanabe Distinguished Achievement Award for Overall Excellence. His research includes work on laboratory test appropriateness, clinical epidemiology and pathology informatics.



**CHRISTINE NIELSEN, MLT, BHA, CAE**  
CEO  
Canadian Society for Medical Laboratory  
Science, Hamilton, ON

Christine Nielsen became Chief Executive Officer of the Canadian Society for Medical Laboratory Science in 2010. She is the Chair of CNAR – the Canadian Network of Associations of Regulators, Ottawa. She is a medical laboratory technologist, with a degree in Health Administration, is a Certified Association Executive with a Certificate of Mastery in Prior Learning Assessment from the Council for Adult and Experiential Learning at DePaul University in Chicago. She is currently completing an MBA from the Edinburgh School of Business, Scotland. She is also an experienced Prior Learning Assessor with the Canadian Society for Association Executives (CSAE). In 2014, she was appointed to Government of Canada's (ESDC) Panel on Employment Challenges of New Canadians.





**NORMA PAGE** *MLT, MBA, ASC*  
*Vice-President of Clinical Operations*  
*DynaLIFEDx*  
*Edmonton, AB*

Norma Page is Vice President, Clinical Operations at DynaLIFEDx a major Canadian medical laboratory that provides high quality integrated laboratory services to hospitals, health centres and community patients across Northern Alberta as well as supporting other parts of Canada through referral testing and consultation services. Our Microbiology Department provides full services to multiple large acute care, mid-sized and smaller rural hospitals. In 2015 DynaLIFEDx was named a Canada's Best Managed Company, Gold Standard winner, recognizing our achievements over the past four years thanks to our dedicated employees, our industry leadership and our innovative services.

Norma is a Medical Laboratory and Finance professional with hands on experience in all aspects of laboratory medicine including testing services, patient care, systems and support infrastructure, quality management, laboratory integration, business acquisitions, and strategic, business and financial analysis. She is a registered Medical Laboratory Technologist and holds a Masters of Business Administration from Heriot-Watt University, Edinburgh, Scotland.

Norma strives to foster a culture of excellence across all levels of the organization. Her focus is continuous improvement through innovation, technological advances, systemization, and standardization which ultimately drive quality improvements and productivity gains.



**LEO SERRANO**, *FACHE, DLM (ASCP)CM*  
*Clinical and Operational Consultant*  
*FirstPath LLC, Pompano Beach, FL*

Leo Serrano, is the Clinical and Operational Consultant for FirstPath LLC located in Pompano Beach, Florida and a recognized thought leader and international speaker on Clinical Laboratory Medicine. He has over 40 years of laboratory management experience with an expertise in a number of clinical specialties. He also has an extensive background in Outreach Laboratory Services, Quality Management and Process Improvement. A Lean Six Sigma Black Belt, Leo directed the first U.S. hospital laboratory to achieve ISO-14189 accreditation, which re-accredited for a second cycle. He and his teams have led several highly successful hospital based outreach programs in various locations around the country. Leo earned a Bachelor of Science from Florida International University. He is a Fellow of the American College of Healthcare Executives (FACHE), holds a Laboratory Supervisors License in all the major specialties in the State of Florida and holds a Diplomate in Laboratory Management from the American Society of Clinical Pathologists DLM (ASCP).



**JEFF SUMNER**, *MSc*  
*Senior Vice-President, Clinical Affairs,*  
*Business Development and Genetics*  
*LifeLabs, Toronto, ON*

Jeff is responsible for the day-to-day activities of the Medical Scientific, Quality and Regulatory Affairs (QRA) groups across LifeLabs. In addition, Jeff is also in charge of Business Development activities including developing, leading or co-leading strategic growth initiatives and expanding LifeLabs' menu of tests and services.

Prior to joining LifeLabs, Jeff held several senior executive positions at Gamma-Dynacare Medical Laboratories, most recently as VP of Clinical Development and Quality Assurance. Jeff has also held senior positions running hospital laboratories at St. Michael's Hospital in Toronto and the former McKellar General Hospital (now Thunder Bay Regional Health Sciences Centre) in Thunder Bay, Ont. He also had teaching appointments at the Thunder Bay Institute of Medical Technology and Lakehead University.

As a Chartered Scientist, a Fellow of the Institute of Biomedical Sciences in the UK and a registered medical laboratory technologist, Jeff's laboratory and scientific experience is among the most respected in our sector.

Jeff also holds an MSc in Biomedical Sciences from Sheffield University and a post-graduate Diploma in Management Studies awarded by the UK Council for National Academic Awards in conjunction with Plymouth Business School and Exeter University.



**GREGORY J. TSONGALIS**, *PhD HCLD, CC*  
*Professor of Pathology, The Audrey and*  
*Theodor Geisel School of Medicine at*  
*Dartmouth*  
*Director, Laboratory for Clinical Genomics*  
*& Advanced Technologies (CGAT)*  
*Dartmouth Hitchcock Medical Center,*  
*Lebanon, NH*

Dr. Gregory Tsongalis, is currently the Director of the Clinical Laboratory at the Jackson Laboratory for Genomic Medicine in Farmington, CT and the Director of Molecular Pathology and the Pathology Translational Research program at the Geisel School of Medicine at Dartmouth and the Dartmouth-Hitchcock Medical Center in Lebanon, NH. He received his Ph.D. in pathology from the University of Medicine and Dentistry of New Jersey and completed his postdoctoral training in pathology and laboratory medicine at the University of North Carolina at Chapel Hill.

His area of expertise is in clinical molecular diagnostic applications. His research interests are in the pathogenesis of solid tumors, disease association of SNP genotyping, and personalized medicine. He has authored/edited eight textbooks in the field of molecular pathology, published more than 170 peer-reviewed manuscripts, and has spoken at national and international meetings. Dr. Tsongalis has served on numerous committees of the AACC, ASIP, and AMP where he is a past President. He is also on the editorial board of nine journals, including Clinical Chemistry,

Clinical Chemistry and Laboratory Medicine, and the Journal of Molecular Diagnostics. Tsongalis also serves on the FASEB Board of Directors and numerous corporate scientific advisory boards.



**ZOYA VOLYNSKAYA, PhD**  
*Director, Clinical and Research Informatics  
Laboratory Medicine Program  
University Health Network, Toronto, ON*

Dr. Zoya Volynskaya is professionally trained as an Electrical Engineer with specialization in Biomedical Applications. During PhD training she worked closely with pathologists and radiologists to create novel biomedical techniques for early diagnosis of breast cancer. Subsequently, after graduation, she pursued her career in telemedicine, particularly in digital pathology industry where she focused on development of software and computer-based algorithm analysis tools to help pathologists provide fast and accurate diagnosis to patients around the world. During 4 years working at Aperio and Leica Biosystems she worked closely with many US and Canadian institutions to understand pitfalls of conventional workflow and help adopt digital pathology for select number of applications, including frozen section, international and national consultation, integration with LIS, and image analysis automated IHC interpretation. With the deep industry experience, she joined UHN to develop strategies for full-scale implementation of digital pathology and creation of image analysis algorithms.



**AYN WILCOX**  
*Executive Director, Operations  
Diagnostics Services of Manitoba,  
Winnipeg, MB*

Ayn Wilcox spent the early part of her career working outside of the healthcare sector, primarily in manufacturing in the areas of financial and operations management, with a focus on employee development and engagement, process improvement and innovation. She made the move to healthcare ten years ago, taking on the newly created role of Director of Planning with Diagnostic Services Manitoba (DSM). At that time the relatively new not-for-profit organization was tasked with positioning Manitoba's public laboratory services and rural imaging services to meet the challenges that the sector was facing. In those early years Ayn led a number of key strategic initiatives to design and implement the infrastructure required for a new organization, partnering with the various regional health authorities to successfully transition the 1700+ staff to DSM and ensure a service model was in place that met the needs of all stakeholders, including the Manitoba patients that we serve.

Once the infrastructure was established Ayn took on the role of Director of Operations. In addition to the diagnostic sites that she was responsible for, her portfolio included the project management and process improvement division. This division has been instrumental in successfully implementing a number of projects and initiatives across DSM's seventy plus sites, as

well as overseeing the training and development of over twenty-five leaders throughout the organization in lean six sigma methodologies. This has served DSM well in its goal of being as efficient and effective as possible to ensure sustainable quality services.

In her current role as Executive Director, Operations Ayn works closely with DSM's partners in healthcare to ensure the organization delivers on its Vision to create a patient-first environment that provides quality laboratory and diagnostic imaging services supporting the health care needs of all Manitobans.



**KATHY WILKIE, MLT, BHA**  
*Registrar & Executive Director  
College of Medical Laboratory Technologists  
of Ontario, Toronto, ON*

Kathy Wilkie is the Registrar and Executive Director of the College of Medical Laboratory Technologists of Ontario (CMLTO). She has more than 30 years of experience in medical laboratory technology and health services administration in the public, private and professional regulatory sectors. A graduate of Ryerson University in Toronto, Kathy holds a Bachelor of Health Administration (Honours).

Over the last fifteen years, Kathy has developed extensive expertise in health profession self-regulation and policy governance, both as a Board member and Executive Director in the not-for-profit sector. She is a recognized speaker provincially, nationally and internationally on the impact of regulatory governance excellence.

Kathy was appointed to the Board of Directors of Guelph General Hospital in 2011. She currently chairs the Quality Committee of the Board, and is the past Chair of the Governance Committee. Kathy is a member of the Board of Directors of the Federation of Health Regulatory Colleges of Ontario. She currently serves on the Executive Committee and has held the positions of President and Treasurer of the Board.

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