



Weinberg Building Nears Completion

The target date for Pathology's move to the new Weinberg Building is the weekend of Oct. 30th. Our department will occupy approximately 20,000 sq. ft of space on the east side of the 2nd floor, just one floor below sixteen new operating suites.

Close to one hundred Pathology faculty, residents and staff from the divisions of Surgical Pathology, Flow Cytometry, Out-Patient Oncology Hematology, Special Coagulation and Transfusion Medicine will relocate to this new building.



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Drs. Sanfilippo and Askin, Ed Pigo, Arlene Prescott and Kathy Cowen survey new quarters

Division in Highlight: Transfusion Medicine Director's Corner

*Deirdre DeSantis Parsons MS, MT(ASCP)SBB
Education and Development Coordinator
Transfusion Medicine*

The Transfusion Medicine Division offers comprehensive transfusion services to routine and specialized patients in both outpatient and inpatient settings. Under the direction of Dr. Paul M. Ness, Transfusion Medicine provides consultative services as well as a menu of blood products that meet the transfusion needs of the following patient groups: solid organ and bone marrow transplant, general and cardiac surgery, neonatal and obstetric, sickle cell, hemophilia and a host of other hematological disorders.

The transfusion service is one of the worlds largest in use of blood components provided and most complex in terms of patient population. The Division works closely with the Johns Hopkins Hemapheresis and Therapeutic Services (HATS), directed by Dr. Karen

King, to provide blood component support for oncology patients and therapeutic apheresis for patients throughout Johns Hopkins Medical Institutions. Bones, skin, veins and heart valves are stored and issued by the Transfusion Medicine Division for use in surgery.

With twenty-eight full-time medical technologists, four lead technologists and a reference specialist the Division is able to provide services 24 hours a day and 7 days a week with close to 42,000 red blood cell products and over 100,000 blood components being transfused annually. The Division is divided into three main areas that include the Main laboratory, the Reference laboratory and the Platelet laboratory.

The Main laboratory is the heart of Transfusion Medicine where the majority

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Clinical Service Excellence and Scholarship: Two sides of the same coin

Fred Sanfilippo, MD, PhD

One of the true success stories of our department has been the remarkable growth of our clinical activities in terms of size, diversity, service level, and most importantly scholarship. This represents a real increase in quality and value for our hospital, clinicians, and patients. The impending move of several of our services to the Weinberg Building, as described in this newsletter, is just one more manifestation of this phenomenon for Pathology services at Hopkins.

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Weinberg Cancer Center

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The Bialek casework is in place as well as some of the custom casework. Pathology's color scheme is green, purple, salmon and gray. We expect delivery of the chemical fume hoods, downdraft tables and biosafety cabinets within the next few weeks. Although we have some construction issues yet to resolve, we still anticipate meeting our target occupancy date.

If you would like to keep up with the latest news, please be sure to visit the website: www.med.jhu.edu/cancerctr or stop by the Pathology Weinberg Building update board on Pathology 7. §



Big smiles after tour of the Cancer Center

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From the perspective of size, the past several years have shown an increasing demand for all our laboratory and consultative services, both new and old. The volume growth of our lab tests has come both from internal JHHS users as well as our outreach programs, which are managed through our recently created JHML. Over the past six years the increased demand for our professional consultative services has resulted in more than a 3-fold increase in our clinical practice "pro-fee" revenue. Likewise, the growth in test volume combined with our improved departmental management has resulted in our unit cost (per RVU) declining to a rate now 14% below the state average, which is a significant increase in value for Hopkins considering the quality and variety of testing we provide. The growth in consultative services and lab tests we provide has been made possible by the striking increase in the overall number of our faculty, residents, and clinical fellows, and in the range of subspecialty expertise they offer.

We have not only increased the number and type of services offered, but improved the level and quality of service

as well. After combining the Department of Lab Medicine with Pathology more than six years ago, the initial emphasis for enhancing our clinical services was to speed-up results reporting and turn-around-time. Over this period, there have been dozens of improvements in the speed at which results get into the hands of clinicians; we have also enhanced report formats to make this information more useful.

I believe that our continued focus on quickly providing accurate results and interpretations has been a critical part of our successful clinical service growth. Getting the correct diagnostic results back in the hands of clinicians as soon as possible is key to improving treatment decisions and demonstrating the value of the testing itself. It is easy to show how important this communication is to the outstanding clinicians at Hopkins. One simply has to stop by the surgical pathology sign out room, or microbiology plate rounds, or any of the many daily sessions involving specific subspecialty pathology interactions with clinical staff at Hopkins to see this value. Perhaps the best example of the value of our services is in the design of the Weinberg Building itself; our services, faculty, and staff are purposefully located on the second floor

in order to be as close as possible to the clinicians we support above us in the operating rooms, and below us in the clinics.

Another measure of quality improvement has been the substantial expansion of our clinical faculty to provide broader expertise and allow a concomitant increase in our service programs. This began in 1993 with establishment of new pathology services in flow cytometry and CNS tumor pathology, followed by new services in bone pathology, coagulation, molecular pathology and cytogenetics, autoimmunity, HIV diagnostics, and therapeutic hemapheresis. Altogether more than 30 new faculty with clinical service responsibilities have been recruited in literally every division to take advantage of these opportunities. This growth in our clinical services continues with current faculty recruitment underway in several areas.

To ensure value, efficiency and effectiveness, the development and

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Faculty Activities

Syed Ali, M.D. is serving a three year term as National Contributing Editor for *Residents In-Service Exam* in Pathology (RISE).

G. Steven Bova M.D. is directing a postgraduate course entitled "Molecular Technology and Its Application to Urology" at the American Urological Association Convention in Dallas, Texas.

Daniel Chan, Ph.D. presented at the Johns Hopkins Singapore Symposium on Tumor Markers in Asia: Identification and Clinical Applications in Singapore, April 17, 1999. He was also invited to chair and present a symposium on Robotics and Automation Systems in Immunoassays at the 25th anniversary meeting of the Clinical Ligand Assay Society in Philadelphia, PA in May 1999. In addition, Dr. Chan received an Outstanding Speaker Award from the American Association for Clinical Chemistry.

Steven Dumler, M.D. has been appointed to the Editorial Board of the journal *Molecular Diagnosis*. He has also been elected President of the Binford-Dammin Society for Infectious Diseases Pathologists for 1999-2000.

Jonathan Epstein, M.D. gave the "State of the Art Lecture on Prostate Biopsy: What does it tell us?" at the American Urology Association in their national meeting held in Dallas May 4, 1999.

Robert Heptinstall, M.D. received the Jean Hamburger Award from the International Society of Nephrology for his contributions in clinical investigations for 1999.

Ralph Hruban, M.D. has been awarded this year's W. Barry Wood Award for Excellence in Teaching.

Robert Kurman, M.D. participated as a member of the integration panel for the Dept of Defense Ovarian Cancer Research Program on April 26 & 27.

Edward McCarthy, M.D. was a Visiting Professor at the Pennsylvania Hospital in Philadelphia on April 26 & 27. He also was the featured speaker at the 13th Annual Pathology Symposium in Georgia on May 23. He also presented the "Bone and Joint Disorders" Symposium as part of the Orthopaedic Review Course in June.

Paul Ness, M.D. presented at the International Society of Blood Transfusion meeting in Jerusalem in May.

Gary Pasternack, M.D., Ph.D. has been awarded two grants from the United States Army Medical Research and Materiel Command to explore diagnostic tests based upon p32 in breast and prostate cancer. He is chairing a panel reviewing prostate cancer grants for the U.S. Army. Dr. Pasternack will be Visiting Professor at Guy's Hospital,

London, as part of the Hopkins - Guy's exchange program. While in the UK, he will also deliver an invited lecture at Cambridge.

Shrihari Kadkol, M.D., Ph.D. and **Gary Pasternack, M.D., Ph.D.** have initiated and written the inaugural article in a new series of reviews, *Seminars in Molecular Pathology*, to be published in *Diagnostic Molecular Pathology*. This educational series is intended for students, housestaff, and fellows.

Fred Sanfilippo, M.D., Ph.D. was a Visiting Professor at the Brigham and Woman's Hospital on April 5, 1999. He also chaired the external review of the Molecular Pathology Graduate Program at UCSD also in April, and was recently elected as President-Elect of the Association of Pathology Chairs for 1999-2001.

Mark Sherman, M.D. co-directed the Long Course at USCAP in San Francisco in March and delivered a lecture entitled, "Endometrial Carcinogenesis: A Multidisciplinary Approach."

Lori Sokoll, Ph.D. has been appointed to the editorial board of *Diagnostic Endocrinology, Immunology, and Metabolism*.

Phil Wong, Ph.D. was awarded an NIH RO1 grant which began April 1999.

Recent Grants Awarded to Faculty

Faculty Member	Award Type	Agency	Dates	Total Funding
Ali, S.	Education Grant	JHU SoM	7/01/99-6/30/00	\$15,000
Caturegli, P.	Inst. Grant	JHU/IRGP	2/01/99-1/31/00	\$20,000
Chan, D.	Contract	Roche Laboratories	3/24/99-6/24/99	\$2,620
Chan, D.	Contract	Roche Laboratories	3/01/99-6/30/99	\$40,290
Chan, D.	Contract	Dade Behring	3/01/99-6/30/99	\$24,000
Eshleman, Jim	R01 Grant	NIH/NCI	5/14/99-2/29/04	\$1,213,487
Eshleman, Sue	Contract	SSS, Inc.	1/01/99-12/31/99	\$15,392
Kickler, T.	Grant	Meyer Fund	6/01/99-5/31/04	\$6,234,788
Kroll, M.	Contract	Roche Laboratories	4/01/99-6/30/99	\$10,480
Merz, W.	Contract	Organon Teknika	4/09/99-10/31/99	\$3,974
Racke, F.	K08 Grant	NIH/NHLBI	4/01/99-3/31/04	\$505,652
Sanfilippo, F.	Grant	Novartis Pharma	7/01/99-6/30/00	\$1,379,020
Schneck, J.	Contract	Coulter	1/01/99-6/30/01	\$434,772
Schneck, J.	R01 Grant	NIH/NIAID	6/01/99-5/31/04	\$1,257,437
Wong, P.	R01 Grant	NIH/NINDS	4/01/99-3/31/02	\$578,595
Wu, T.C.	Grant	Stewart Trust	5/01/99-4/30/99	\$33,000



Pathology Residents and Fellows present their research

Young Investigator's Day Huge Success

The First Annual Pathology Young Investigators' Day was held on April 6, 1999, and it was a resounding success! Seventy-three posters were submitted. This event showcased the diversity and amount of research work being carried out in the department by our housestaff, fellows, and students.

Four posters in each category (basic research and clinical research) were selected by a panel of senior faculty to receive an award. These were presented at our Annual Resident Awards Dinner on May 14, 1999. The winners were:

Blaire Baisden, M.D. (Resident) for "*HMB-45 Staining of sentinel lymph nodes: A sensitive and specific method for the detection of micrometastasis in patients with malignant melanoma.*" (Preceptor—William Westra, M.D.)

Karin Berg, M.D. (Fellow) for "*Examination of cutaneous T-cell infiltrates by PCR and capillary electrophoresis.*" (Preceptor—Connie Griffin, M.D. and Jim, Eshleman, M.D., Ph.D.)

Daniel Brat, M.D. (Resident) for "*Poly (adp-ribose) polymerase deficient mice are protected from streptozotocin-induced diabetes.*" (Preceptor—Solomon Snyder, M.D.)

Abdel-Rahim A Hamad, D.V.M., Ph.D. (Resident) for "*Role of CD4 Molecule in T-cell activation and death.*" (Preceptor—Jonathan Schneck, M.D., Ph.D.)

Joseph Kronz, M.D. (Resident) for "*Use of web based tutorial to improve practicing pathologists' Gleason grading of prostate cancer on needle biopsies.*" (Preceptor—Jonathan Epstein, M.D.)

Nikki Parrish, Ph.D. (Fellow) for "*N-octane sulphonyl acetamide inhibits mycolic acid synthesis in different species of mycobacteria and is effective in a mouse model.*" (Preceptor—James Dick, Ph.D.)

Gloria Huel-Ting Su, M.D. (Fellow) for "*Germaine and somatic mutations of the STK11/LKB1 Peutz-Jeghers gene in pancreatic and biliary cancers.*" (Preceptor—Scott Kern, M.D.)

Robb Wilentz, M.D. (Resident) for "*Pathologic examination accurately predicts prognosis in mucinous cystic neoplasms of the pancreas.*" (Preceptor—Ralph Hruban, M.D.)

Special Recognition was given to **Stephanie Schreiner, M.D.** (Resident) for "*May 7, 1880-May 7, 1998: 50,000 Autopsies in 109 years at the Johns Hopkins Hospital.*" (Preceptor—Grover Hutchins, M.D.)

WELCOME

New Chief Residents

Joe Kronz and Robb Wilentz

Howard Hughes Research Fellowship Awarded

Congratulations to David Berman who was recently awarded a Postdoctoral Research Fellowship for Physicians from the Howard Hughes Medical Institute. Dr. Berman will study the Sonic hedgehog signal transduction pathway. This pathway guides embryonic patterning and has been implicated in several types of human neoplasms and birth defects. The work will be carried out in the laboratory of Dr. Philip Beachy in the Department of Molecular Biology and Genetics. §

Laboratory Week Celebration Great Fun

The 1999 National Medical Laboratory Week was a success in Anatomic Pathology. The celebration began on Monday with a wonderful breakfast from *The Original Omelette Man* courtesy of vendors Richard-Allen, Shandon, Sakura and Allegiance. After a Ventana sponsored bagel breakfast on Tuesday, staff members met new people and discovered heretofore unknown areas looking for scavenger hunt items. Winners: 1st Doris Deane (SurgP), 2nd Emily Atkins (CytoP), 3rd Dionna Hicks (SurgP). Opelco will be remembered for Twin Kiss ice cream sandwiches distributed on Wednesday. On Thursday staff members guessed the number of pipette tips in a jar. Those who guessed closest to the correct number of 116 were: Joann Devanko (Autopsy) 113, Helen Fedor (SurgP) 102 and Aludra Aaron (SurgP) 102. The culmination of Lab Week came with Friday's Dessert Bake-Off judged by Drs. Askin, Crain, Erozan and McCarthy. The three winners were: 1st - Fran Burroughs (CytoP) Chocolate Cheesecake Torte, 2nd- Shelly Krivda (SurgP) Chocolate Pecan Pie, 3rd - Doris Deane (SurgP) Cookies 'N Crème.

Prizes and give-aways of hats, mugs, t-shirts and tote bags were donated by vendors Leica, Zeiss, SurgiPath and Barber Optics.

The educational highlight of Lab Week was a lecture by Lillie Shockney on "Improving the Surgical Experience of Breast Cancer Patients." Ms. Shockney spoke both as The Director of Breast Center Outreach Education and from her first-hand experience as a breast cancer patient. She described methods used to help patients anticipate and deal positively with the reality and expectations of breast cancer treatment and personally engage in treatment choices. Ms. Shockney graciously gave the lecture twice in order to accommodate all shifts.

Thanks to the AP management team (Janice Alvarez, Noel Carter, Virginia Cruise, Kelli Geppi, Barbara Kurgansky, Karen Plowden and Arlene Prescott) for coordinating a great week, to all staff who participated and to our sponsoring vendors!§



Members of the Cytopathology staff and other labs enjoy a scrumptious breakfast during Lab Week

WELCOME

Dr. Rennae Green and her husband Joseph are proud to announce the birth of their son, Michale Diego, on May 20, 1999. 8lbs. 6 oz and 20 and 20 1/2 inches.

Pathology Researchers Identify a Simple, Effective Drug for Preventing HIV Infection

CNN, WMAR TV, and ABC have featured Dr. Jay Brooks Jackson, Deputy Director of Clinical Affairs, discussing a new procedure that lowers the risk of transferring the HIV Virus from mother to child during childbirth. Dr. Jackson leads a group of investigators here and in Uganda that have been researching this procedure for the past 2 years.

According to a press release on July 14, 1999, a joint Uganda-U.S. study has found a highly effective and safe drug regimen that is more affordable and practical than any other examined to date. If implemented widely in developing countries, this intervention potentially could prevent some 300,000 to 400,000 newborns per year from beginning life infected with HIV.

"In this study, the short-course nevirapine regimen resulted in a 47 percent reduction in mother-to-infant HIV transmission compared with a short course of AZT. The implications of this study, are profound," says Dr. Jackson.

The importance of these findings were echoed by statements from Vice President Gore, Health and Human Services Secretary Shalala, and NIAD Director Fauci.§

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of testing and special product handling and preparation are accomplished. The



Antibody Screening by micro-column gel system

Main laboratory encompasses donor processing, as well as testing and non-testing workstations. All blood products begin by passing through the hands of the donor processing technologist who receives them into inventory and performs confirmation ABO/Rh testing on every red cell product. The Transfusion Medicine inventory houses blood components ranging from routine products such as packed red blood cells, fresh frozen plasma and plateletpheresis, to more specialized products such as leuko-reduced red blood cells, cryoprecipitate, coagulation factor derivatives, and autologous and directed (donation) red cell units. In terms of numbers, the goal is to maintain 500 packed red blood cell units daily not including autologous, directed and leuko-reduced red blood cells. Satellite blood depots are also maintained in the adult emergency room and the same day surgical center for emergency use.

At the Testing station patient and donor samples are tested for compatibility through the performance of pre-transfusion ABO/Rh grouping, antibody screening and crossmatching by manual hemagglutination methods. Accuracy and efficiency in testing are critical for providing quality blood products for transfusion with minimal risk or delay to the patient. The Division is moving from traditional test tube methods to the microcolumn gel card method with the Gamma React system that enhances sensitivity and standardization. In

addition to “wet” pre-transfusion testing, Transfusion Medicine is the first transfusion service in the greater Baltimore area to streamline operations by implementing electronic (computerized) crossmatching for eligible patient populations. Extensive validation studies and FDA approval were required before going “live” with the system. Annually, more than 72,000 electronic crossmatches are performed.

In an effort to provide the most suitable blood component that offers optimal benefit to the patient with minimal risk of adverse reaction, many products require specialized handling and preparation such as washing, irradiation, filtration, thawing, pooling or aliquoting. It is the responsibility of the technologists at the non-testing workstation to carry out these and other product manipulations with efficiency and careful time management. With most manipulations the expiration date of the product will be shortened and it is important to prepare components as close to the time of issue as possible.

The Platelet and Reference Laboratories in Transfusion Medicine offer highly specialized diagnostic services through labor-intensive serologic studies. Many multi-transfused patients, who present with low platelet counts, fail to benefit from platelet transfusion. The platelet laboratory performs antibody screening



Evaluating red blood cell unit before dispensing to patient

to detect anti-platelet antibodies and crossmatching of the patient’s sample with selected plateletpheresis products. Testing is accomplished by EIA methods and can also be applied to granulocyte antibody screening.

The Reference laboratory, which is referred to as “Specials,” is AABB accredited, one of only 50 so designated nationwide. The samples of patients presenting with unexpected serologic findings such as alloantibodies, autoantibodies, unexplained hemolysis or a positive direct antiglobulin test require investigation before suitable red blood cell products can be selected for transfusion. Reference provides resolution of complex serologic red cell problems, access to blood products through the rare blood donor registry and consultative services. The work of the Reference laboratory can require hours or even days of testing. Most cases can be resolved by basic antibody identification studies, while more unusual cases can require an array of specialized techniques such as adsorption, elution, chemical modification, testing against a panel of rare red cells from our frozen inventory or thermal amplitude studies.

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Staff Changes on the Autopsy Service

This spring has seen a number of changes in the Autopsy staff. Suzanne Smallwood-Massey recently accepted the position of Staff Assistant for the Autopsy Service. She comes to us from The East Baltimore Mental Health Partnership, where she served as Administrative Secretary for the director. Suzanne replaces Joanna Dondero, who had held this position for many years. Joanna is now based on Pathology 6, as Data Manager for the National Wilms Tumor Study Pathology Center. She continues to serve as Dr. Hutchins secretary. Finally, we were sorry to lose Vander McBride, our Lead Autopsy Technician for several years. Vander has taken a similar position in the Pathology Department at the University of Maryland. §

Department News

Welcome to the New Educational Programs Coordinator

Terry Aman has recently joined the Department of Pathology, replacing Diane Booton, as the Educational Programs Supervisor. She comes to us from the Department of Psychiatry where she served as the Credentials Coordinator for the past seven years. Terry will be applying her expertise in credentialing as well as visa processing in her new role. She is excited to join our Department and is looking forward to the challenges of supervising the administration of the educational and training programs. In her free time, she enjoys the study of nature/bird watching, hiking and classical music. §

CONGRATULATIONS

To Deb and Chip Barbara on the birth of their daughter, Madison Lynn, on June 13. 9 lbs 13 oz. and 22 inches.

The Annual Housestaff and Fellows Awards Dinner

The annual Housestaff and Fellows Awards Dinner was held at The Belvedere on Friday May 14, 1999. One hundred eighty nine faculty, clinical fellows, residents, and family members gathered in the opulent 12th floor ballroom to dine on grilled salmon and celebrate the accomplishments of our residents and fellows. Awards were presented to those residents and fellows who have completed their training in Pathology and are moving to new stages in their careers. Faculty members Richard Humphrey, M.D. and Brigitte Ronnett, M.D. were selected by the Housestaff to receive the Faculty Teaching Award. §

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expansion of each of our pathology services has been made in close collaboration with the respective clinical programs in other departments. To support the priorities of accuracy and timeliness, we have also built outstanding programs in Continuous Quality Improvement and informatics, which have themselves become nationally recognized. Most importantly, the growth of each of our services has been accompanied by corresponding new research and training programs, which have been well interfaced with existing basic and clinical research programs at Hopkins.

A question I am asked over and over again is how to explain the extraordinary growth and success of our service programs. While there are several possible explanations for this phenomenon at Hopkins, I have come to believe that the answer rests in the 4 explicit hypotheses I proposed over six years ago during my recruitment to Hopkins, and that we purposefully began testing as the basis for the departmental strategic plan:

- 1) integration of anatomic pathology and laboratory medicine clinical services improves value to patients, physicians, trainees, and staff;
- 2) diagnostic pathology and lab medicine is a physician based specialty, not a hospital based service;
- 3) integration of the clinical and research activities of faculty improves overall productivity, opportunity, and achievement in each;
- 4) departmental values and culture impact faculty and staff productivity and satisfaction.

Recent studies have shown that 70% of all health care expenses in the US are based on information provided by diagnostic pathology and lab medicine, which ironically represents less than 5% of all health care costs. Therefore, some might argue that our growth in services might be just a rational consequence of the tremendous impact of diagnostic pathology and lab medicine on medical practice. However, this cannot be the sole explanation, since most pathology services, both academic and non-academic, have not seen the growth we have experienced at Hopkins Pathology. Indeed, in most settings there has been an

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The finishing residents with Drs Sanfilippo, Mann and Eshleman Photo by K. Zuhair

40th POSTGRADUATE INSTITUTE FOR PATHOLOGISTS IN CLINICAL CYTOPATHOLOGY

The Cytopathology Institute celebrated its 40th year this Spring. This year's two week cytopathology course for pathologists was held from April 26 through May 7, 1999. This course was started by Dr. John K. Frost in 1959 and was directed by him until his death in 1990. The Institute continued under the direction of Dr. Yener S. Erozan after Dr. Frost and has had 2,230 registrants during the past 40 years.

Dr. Leopold G. Koss was the speaker for The John K. Frost Lecture, which was given during the Institute combined with the Pathology Grand Rounds.



Members of the Cytopathology Institute , 1999



Dr. Sanfilippo and Staff at Secretaries Lunch

Department Secretaries Honored

The Department of Pathology sponsored a special luncheon for Secretaries Day to honor the Administrative Assistants, Secretaries and other Support Staff of the department. It was held in the Turner Concourse which provided plenty of room to enjoy lunch and socialize. The fountain courtyard was a lovely, tranquil background for the event. The delicious lunch consisted of some specialties from Banquet Services with chocolate truffle and cheesecake for dessert. Dr. Sanfilippo greeted the staff and thanked them for their efforts throughout the year.

***REMEMBER,
SIGN UP
FOR YOUR
ZOO
TICKETS***

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actual decline in the size and staffing of pathology departments. This is largely the result of managed care's emphasis on reducing expense (not improving care) by focussing on the short-term bottom line and reducing cost for each "cost center", rather than implementing a long-term diagnostic and treatment based strategy to improve health care and the overall cost-effectiveness of its delivery.

Another possible explanation is that our success is an anecdotal phenomenon that could only occur at a large academic medical center focussed on research and/or excellent clinical services. Certainly, other pathology departments in this category have demonstrated similar success in growth and quality, while those at institutions where pathology and lab services are not valued by the clinical leadership have not. However, even if clinical chiefs and faculty value what pathology has to offer, this may not be sufficient for pathology to flourish. Over the past year I have had the opportunity to site visit two leading academic medical centers in which the clinical chiefs and faculty highly value pathology and lab medicine services, but nonetheless there has been a sharp diminution in their size and quality. This is a situation I have previously seen at two other top academic research institutions.

What then accounts for the differences in outcome between these four departments and successful academic departments of pathology including our own? I believe the answer lies in the internal environment of the pathology department itself. Specifically, I believe the key to the successful growth in size and excellence of our clinical programs has been the result of our departmental values and strategy as proposed in the hypotheses made years ago: that integrating service, research, and education activities in pathology to take full advantage of the special synergies of service and scholarship will optimize achievement in each. We have done this by successfully developing an environment that: 1) values clinical excellence in the context of scholarship in teaching and research; 2) facilitates the productivity of faculty engaged in both service and scholarship; and 3) provides service faculty with

sufficient protected time, resources, and opportunities for being productive in their investigative and educational pursuits. I believe other successful academic departments of pathology share these values and strategies. In contrast, academic pathology departments (including the 4 mentioned above) that have removed scholarly expectations from those faculty with service responsibilities in an attempt to optimize "cost-effectiveness," have not only seen a predictable drop in the academic achievement of their service faculty, but also a rapid and marked reduction in the quality and value of the services they had hoped to optimize, as well as difficulty in recruiting and retaining high quality service faculty.

I've been optimistic that the results of our own experience at Hopkins support the hypotheses that we have been testing for more than 5 years. Unfortunately, the best proof may actually lie in the recent counter-examples that now are becoming more evident (and frequent!) at other leading academic medical centers. This provides an important lesson: we should remember to learn not just from our own successes, but especially from the mistakes of others. And that part of our mission is to educate others about what we have learned. §

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In keeping with the mission of the Hospital, the Division is actively involved in medical education and research. The staff trains Pathology residents, Fellows in Transfusion Medicine and Pediatric Hematology from Johns Hopkins and National Institutes of Health and Medical Technology and Medical Laboratory Technician students. The Division is also involved in educational programs in the community, nationally through the American Association of Blood Banks and the College of American Pathologists, and internationally through the International Society of Blood Transfusion.

Transfusion Medicine has a very active research program, as evidenced by a major role annually at the AABB Annual Meeting. Current research programs are focused upon blood bank automation, the study of transfusion alternatives such as blood substitutes, hemodilution, and platelet sterilization, and transfusion transmitted disease such as hepatitis and HIV. The Division faculty have major interactions with other JHU departments, the NIH, and industrial collaborators. §



The Baker-King Awardees, story, p. 10

THE 1999 BAKER-KING AWARD

Recently, three members of the Department of Pathology have been awarded the 1999 Baker-King Award. Derlene Manfredi, an MLT from the HIV Specialty Laboratory, Cora



Derlene Manfredi

Luna, a Lab Tech II from the Core Laboratory, and William Kidwell, an MLT from the Clinical Chemistry Division have been recognized for their excellent performance on the job.

The Baker-King Award is presented to employees who consistently perform at an outstanding level in their given field. Honorees are recognized for their job knowledge, willingness to tackle additional assignments, suggestions for improving work methods, and most important quality customer service. This year 28 recipients throughout the hospital were chosen for this award and 3 of the 28 hail from the Department of Pathology.

Derlene Manfredi, MLT has been with the department since July 1996. For the past three years, Derlene has been responsible for performing HIV Qualitative and Quantitative Cell Cultures for hospital patients as well as research samples. Her supervisor, Estelle Piwovar-Manning, stated that "She has

shown that she can work independently with little supervision." Derlene has attended several conferences to learn more about HIV, and is currently enrolled in the Medical Technology Program at the University of Maryland. One of Derlene's main contributions to the HIV Specialty Lab is the development of a Customer Service area, which better assists outside clients. She has also trained three additional MLT's in their area of work, as well as developed a rotation scheme for the lab.

Cora Luna, Lab Tech II in the Core Laboratory, has been with the department for 16 years. Supervisor Lois Tissue states "If we had a team of Cora's, it would be a very quiet lab, but service would exceed excellence!" Cora is responsible for a multitude of tasks. She checks specimens, keys in requisitions, processes specimens into components for testing, delivers specimens to appropriate testing sites, answers phones, and transports specimens from hospital units. Her understanding and broad vision of processing specimens has earned her the opportunity to be a weekend charge tech and a primary trainer for new employees and students. In addition to her clinical work, Cora contributes her time to handling research samples, which usually require special, unique handling that contribute to the success of the research



Cora Luna



William Kidwell

project. Tissue states that "Core's attention to the little tasks such as restocking, cleaning, and filing can really make the shift to shift transition smoother."

William Kidwell, MLT, the department's third recipient of the Baker-King Award has been with the Clinical Chemistry Division for 20 years. Bill is an outstanding member of the laboratory staff, and is especially skilled with the complex instrumentation used in the Chemistry Laboratories. He has been the primary troubleshooter on some of the lab's most complicated instruments, and is very helpful to other staff members when they encounter instrument problems. Supervisor Mary Jo Bill classifies Bill as "One of the behind the scenes experts providing vital information to physicians which is used in patient diagnosis and subsequent therapy. "On numerous occasions, Bill has stayed late, as well as come in early to perform lab tests which proves his dedication to the department. "Bill is well liked by his co-workers, and in his interaction with patients nurses and other departments, he is courteous and respectful.

The Department of Pathology extends its congratulations to each honoree and wishes them continued success.



Mabel Smith, Drs. Stan Hamilton, Ralph Hruban, and Jean Olson converse at the USCAP Hopkins Reception in San Francisco

Hopkins Pathology Meets in San Francisco

The Johns Hopkins Pathology Alumni Reception at the USCAP Meetings in San Francisco in March, 1999 was well attended by faculty, housestaff, fellows and alumni - including Drs. Lora Hedrick-Ellenson, Joseph DiGuisepe, Lowell Rogers, David Page, Elizabeth Wiley, Octavio Armas, Joseph Wand, Sam Paplanus, Khan Tran, Sigurd Lax, Bill Hartmann, Jerry Taxy, Jean Olson and Dr. Robert D. Solomon who trained with Dr. Wm. MacCallum. Thirteen residents presented at the meeting. Bob Morreale from Graphic Arts also presented a poster.

Housestaff member Robb Wilentz and Alumna Maureen Riopel each were presented with awards.

DEPARTMENT of PATHOLOGY PICNIC at THE BALTIMORE ZOO

Sunday, August 22, 1999

10:00 a.m. - 5:30 p.m.

(Picnic Area - 12:00 Noon until 4:00 p.m.)

In recognition of all the good work throughout the year, the Department of Pathology will sponsor a picnic for its members and their families!

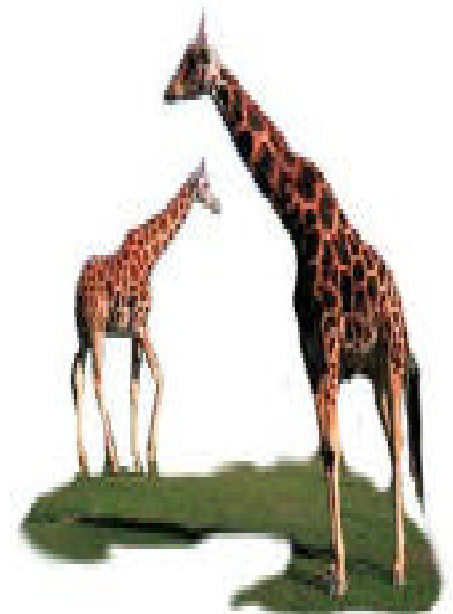
Reserve this date on your calendar—Sunday, August 22—for a day at the Baltimore Zoo. We will have a tent in a reserved section called the Waterfowl Lake Pavilion area. Besides enjoying the animals and exhibits, the ZooMobile will come to the tent at 2:00 p.m. with a presentation of small mammals or reptiles.

Under the tent will be Atlantic Caterers, who will serve traditional picnic fare from about noon until about 4:00 p.m.—hot dogs, hamburgers, fried chicken, pit beef and ham, potato salad, corn on the cob and watermelon, with the usual iced

tea, lemonade and soft drinks. Bring blankets and chairs to enjoy eating while overlooking the lake. It's a lovely location. The Zoo opens at 10:00 a.m. and the picnic area will open at 12:00 noon, so come early, see the Zoo and then join the Department under the tent for lunch.

You will be contacted again toward the end of July for a count of whether you and your immediate family will be able to attend the picnic. **Your final count will be due by Friday, August 6, as to how many adults and how many children will attend.** We hope the day will be fun, as well as give you an opportunity to get to know others from the Department of Pathology.

We look forward to seeing you there!



Department of Pathology New Residents, 1999-2000

Mohammad Ansari-Lari

Mohammad was born in Tehran, Iran, but immigrated to the United States when he was 18 years old. He received his undergraduate degree *summa cum laude* in Biology and Chemistry from the University of North Carolina at Charlotte. He subsequently enrolled in the Medical Scientist Training Program at Baylor College of Medicine in Houston, TX. During this training, Mohammad studied HIV-1 reverse transcriptase and integrase and characterized a gene-rich cluster on chromosome 12. Mohammad has recognized that "pathology provides a unique opportunity" to combine research and diagnosis "across all fields of medicine." He thus wants to pursue both anatomic and clinical pathology.



Piotr Kulesza

Piotr was born in Warsaw, Poland, but immigrated to the United States when he was 18 years old. He attended the University of Alabama at Birmingham, where he received a B.S. in Natural Sciences and Mathematics. He then enrolled in the Medical Scientist Training Program at Washington University School of Medicine, in St. Louis, MO, where he studied the role of DNA-dependent protein kinase in VDJ recombination. Piotr hopes to "eventually combine the responsibilities of clinician and principal investigator at an academic institution" and looks forward to training in both anatomic and clinical pathology. In his free time Piotr enjoys cruising in his antique Mercedes-Benz.



Mehmet Guler

Originally from Ankara, Turkey, Mehmet received his undergraduate training in Biochemistry at the University of Illinois at Urbana-Champaign. He went on to enter the Medical Scientist Training Program at Washington University School of Medicine in St. Louis, MO. There he pursued studies of interleukin 12 and helper T-cell development. Mehmet understands that pathology "offers a most unique environment to pursue basic scientific questions and have contact with medically important diseases at the most fundamental mechanistic and molecular levels." He is excited to join our department with an interest in immunopathology. Mehmet's extracurricular activities include playing the Suz, a traditional Turkish string instrument.

Denis McCarthy

Denis received his undergraduate degree from The Evergreen State College in Olympia, WA and his M.D. degree from Oregon Health Sciences University. After graduating from college he spent a year as a research technician and published several papers in the neuroimmunology literature. At OHSU he was involved in student government and was medical student senate president. Also while in medical school he completed a Post-Sophomore fellowship in pathology. Denis will be joining the housestaff in AP/CP with an interest in academic pathology. In his free time he enjoys sailing, bicycling and soccer.



Department of Pathology New Residents, 1999-2000



Lynette Nichols

Lynette completed her B.S. in Biology at Wright State University and M.D. from Case Western Reserve University School of Medicine. Prior to and during medical school she

has been actively involved in HIV research. In particular, she evaluated the sensitivity of HIV Western blotting versus HIV PCR for the detection of infection. During medical school Lynette was selected for a summer fellowship in pathology. Lynette will be joining the housestaff in AP/CP and is interested in academic pathology and continuing research in HIV. Interests outside pathology include running, hiking, and caring for animals.

Anil V. Parwani

Originally from Pakistan, Anil immigrated to the United States in 1986 and attended the College of Wooster in Wooster, OH. There he earned his B.A. in Biology and Chemistry.

Anil then obtained his Ph.D. in virology and immunology from the Agricultural Research and Development Center of Ohio State University and his M.D. from Case Western Reserve University. Much of his laboratory work has focused on characterizing porcine enteric calcivirus and on developing a vaccine for group A bovine rotaviruses. Anil is excited to use these past experiences to further our understanding of human disease. He joins the department with an interest in both anatomic and clinical pathology.



Monica Srodon

Monica completed her B.A. in Biology at Ithaca College and her M.D. from the University of Maryland School of Medicine. After undergraduate training she spent a year doing research involving integrin expression in breast carcinoma and neural development using a unique slice culture method. During medical school she was involved in tutoring histology and anatomy to younger medical students. Monica will be joining the housestaff for AP/CP training. Other interests include mountain biking, running, water skiing and camping.



Milena Vuica

Milena completed her undergraduate education in pharmaceutical chemistry in Osijek, Croatia and her M.D. at the University of Zagreb, Croatia. Following medical school she completed an intern-

ship and has performed postgraduate studies in cellular signaling during compensatory renal growth. Milena has also completed two post-doctoral fellowships in clinical immunology and immunopathology at Hopkins. She has published papers on various topics including inositol lipid signaling of renal cells and B-cell receptors. Milena will be joining the housestaff in CP and is interested in an academic career.



Calendar

August 9-12 Johns Hopkins - China Clinical Laboratory
Medicine, Beijing, China

August 14-15 Johns Hopkins - Singapore Clinical Laboratory
Medicine, Singapore

August 22 Departmental Picnic at Baltimore Zoo

September 20-24 JCAHO

Grand Rounds

July 1st Noel Rose, M.D., Ph.D.
Professor, Division of Immunology
Pathology, Johns Hopkins

July 8th Edward Gabrielson, M.D.
Associate Professor, Bayview Pathology
Johns Hopkins

July 15th James Nichols, Ph.D.
Asst. Professor
Pathology, Johns Hopkins

July 22nd Distinguished Visiting Professor
Hans Lilja, M.D., Ph.D.
University of Lund, Sweden

July 29th Barbara Crain, M.D., Ph.D.
Associate Professor, Division of Autopsy
Johns Hopkins

August Grand Rounds Cancelled

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