



Preparing for Change in the Pathology Community

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12:20 to 12:45pm



PathologyOutlines.com

- Free, no-registration website of anatomic and clinical pathology information intended for practicing pathologists
- Started in 2001
- Initial capital: \$0
- Initial employees: borrowed employees from law practice
- Business model: none (idealism - information should be free).



Status as of 2019

- Used regularly by most pathologists in the English speaking world
 - 35,000 average daily visits
 - 2 million page views per month
- 76 chapters, 7,000 topics
- 14 employees, 14 Editorial Board members, 90 active authors
- Funded by advertising of pathology related jobs, fellowships, conferences, books and CME.
- Also funded by banners and E-blasts for pathology related institutions and companies doing business with pathologists.



Purpose of this Talk

- Moving pathologists and support staff from glass slides to the digital world is a difficult management task.
- We discuss our experience and strategies in creating a free online pathology textbook, and how they may apply to this transformation.



Important Principles

(1) Be honest:

- Employees are more productive in an environment characterized by honesty (employees feel better, are more confident).
- Employees react badly to liars (will bad things happen to me?).
- Being honest means saying “I don’t know” and “I was wrong.”, a lot!
- If all of your statements make you a hero, you are probably not being honest.



Important Principles

(2) Be inspirational:

- * Is there something inspiration about what you are doing?
- * Does it help clients, does it help society, does it help your institution?
- * Promoting your own ego or income is not particularly inspirational.



Important Principles

(3) Find effective ways to change employee behavior:

- * Employees may struggle to change their behavior to accommodate new policies and procedures.
- * What is going to make them want to do this, other than the threat to their employment?



Important Principles

(4) Define a vision or set of goals that are independent of any particular person, since people come and go.

- Have employees actively participate in developing strategies to implement the vision and goals.
- A series of small changes with regular feedback may be more successful than implementing one or two major changes.



Important Principles

(5) Be honest about the advantages and disadvantages of any new technology.

- Work with employees to develop and refine



Questions

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