

SPECIAL ISSUE!

American Labs Respond to Terror's Aftermath!

From the Desk of R. Lewis Dark...

THE DARK REPORT

**RELIABLE BUSINESS INTELLIGENCE, EXCLUSIVELY
FOR MEDICAL LAB CEOs / COOs / CFOs / PATHOLOGISTS**

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R. Lewis Dark

Founder & Publisher



Will Terror Bring Change to Our Labs?

IT'S BEEN ALMOST TWO WEEKS SINCE THE TRAGIC EVENTS of September 11, 2001. Like many of you, I have yet to fully comprehend the meaning of all that occurred. In going about routine tasks each day, the people I come in contact with are subdued and reflective, even somewhat distracted.

They work purposefully, but at a measured pace. Ebullience is lacking. People we know and celebrate for being enthusiastic and energetic have chosen to lower their public displays and show another, more meditative side of their personality.

The metaphor which comes to mind involves our children. We all recognize when they commit some act which is clearly so outrageous that, once committed, they instantly recognize they have "crossed the line" and thus are fully deserving of the punishment or consequences which must follow. I believe, across the world, both god-fearing people and terrorists alike recognize the heinous crimes committed on September 11 did "cross the line." Those events are forcing all moral people to act in concert and accept the cost in human blood that will be required to bring the worldwide movement of terror under control.

I believe we are about to enter a new historical cycle. If the battle against communism and tyrants dominated the world for 40 years, the new conflict will be among those who support the rule of law and self-determination versus individuals willing to kill and destroy as the method to their ends. This new historical cycle will place us all on the front lines of terrorism. As attacks upon New York City and Washington, DC so graphically demonstrate, our free and open society cannot protect 100% of us from terrorism all the time and still maintain the rights and freedoms that make the United States the place where so many people want to come and be free to pursue their dreams.

So if it is now true that we are all manning the front lines in the battle against terrorism, then the laboratory industry will be called upon to support healthcare and society in new ways. Certainly, this includes a heightened awareness of how biological and chemical agents might be used against our citizenry, along with the capability to detect them swiftly and help deal with the after-effects of such an unthinkable terrorist act. I wish all of you well in leading your laboratory teams through the eventful and perilous times toward which our society is heading.

TDR

Special Report on Labs' Crisis Response!

Terrorist Attacks Affect Many of Nation's Labs

Shutdown of nation's air transport system disrupts daily transport of lab specimens

CEO SUMMARY: *Following terrorist attacks in New York City and Washington, DC, the total shutdown of commercial air traffic in the United States for 48 hours disrupted the regular shipment of reference and esoteric lab specimens to national laboratories. Swiftly-implemented contingency efforts by all labs resolved many of the problems and there is no evidence that patient care was adversely impacted.*

ONE UNANTICIPATED CONSEQUENCE of the terrorist attacks on September 11 was the total shutdown of the nation's air traffic system, thus stopping the transportation of laboratory specimens.

The immediate shutdown of all air traffic in the United States caught the nation's major reference and esoteric laboratories by surprise and affected them in two important ways.

First, both commercial airlines and common carrier freight companies were not available to fly specimens until the flight ban was lifted for Thursday, September 13.

Second, many national reference labs had specimens en route on Tuesday. As airliners were diverted and made unplanned landings at the

closest airport, labs were left with the daunting task of locating these specimen shipments, gaining access to them to preserve the integrity of the specimens, then developing alternative ways to get these specimens to their final location on a timely basis.

Meanwhile, on the ground in Manhattan and Washington, DC, the unexpectedly small number of injuries arriving at nearby hospitals was not enough to overwhelm laboratorians waiting to provide emergency testing services.

Instead, the major unexpected consequence in response to the terrorist acts was ever-growing numbers of people quietly showing up at blood collection centers to donate blood. Many of the nation's cities collected

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THE DARK REPORT Intelligence Briefings for Laboratory CEOs, COOs, CFOs, and Pathologists are sent 17 times per year by The Dark Group, Inc., 1731 Woodland Terrace Center, Lake Oswego, Oregon 97034, Voice 1.800.560.6363, Fax 503.699.0969. (ISSN 1097-2919.)

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SUBSCRIPTION TO THE DARK REPORT INTELLIGENCE SERVICE, which includes THE DARK REPORT plus timely briefings and private teleconferences, is \$11.90 per week in the US, \$12.50 per week in Canada, \$13.55 per week elsewhere (billed semi-annually).

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more blood during the week than at any time in their operational history.

In the days following the September 11 attacks, **THE DARK REPORT** tracked events affecting laboratories and spoke to numerous lab executives and pathologists about how their laboratory organizations were responding. Everyone had a story to tell and the good news is that contingency planning and good crisis management efforts succeeded in keeping specimens moving without major delays or impact on patient care.

Mutual Help Among Labs

However, another important theme emerged from all the conversations and interviews. Our laboratory industry remains collegial and supportive. During the crisis, there were many examples of individual laboratories reaching out and offering support and help to other laboratories.

Everyone acknowledged that patient care trumps any other consideration. That was the prevalent attitude and encouraged any laboratory caught short in the aftermath of the terrorist attacks to accept help from a competing lab. Everyone wanted to demonstrate to the healthcare system that clinical laboratories could keep the flow of specimens moving from patient to laboratory, regardless of the obstacles.

Impact On National Labs

Those labs most directly impacted by the tragic events of September 11 were the national reference and esoteric labs. They depend on a functioning air transport system to transport specimens from client labs in cities throughout the United States to their primary lab testing facilities.

Thus, when the FAA grounded all commercial and private air flights in American airspace for almost 48 hours, these lab companies were forced

to develop and implement alternative specimen transport arrangements. Strategies included expanded ground logistics and some charter flights under exceptions allowed for "necessary medical services."

Did these efforts succeed? The best measure of success is to speak with those labs which refer specimens to the national companies. Almost every reference lab customer contacted by **THE DARK REPORT** had positive things to say about the way their primary reference labs worked through the problems of specimen transport during the remainder of that tragic week.

This entire issue of **THE DARK REPORT** is devoted to the stories of laboratories reacting to extraordinary events. What follows can best be described as a sampling of the management strategies and actions used by different laboratory organizations to cope with the consequences of the shocking terrorist's attacks.

Good Crisis Response

The response by the lab industry in past weeks affirms that our industry has a great capacity to absorb destructive shocks and yet still maintain the lab testing services needed to support the highest quality of patient care. These stories also provide useful roadmaps to help guide the next generation of contingency planning.

After all, if the experts are right, and more terrorist attacks upon the United States can be expected, then every laboratory organization in the country must reassess its emergency plans and include formerly unthinkable terrorist scenarios in these plans. What follows are a series of stories about how different kinds of laboratories responded to the disruptions caused by the terrorist attacks on September 11. They are presented in no particular order.

Joint Venture Hospital Laboratory Network

hospital labs
in Detroit and
throughout
Michigan

Joint Venture Hospital Laboratory Network (JVHL) is the regional laboratory network owned by nine health systems in Detroit, representing 28 hospital labs. There are 113 hospital labs throughout the state of Michigan participating in JVHL.

"News of the attacks spread quickly throughout our participating labs," stated Jack Shaw, JVHL's Executive Director. "On Tuesday night, most labs held their referral specimens, believing the air transport ban would be lifted quickly.

"On Wednesday, some members referred tests they considered the most critical to local or regional esoteric labs while continuing to hold many specimens," he said. "Our member hospital labs use several of the national reference labs, and each reference lab had a different response to the air traffic shutdown.

"Detroit Airport is a hub for **Northwest Airlines**," added Shaw. "For several reasons, regular air service was not restored until the Monday after the terrorist attacks. But it seems that all our member hospitals were able to successfully work around those obstacles." 🏥

ARUP Laboratories, Inc.

national
reference lab

"It was a tragic time, yet our people truly stepped up to the plate and delivered home runs," stated Owen Ash, Executive Vice President of Business Development at **ARUP Laboratories, Inc.** in Salt Lake City, Utah.

"Because Salt Lake City is a hub airport for **Delta Airlines**, our logistics

system is closely aligned with its cargo services," explained Ash. "When all airplanes stopped flying on Tuesday, we moved quickly to contact clients and help them develop the right action plan for their situation.

"In the Western United States, we instituted a ground transportation network reaching out in six hundred mile circles," Ash said. "Specimens moved toward our laboratory in relay 'legs,' like Pony Express.

"For clients in the East, we transported specimens by ground to certain cities, where the specimens were flown to us on charter flights," commented Ash. "By Friday, our logistics network was again delivering specimens in a predictable flow."

Ash was enthusiastic about the efforts made by the ARUP staff. "I've been overwhelmed at how people adapted to the needs of the moment," he said. "For example, we had a business development manager spend all night driving a truck full of specimens from Dallas to Denver in order to preserve the specimens and forward them on to our main lab!

"ARUP did encourage clients to place critical testing with local laboratories wherever it was best," added Ash. "We also lent a hand in several cases where some labs needed help during the crunch. All the cooperation among lab people was remarkable. I think it says good things about our profession." 🏥

Michigan Co-Tenancy Laboratory

regional
hospital
reference lab

Michigan Co-Tenancy Laboratory (MCTL) is based in Ann Arbor, Michigan. It is owned by 13 hospitals or hospital systems and combined there are 22 hospital labs that participate

as co-tenants of the laboratory. It is organized to provide reference and esoteric testing to its member hospital labs, all of which are located in the Midwest.

Upon learning about the disaster, MCTL's first move was to convene a crisis management meeting. "We assessed the individual tests which our lab offers to members," said Dennis Hodges, Business Development Director at MCTL. "We looked at our inventories of reagents and supplies and determined that we were in pretty good shape.

"It was our decision to hold send-out specimens for a day or two," stated Hodges. "After that, all our national reference labs were able to transport specimens to their testing facilities. Because we do so much of the testing ourselves, the air transport shutdown didn't have much impact on us. Plus, we service almost all our lab customers by ground-based logistics."

Hodges noted that help was offered in a variety of ways. "I know that **Specialty Laboratories** used a chartered jet to move specimens out of Detroit on Thursday night. We were also contacted by **Laboratory Corporation of America**. They offered to help with our testing in their lab in nearby Livonia, Michigan as well as the big lab in Burlington, North Carolina."



**DIANON
Systems,
Inc.**

national lab
offering AP
and clinical
lab testing

At **DIANON Systems, Inc.**, the challenge was to gather specimens from its clients throughout the United States and transport them to their main laboratories.

"First, our two labs in the New York City metropolitan area were not

affected by the events of Tuesday," stated Marty Stefanelli, Senior Vice President of Sales, Marketing, and Business Development at **DIANON**. "We immediately accounted for all our employees as the first priority.

"As it turned out, everything worked out well for us," he said. "We have contingency plans designed to get specimens to us and that's what happened."

Stefanelli's confidence reflects the fact that many executives within **DIANON** have military backgrounds. Their experience in military planning and preparing for unforeseen events probably played a significant role in the successful development of what proved to be an effective contingency plan.

"Once it was clear that planes were grounded, we began moving specimens from as far south as Florida and as far west as Mississippi towards our Connecticut lab by ground," explained Stefanelli. "The slowest of those specimens arrived in our lab with about a 24-hour delay.

"On the West Coast, we chose to move those specimens when regular air freight service was restored. This involved about a 48-hour delay. In the meantime, we arranged for STAT tests to be done as needed," he added.

"Working long hours, our team turned around all the testing work by Friday and Saturday," Stefanelli said. "We have now returned to normal work schedules and turnaround times."

Following the air traffic shutdown, **DIANON's** President, Kevin Johnson, got a call from Thomas MacMahon, President and CEO of **Laboratory Corporation of America**. "He offered air courier services on his planes if we needed it," observed Stefanelli. "That was a nice gesture by a competing lab company. All of us here appreciated that and are glad to know labs are willing to pull together during tough times."



American Medical Laboratory, Inc.

routine testing in two markets, national reference testing

With its main laboratory located just outside Dulles International Airport near Washington, DC, **American Medical Laboratories, Inc.** (AML) found it necessary to respond to a number of unique issues.

AML provides routine testing to physicians' offices in Washington, DC and northern Virginia. It also serves hospital lab clients throughout the United States. When the Pentagon was attacked, AML's executive team needed to deal with people issues.


"Our first priority was to check on the safety of our people," said Chuck Krambuhl, Executive Vice President of Employee and Client Relations for AML. "Next, we knew that our employees have family and friends employed at the Pentagon and children in schools throughout the area. Because of the confusion and lack of news following the attack, we gave our employees the opportunity to confirm the safety of their children and family members."

AML quickly verified that none of its metro couriers were injured in the attack. Its facilities remained operational and couriers continued efforts to finish routes throughout the DC area.

"As our people contacted family, some did need to go home to care for kids," he recalled. "But more than 95% of our team, once they had spoken to their families, wanted to stay in the lab and maintain our services."

Meanwhile, in response to the ban on air travel, AML created a bi-coastal logistics net, built around its labs in Chantilly, Virginia and Las Vegas, Nevada. "In the east, we used ground

transportation to move specimens from cities like Austin, Oklahoma City, and Miami," noted Krambuhl. "The latest we received specimens from this arrangement was about 36 hours.

"On the West Coast, specimens were shipped to our Las Vegas lab. Many were tested there, because we are already set up to run tests in that facility. By week's end, we had charter flights operating and by Monday we had specimens flowing in on a regular schedule," he explained. 

IMPATh, Inc.

national lab offering oncology-based diagnostics

One of the two main laboratories for **IMPATh, Inc.** is located in Manhattan. News of the attack brought a quick response by its management team.

"Fortunately, our specimens had already been delivered that morning," stated Heather Creran, IMPATh's Vice President of Operations. "Also, many physicians across the country cancelled non-emergency surgical procedures for the remainder of the week."

For the Manhattan laboratory, phone service was affected by the morning's events. "We have a contingency for this," noted Creran. "Our 800 number was transferred to ring in our Los Angeles laboratory. This was accomplished within 35 minutes of our request.

"Also, all IMPATh facilities are linked by one integrated computer system," explained Paul Esselman, Vice President of Sales and Marketing at IMPATh. "This allowed client service representatives in Los Angeles to access our complete database of test and result information. We were able to field calls and provide service updates with no interruptions."

Impath's logistical needs are basically different than those of clinical laboratories. "Our specimens are either viable fresh tissues, such as bone marrows, peripheral blood and tissue biopsies, or stable specimens, such as paraffin-embedded tissues," said Esselman. "IMPATh's clients worked closely with our staff to insure safe delivery of their viable specimens. In some instances, clinicians delayed collection of fresh specimens until later in the week."

"Our national sales force participated in creating an extended courier system on the ground," noted Czeran. "We used a relay system to transport specimens from as far as Florida and other distant states, into New York and similarly into Los Angeles and Phoenix. The ground arrangements worked surprisingly well."

"Close communication and interaction with our clients paid off," said Czeran. "Clients were very understanding and helpful. Some even helped transport specimens!"

**Bio-Reference
Laboratories,
Inc.**

regional
commercial
lab

Bio-Reference Laboratories, Inc. (BRLI) is located in New Jersey, just across the Hudson River from Manhattan. It provides routine testing to physician offices and other types of clients.

"Upon learning of the news, we convened a meeting of our management team," recalled Rich Faherty, Chief Technology Officer for BRLI. "The first priority was to confirm that our employees were okay and that our facilities were undamaged. We have couriers and patient service centers throughout the metropolitan area."

"All our logistics are ground-based," he continued. "With restricted access in and out of Manhattan, we had to be creative in how couriers were routed back to our main lab. But throughout all the tumult of those next few days, we developed solutions for all the obstacles and maintained our testing schedule without interruption."

"We also contacted various government agencies to see how we could help," Faherty added. "They requested that we donate supplies such as gloves, needles, and bandages, which we did."

Faherty noted that Bio-Reference operates a patient service center in Chinatown, extremely close to the downtown location of the attack. "Not only did we never close that facility," he observed, "but patients continued to visit doctors and appear in that PSC at almost normal volumes throughout the week. It was a remarkable testimony to how life goes on even in the middle of chaos."

**Mayo
Medical
Laboratories**

national
reference lab

Mayo Medical Laboratories (MML) moved quickly once it gauged the scope of the problems resulting from the terrorist attacks. "Even as these events unfolded, a number of our key people were on airplanes," stated Keith Laughman, Administrative Director at Mayo Medical Labs. "But teleconferences allowed us to move rapidly on implementing alternative specimen transportation solutions."


"We called all our clients and helped them evaluate specimen viability," said Laughman. "With the uncertainty of flight schedules, we thought specimens would be better stored with

our clients than to have them sitting out on an airport runway someplace. These calls helped clients determine how they would handle referral tests during the time of the crisis.

"In response to the grounded airplanes, we instituted a variety of solutions," he observed. "There was a considerable effort to move specimens by ground. We also obtained 'life guard' status from the FAA and began charter flights back to Rochester."

Like most of the national reference laboratories, MML helped clients find alternative sources of testing as appropriate and performed tests for labs that may not have been regular clients.

"By Friday of that eventful week, things were again moving in a predictable way," recalled Laughman. "Friday was an extraordinarily busy day and our staff did an outstanding job processing the specimens and reporting the results. By Monday our lab operation was caught up and back on the regular schedule.

"There is no way any laboratory could have anticipated those types of events in advance," concluded Laughman. "Everybody, including clients, staff, and government officials, worked very well under difficult circumstances to address the problems and still maintain good patient care." 

**Sunrise
Medical
Laboratories,
Inc.**

regional
commercial
lab

Even as the destruction of New York City's World Trade Center Towers was unfolding in front of an astonished nation, laboratory executives at **Sunrise Medical Laboratories, Inc.** on Long Island were preparing to lend a helping hand.

"Since most of our clients are in the Long Island area, the terrorist

attacks had little direct impact on our laboratory operation," said Pat Lanza, President of Sunrise Medical Laboratories, Inc., with headquarters in Happage, New York.

"However, once we realized the scope of the disaster, we contacted a variety of agencies and organizations in the New York area," she added. "The flood of people arriving to donate blood created a shortage of coolers at the **Long Island Blood Center**. We had just received a new shipment of coolers for our couriers, which had yet to be issued. We sent those over and they were received with incredible enthusiasm.

"We supplied gloves to the rescue workers," she continued. "But our biggest challenge was an HMO customer. Their lab in New York City relied on a computer connected through the World Trade Center, which was knocked out.

"On Friday of that week, we had our night shift come in and run 3,000 specimens for this HMO," commented Lanza. "Our med techs worked without stopping until after noon on Saturday. Their dedication was inspiring.

"We are all shook by these events," stated Lanza. "It makes you realize that nothing in life is as important as those shared moments with your family and loved ones, and doing things that contribute to improving life for others. Our whole team at Sunrise continues to look for ways to contribute as the city deals with the aftermath of the attacks." **TDR**

Contact: Jack Shaw at 313-271-3692; Owen Ash at 800-242-2787; Dennis Hodges at 734-665-8300; Marty Stefanelli at 203-380-4162; Chuck Krambuhl at 800-336-3718; Paul Esselman and Heather Creran at 310-482-5205; Richard Faherty at 201-791-2600; Keith Laughman at 507-284-3238; Pat Lanza at 631-435-1515.

Editor's Perspectives

In the Aftermath of Terror: Labs Deal With New Issues

*Performance under adversity demonstrates
the capability and strength of the lab industry*

By Robert L. Michel

SELDOM DO I WRITE IN FIRST PERSON to our clients and regular readers. Yet the events of the past few weeks—and the uncertain path our nation is about to take into the future—impel me to share some insights and thoughts.

Like most of you, I watched the television coverage of these tragic events as they unfolded. In our home, the attacks caused distress and anxious moments, for one of the family works at the Pentagon. Through providence and that thing called luck, he survived unhurt and ended several hours of his mom's worry with a phone call saying that he was okay and back at his home.

Along with most of you, in those moments I understood that life in America had now changed forever. This is also true for the world.

Spoke To Many In Labs

During the days following the attack, I spoke with many people in the laboratory business. Every laboratory had a story to tell about special deeds and extra effort in the days following the disaster. As I gathered these stories, I began to realize that an unrecognized phenomenon was occurring within our profession.

Yes, there was chaos in the wake of the attacks. Yes, the government shut-

down of air travel and other security measures created problems for almost every clinical laboratory in the country.

But true to a great American tradition, during this adversity everyone in the lab industry went the extra mile to make sure that any and every lab specimen got to its destination, that every test was run and results reported as soon as possible. Lab competitors called each other and offered help. Many laboratorians worked long hours, suffered disruption in their lives, and made superhuman efforts to maintain high-quality, timely lab testing services.

Some of what I learned about these efforts is shared with you on the pages of this special issue of THE DARK REPORT. It only scratches the surface of the wonderful and often amazing things that occurred within the laboratory industry. I wish there was room to tell more stories and recognize more people. But at least this is a start.

In closing, I would like to point out that many, many people working in laboratories gained a valuable insight as a result of their extraordinary efforts: our profession, our industry has the capacity to accomplish unbelievable things. All it takes is the belief, the will, and the determination. Labs of all types demonstrated that they are up to any challenge that might present itself to us in the future!

TDR

Blood Bankers In USA Swamped by Public Help

Labs in New York deluged with volunteers eager to donate blood in response to the tragedy

CEO SUMMARY: *Even as news of the terrorist attacks on the World Trade Center and the subsequent collapse of the buildings was captured on national television, people began arriving at blood collection sites to donate blood. It was a growing tidal wave of volunteer blood donors, as their numbers continued swelling throughout the day and into the remainder of the week, creating a “positive stress” on the blood banking system.*

IT WAS UNPRECEDENTED in the nation's history. Never before has there been such an immediate and huge response to donate blood following a dramatic event.

The earliest news was that, within hours of the terrorist attacks in Manhattan, lines of blood donors had formed outside every blood collection station in the city. As the day progressed, these lines grew longer and longer.

“That scene was repeated in cities and towns all over the United States,” stated Darrell Triulzi, M.D., Medical Director of the **Institute of Transfusion Medicine (ITx)** in Pittsburgh. “The nation's blood banks were literally overwhelmed by the unexpectedly large numbers of people who wanted to give blood.

“In the 50-year history of our regional Institute of Transfusion Medicine, we've never seen anything like it,” he continued. “On the Wednesday after the attacks, we collected 2,100 units, our biggest one-day total ever! By comparison, a typical

day's collection averages about 500 to 600 units. For that week, our centers in Chicago and Pittsburgh collected 20,000 units, which is also a record.”

Record Blood Collections

“During the first 24 hours after the attacks, more than 5,000 units of blood were collected,” said Linda Levi, Director of Communications for the **New York Blood Center (NYBC)**. “Through Saturday, we had collected 18,000 units. On a typical day, we collect about 1,500 units. So the response from the public has been incredible.”

The New York Blood Center is the nation's largest. “We provide blood to more than 200 hospitals in the area,” noted Levi, “so it has been a logistical challenge to cope with this tragic emergency.”

Like clinical laboratory testing, blood banking depends on air transport for many functions of blood testing and processing. “The shutdown of air traffic last week, just as donations soared through the roof, created lots of anxiety,” recalled Dr. Triulzi.

Triulzi also noted that the ban on flights into the United States had an unexpected impact on the blood supply in New York. "About 25% of the blood used daily in New York City is flown in from Europe. So there were a couple of days during that week when regular deliveries could not make it across the Atlantic. That represented a considerable shortfall in the daily quantity of units available for use."

Europe Provides Blood

"That's correct," agreed Levi. "We do get about 25% of our daily blood requirements from Europe. During normal times, there is a shortage of donors in New York. We originally began receiving blood from Europe because they use the plasma, but do not need the red blood cells."

Even without the unexpected surge in blood donors, emergency planners had already acted swiftly to bolster the blood supply in New York City. Within hours of the attacks, an additional 1,800 units of blood from other regions had been driven into New York City under police escort. That quantity, added to the units donated during the day, gave the city a five-day supply of blood.

"This ample supply of blood in New York City made a big difference in the immediate care of patients," stated Melissa MacMillan, a Washington, DC-based spokesperson for **American Blood Centers**. According to MacMillan, different emergency treatment plans are keyed to whether or not adequate blood supplies are available.

National Blood Bank Plans

Dr. Triulzi pointed out that the immediate closure of normal commercial air traffic surprised the blood banking industry just like it did the laboratory industry. "Although the national network of blood banks is organized to provide mutual support in times of dis-

aster," he explained, "there were no crisis plans prepared to address what blood banks do to support each other if no planes can fly within the United States. It was fortunate that temporary arrangements successfully addressed the problem."

New York's Donors Were Not Deterred

WITHIN HOURS of the coordinated terrorist attack on the World Trade Center, blood donors quietly kept arriving at **Saint Vincent's Hospital and Medical Center** in New York's Greenwich Village.

These people appeared out of nowhere and waited patiently in line, often for as long as eight hours. More than 500 blood donors showed up on the day of the attack. Most interestingly, the donors crafted handmade signs and organized themselves by blood type!

In the days following, the city sent buses to Saint Vincent's to transport blood donors to other collection sites. Yet these people were always replaced by others who constantly lined the street, waiting for their turn to donate blood.

Within Pittsburgh, one of the problems was that too many units were being collected following the attacks. "We were badly in need of blood and these units have replenished our supply," observed Dr. Triulzi. "But blood is perishable. We were concerned that, as units became unusable in coming weeks, it would be too soon for blood donors to give again," observed Triulzi. "That's why we've encouraged people to schedule donations in coming weeks, instead of coming in right away." **TDR**
Contact Darrell Triulzi, M.D. at 412-209-7304; Linda Levi at 212-468-2001.

Deluge of Blood Donors Triggers Response by OCD

Unprecedented numbers of donors almost outstrip inventories of supplies and tests

CEO SUMMARY: *It's the story behind the story. Even as overwhelming numbers of people nationwide rushed to donate blood following September 11's terrorist attacks, blood bankers in many cities found themselves rapidly depleting their existing inventories of supplies and test kits. One of the nation's leading suppliers of blood banking products recognized the challenge and went into overdrive.*

IT WAS UNPRECEDENTED in the nation's history. In the hours following the terrorist attack, incredible numbers of people arrived at blood centers to donate blood, both in the New York City and across the country.

"The volume of blood donations doubled and tripled overnight," stated Mary Richardson, Director of Public Relations for **Ortho-Clinical Diagnostics** (OCD), a **Johnson & Johnson** company in Raritan, New Jersey. "Many blood banks were struggling to cope with the growing numbers of people arriving to donate blood."

Surge Of Blood Donors

People at OCD recognized that problems created by the overnight increase in blood donors would not be limited to New York City and Washington, DC, sites of the terrorist attacks. "From the earliest moments of the unfolding tragedy, we knew that blood banks would play a key role in supporting treatment of victims," noted Richardson.

Ortho-Clinical Diagnostics is one of the nation's major suppliers of products

used in blood banking. It is the largest source of HIV and hepatitis screening tests used by blood banks. Upon learning of the terrorist attacks, OCD quickly convened a crises management team to respond to the situation.

Determining Critical Needs

"Our first steps involved assessment," explained Richardson. "We tried to determine which blood centers were in the most critical need of support and supplies. As this was done, our staff began calling blood centers directly to offer help, ascertain their particular needs, and develop a response."

"As it became clear that blood banks throughout the United States needed an emergency resupply of inventory items, our next challenge was to get product into their hands," she added. "Normally we ship products by air, but with airplanes grounded by the national emergency, we turned to ground transport wherever delivery times made this a feasible option."

The first trucks to roll were sent into New York City. Since the bridges and

tunnels leading into Manhattan were closed immediately after the attacks, OCD contacted the **Federal Emergency Management Agency (FEMA)** and obtained permission for its trucks to enter the city, since they were carrying “essential medical supplies.”

Resupply Blood Centers

“The more challenging problem was how to resupply blood centers all across the country,” noted Richardson. “To accomplish this, we utilized J&J’s corporate jet, which had received a government designation known as ‘life guard.’ Blood bank supplies were transported by helicopter from our facilities in Allentown, Pennsylvania to the Trenton/Mercer Airport.

“On its way westward across the country, our flight made stops in Houston, Dallas, Oklahoma City, Los Angeles, and Portland, Oregon to deliver essential supplies to those blood centers in most critical need,” she said. “At every step in this process, federal officials were extremely helpful in expediting our shipments.”

“It is difficult to tell how long blood donations will stay above their normal level during the coming weeks,” observed Richardson. “We are working closely with blood centers to provide them with the products they need to maintain their services.”

People With A Mission

OCD’s response to the blood banking industry’s needs following the terrorist attacks provided a welcome outlet for people dismayed by the human carnage of the events. “Because we are located so close to New York City, many of our employees have friends and relatives directly touched by this tragedy,” noted Richardson.

“Those personal relationships provided extra motivation. Our people have worked incredible hours to respond to this emergency and make a contribution,” she commented. “It’s a

Ortho-Clinical Diagnostics Reacts to Lab Needs

SEVERAL LABORATORIES LOCATED near the sites attacked by terrorists use testing instruments manufactured by **Ortho-Clinical Diagnostics (OCD)**, a Johnson & Johnson Company.

“The Pentagon has OCD equipment operating on site,” stated Mary Richardson, Director of Public Relations for OCD. “Also, the laboratory at **Arlington Hospital** has OCD instruments. In both cases, we shipped them additional supplies and reagents. These labs maintained testing operations throughout the crisis.”

OCD also supported its hospital lab customers in New York City, including an unusual floating laboratory. “The navy sent their big hospital ship, the *USNS Comfort*, into New York Harbor,” stated Margaret Ellis, Vice President, Sales, at OCD. “In coordination with this move, we shipped Vitros® clinical chemistry slides and other supplies directly to the dock in New York harbor.”

reminder that the products and services we provide directly affect people’s lives for the better.”

One Of Many Good Stories

The OCD story was repeated by laboratory industry vendors in many parts of the country. Time did not permit THE DARK REPORT to contact other diagnostic companies and gather their unique stories. The proximity of OCD to both terrorist attack sites in New York City and Washington, DC provided an additional dimension to their experience. It’s another example of the cooperative effort that became frequent and obvious in our industry during those days following the tragedy.

TDR

Contact Mary Richardson at 908-704-3652.

LabCorp to Help Collect Family DNA Specimens

Expertise in identification testing gives lab a unique role in NYC disaster

CEO SUMMARY: *DNA testing will be a primary tool in identifying victims of this major disaster. Officials in New York City are formulating a plan whereby private labs will do DNA testing in conjunction with New York State Police laboratories. Laboratory Corporation of America has been designated as a public collection site where victim's family members can go to provide DNA samples to help in the identification process.*

TO IDENTIFY the more than 5,000 people missing as a result of coordinated terrorist attacks on the World Trade Center and the Pentagon, authorities will heavily rely on DNA testing.

This is the first sizeable disaster in American history where DNA testing will play a primary role in helping to identify victims' remains. The magnitude of the tragedy has no parallel in recent times and DNA testing is still a relatively new tool. For those reasons, government officials in New York are still developing specific plans for this DNA testing effort.

Private Labs To Do Tests

However, the broad outlines of the DNA testing program are beginning to emerge. It appears that primary DNA testing will be done by **Myriad Genetics, Inc.** and **Celera Genomics, Inc.**, based in Salt Lake City, Utah and Gaithersburg, Maryland, respectively. **New York State Police** laboratories will have the responsibility of double-checking results.

Laboratory Corporation of America was designated to be an official site for the collection of DNA samples from family members of victims. Official announcements were issued last week directing family members to contact LabCorp and arrange to provide a DNA specimen.

LabCorp came into the picture because it has a unique resource. "We already offer identity and paternity testing," stated Pam Sherry, LabCorp's Senior Vice President of Investor and Public Relations. "In recent years, we've been developing our capabilities for this kind of testing.

"To support our nationwide program of identity and paternity testing, LabCorp operates over 900 locations around the United States where staff has been trained to collect these types of specimens," explained Sherry. "Because family members of victims are located throughout the country, New York City needed a national collection network to support this effort."

On the Saturday following the terrorist attacks, New York City's Chief

Medical Examiner, Dr. Charles S. Hirsch, held a news conference and stated that he expected DNA analysis would be the most effective way of identifying many of the victims.

Utilize Special Software

The Medical Examiner's office will utilize special software provided by the FBI to manage the different types of data on individual victims. Current plans call for every recovered body part to be analyzed.

Dr. Robert Shaler, Director of the forensic biology lab in the Medical Examiner's office, estimates that the number of DNA tests required could range from 50,000 to as many as one million. A limited number of DNA tests have been done so far, but 80% of the samples generated profiles that would be useful in identification.

Hairbrushes and Razors

There's been extensive media coverage about how families of victims have been submitting hairbrushes, toothbrushes, even razor blade cartridges that might possibly contain samples of their loved one's DNA. Where no sample of the victim's DNA can be located, authorities will use the DNA from family members to help make the identification.

The decision by New York authorities to extensively employ DNA testing as a primary means of victim identification shows how far the technology has evolved in recent years. Improvements in testing procedures mean that DNA can be recovered and typed from specimens of poorer quality. As well, the speed of the testing and its total costs have now made it feasible to use it in these types of disasters.

In coming years, DNA identity testing may well continue to evolve and become a mainstream service offered by increasing numbers of clinical laboratories.

TDR

Contact Pam Sherry at 336-436-4855.

LabCorp Acts Swiftly To Move Specimens

LIKE OTHER LABORATORIES around the nation, in the aftermath of the coordinated terrorist attacks on September 11, it was emergency management for Laboratory Corporation of America.

"Our first priority was to confirm the safety and well-being of our people," stated Pam Sherry, Senior Vice President of Investor and Public Relations at LabCorp. "Fortunately, all our people were okay and all our facilities continued to function. We did shut down our patient service center in lower Manhattan after police closed that area to public access.

"The main effort was to locate specimen shipments and institute contingency plans to deal with the disruption in the nation's transportation system," she explained. "We used LabCorp's fleet of 3,600 vehicles to revise courier routes and we created point-to-point relays."

Air transport was an issue that was resolved in cooperation with government authorities. "We have our own airplanes. We used those planes, in combination with charters, to provide specimen transport services," noted Sherry. "We qualified for a medically necessary exception and flew where needed.

"This was a major effort," added Sherry. "In the first days following the attacks, the situation was changing minute-by-minute. LabCorp's people really wanted to stand up and be counted and they went to remarkable lengths to maintain testing services for our customers.

"Among other things, I know that LabCorp contacted many hospitals and other laboratories in different parts of the country to offer interim services," she said. "Like the entire nation, we recognized that it was no longer 'business as usual.' Everyone wanted to respond to the crises and demonstrate that our profession could rise to this challenge and support patient care."

Events Trigger Several Responses from Quest

Contingency planning helps lab company cope with problems from terrorist attacks

CEO SUMMARY: *Terrorist attacks on September 11 impacted Quest Diagnostics Incorporated in a number of unexpected ways. Security measures in New York City and Washington, DC impeded normal courier activities. The immediate shutdown of all air traffic nationwide meant that air-freighted specimen shipments needed to be located, recovered, stabilized and moved forward to an appropriate lab for testing.*

TERRORIST ATTACKS ON September 11 triggered a cascade of emergency issues for **Quest Diagnostics Incorporated**, the nation's largest clinical laboratory company.

Although the company operates an extensive network of courier routes, patient service centers, and testing labs in the New York City and Washington, DC metropolitan areas, those parts of its operations came through unscathed.

"We were fortunate that no employees were injured during the course of these events," declared Kenneth W. Freeman, Chairman and CEO of Quest Diagnostics in an interview with THE DARK REPORT. "Nor did any of our facilities sustain damage."

Quest Offered Assistance

"One of our first actions was to contact the **Red Cross** and the **Federal Emergency Management Agency (FEMA)** to offer assistance," noted Freeman. "Among other things, we shipped blood draw supplies, such as needles, bandages and the like to **St. Vincent's Hospital**, which was the closest hospi-

tal to the World Trade Center. We also shipped 60,000 pairs of gloves to the Red Cross for use by rescuers."

The single greatest impact of the terrorist attacks was the immediate shutdown of the national air space. All commercial airliners were ordered to land at the closest airport. Commercial air service was not permitted to restart for the next 48 hours.

Shutdown of the airspace triggered two immediate problems for Quest Diagnostics. "First, we had to locate specimen shipments that were en route as cargo, gain access to them, stabilize the specimens, and move them on to labs which could perform the tests," recalled Freeman.

"Second, we had to develop alternative methods to maintain the flow of specimens between our clients and our national system of testing labs," he continued. "This was particularly true of specimens heading from the East to our **Nichols Institute** laboratory in San Juan Capistrano, California."

“One of these specimen shipments for Nichols Institute was on **American Airlines** flight 11, scheduled to fly from Boston to Los Angeles. This was the airliner which was crashed into the North Tower of the World Trade Center,” said Freeman. “Once we learned that these specimens were destroyed, the referring physicians were contacted, since specimens would need to be redrawn.

Redeployment Of Couriers

“Because normal air transportation arrangements were unavailable, we began to redeploy our courier system,” he continued. “They learned some new ways to gather specimens. In Manhattan, we had couriers visit clients’ offices on foot. These couriers then rode ferries across the Hudson River to New Jersey to deliver those specimens to our lab.

“Our regional laboratories in parts of the United States shifted ground transportation over to a relay arrangement. For example, specimens gathered by the Seattle lab were driven down to Portland, Oregon. Those combined specimens were driven down to San Francisco, to our lab in Dublin. From there, they continued downstate to Southern California.”

Despite the total ban on commercial air traffic enacted on September 11, Quest Diagnostics was able to gain permission from the federal government to fly specimens. “Government officials were very cooperative on this issue,” observed Freeman. “Laboratory test specimens are considered essential medical services. For that reason, before midnight on the day of the attacks, we gained permission to start transporting specimens by airplane.”

Quest Diagnostics maintains a number of private aircraft, primarily single-engine Cessnas for transporting specimens. “We supplemented these

flights with charter aircraft,” he explained. “Once we had these federal approvals to fly, we also contacted other national reference labs and offered to aid them in the transport of their clients’ specimens.

Referring Tests

“Another initiative we undertook was to contact hospitals and offer to do referral testing for them until regular transportation was re-established. This was actually a two-way street. We did refer tests to some hospital labs because that was the best way to maintain continuity of service for our clients in those regions,” noted Freeman.

“The management team at Quest Diagnostics did a great job of responding to all of the challenges generated by the terrorists attacks on that terrible day,” stated Freeman. “We have a crisis management plan which is updated yearly, so alternative tracking and logistics options had been prepared in advance. The fact that we had a revised national transportation network up and flying again within 10 hours of the FAA’s air traffic shutdown order speaks volumes about the energy and enthusiasm of our people. We didn’t miss a beat.

Leave Nothing To Chance

“For the overwhelming majority of specimens, there was, at most, a 24-hour delay,” commented Freeman. “Our contingency planning is rigorous because we do not want to leave anything to chance.”

In closing, Freeman expressed a common sentiment among most lab executives and pathologists when he said “All labs share the commitment to patient care. In emergencies such as this, it’s important for labs to work together toward that goal. That’s when patients and physicians need us the most.” **TDR**
Contact Gary Samuels at Quest Diagnostics at 201-393-5000.

INTELLIGENCE

LATE & LATENT
Items too late to print,
too early to report



Many different professions lost good people as a result of the terrorist attack on the World Trade Center in New York City on September 11. However, the clinical laboratory industry and the pathology profession seems to have emerged unscathed. Following many conversations with laboratorians throughout the United States, THE DARK REPORT is unaware of any laboratory executive or professional killed or injured as a result of the attacks. However, the tragedy touched laboratorians in many ways, as the stories which follow below reveal.

BIO-REFERENCES' CEO PROVIDES MEDICAL CARE TO NY FIREMEN

There is a lab executive who personally knows many of the firefighters lost in the collapse of the World Trade Center towers. Marc Grodman, M.D. is the Chairman and CEO of **Bio-Reference Laboratories, Inc.** (BRLI) of Elmwood Park, New Jersey. He is also board-certified in internal medicine. For more than 16 years, Dr. Grodman has provided med-

ical care to members of the firefighters' union in New York City. BRLI also does laboratory testing for the firefighters' union. His personal relationships with so many firefighters, both those living and those lost, has made the events since September 11 particularly painful.

EYEWITNESS VIEW OF EVENTS AS THEY OCCURRED

One laboratory executive found himself watching the attack on the World Trade Center Towers and their subsequent collapse. On the morning of September 11, David Nichols, President of **Nichols Management Group**, a laboratory consulting company, was across the Hudson River from lower Manhattan. He was on the upper floors of a skyscraper, participating in a meeting. He was the first in the room to see the explosion on the North Tower. During the next few hours, he and his companions watched with shock and horror as the second plane hit the south tower and both buildings subsequently collapsed.

FORTUITOUS CHANGE OF MEETING SITE...

At least one executive of **Laboratory Corporation of America** was scheduled to be at a meeting at the World Trade Center on September 11 to sign papers and attend to details relating to the recent financial package closed by LabCorp. However, those details were handled a week earlier, thus causing the September 11 meeting to be cancelled.

SOME "LIFE GUARD" FLIGHTS GOT A FIGHTER ESCORT

A limited number of planes took to the air in the 24 hours following the attacks. These flights were deemed "medically necessary" and obtained permission to fly from government authorities. Several pilots reported that military aircraft accompanied them during portions of their flights. This was true of a charter flight ferrying whole blood units cross-country to Teterboro Airport in New Jersey. Pilots flying specimens for **Quest Diagnostics Incorporated** also reported having a fighter escort for at least some of their flight.

*That's all the insider intelligence for this report.
Look for the next briefing on Monday, October 15, 2001.*

The background of the entire page is a stylized American flag, with the stars in the upper right and the stripes running vertically down the page. The colors are muted, with a greyish-blue for the stars and a maroon/red for the stripes.

*“Eternal Vigilance
is the price of liberty.”*

Thomas Jefferson

*In remembrance of those lost, injured, and
soon to be sent in harm's way because
of the events of September 11, 2001*

THE
LABORATORY
REPORT

UPCOMING...

- ***Putting Six Sigma and “Lean” Management Methods to Work in the Hospital Laboratory.***
- ***Academic Pathology Groups Pursue Profits to Support Their Teaching Mission.***
- ***Why the War on Terrorism Will Require All Laboratories to Play a New Role.***