



## Good to Great II

By Michael R. O'Leary, M.D., CEO

Several people have asked me about my remarks published in a previous issue of *Lablines* about the best selling book *Good to Great*, specifically if the path to greatness in the social sector is to become more like a business. My answer to that is that most businesses, like most things in life, fall somewhere between mediocre and good.

Unfortunately, few are great and when one compares great companies with good ones, many widely-practiced business norms are found to correlate more with mediocrity and not greatness. Why then would we want to import the practices of mediocrity into our social sectors?

*Good to Great* author Jim Collins has mentioned in his new monograph *Good to Great and the Social Sectors* that his work with non-profits has uncovered a desperate need for greater discipline: disciplined planning, disciplined people, disciplined governance, and disciplined allocation of resources. He suggests that the culture of discipline is **not** a principle of **business**, rather it is a **key principle of greatness**.

Recall that in the previous issue I mentioned timeless principles, the enduring physics of great organizations that remain true and relevant no matter how the world changes. Likewise, the key principles of greatness remain true and relevant no matter what type of organization (a business, a non-profit organization, etc.).

Collins and his research team examined a number of non-profit organizations and concluded that building a great organization proceeds in four basic stages. The first stage involves recruiting disciplined people who are ambitious first and foremost for the cause or the organization and not for themselves. Collins then suggests that those who are building great organizations make sure they have the right people on the bus and the wrong people off the bus. It's also critical to have the right people in key seats before they figure out where to drive the bus! They suggest always thinking first about **who** and then about **what** or **where**.

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## Laboratory Alliance Honored as Business of the Year

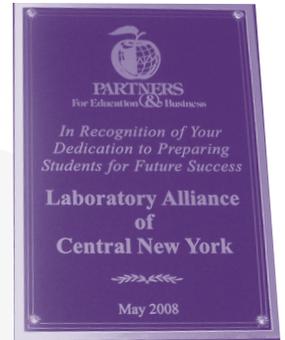
Laboratory Alliance of Central New York was awarded for its work with middle and high school students by the Partners for Education & Business, Inc., at its annual awards ceremony held May 22 at the Rosamond Gifford Burnet Park Zoo. The company received the Business of the Year Award, recognizing its longtime commitment to community outreach and education.

Laboratory Alliance employees visited more than 17 local junior and senior high school career fairs during the 2007-08 school year to promote clinical laboratory science. In addition, under the Collaborative School/Business Partnership, the staff spent eight weeks working with advanced placement biology students at Cicero-North Syracuse High School.

Now in its seventh year, the goal of this program is to have the students apply the knowledge they have learned in the course to the work environment, in this case, laboratory medicine. Other community outreach programs Laboratory Alliance is involved with include the MASH Camps for middle school students at area hospitals as well as participation in community and employer health fairs and expos.

Partners for Education & Business, Inc. is a consortium of Central New York school districts, businesses and employers, higher education institutions, government and community groups, all working together to blend the needs of business with the academic success of students.

Partners for Education & Business, Inc., works collaboratively with Syracuse University, the Metropolitan Development



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## Dom Frijo Earns Company's CHAMP Award

By Barbara Guiffrida, VP of Human Resources

On April 23, Dominick Frijo Sr. received Laboratory Alliance's CHAMP Award. Dom's wife Marcia joined him for the award presentation, which took place at the monthly employee luncheon. Dom has been a courier in the Transportation Department since June 28, 1999.

It is evident from the nominations submitted for Dom that he exemplifies the CHAMP in every way. A nominee must consistently demonstrate the attributes of a "CHAMP" - Caring, Helpful, Accurate, Motivated and Professional. A co-worker describes him as "displaying a caring and professional attitude all the time" and another states, "whatever you need Dom will look for and bring to you as soon as possible."

When you see Dominick please congratulate him on this wonderful peer recognition award. The committee wishes to thank everyone for participating in the recognition program. Nomination ballots are now being accepted for the August 1 deadline.



## Good to Great II

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The second stage is called "Disciplined Thought" and involves the acquisition of unwavering faith that you can and will prevail in the end regardless of the difficulties encountered, and at the same time have the discipline to confront the most brutal facts of your current reality whatever they might be.

The third stage is "Disciplined Action." Disciplined people who engage in disciplined thought and who take disciplined action – operating with freedom within a framework of responsibilities – are the cornerstone of a culture that creates greatness. In a culture of discipline, people do not have jobs, rather they have **responsibilities**.

The last stage involves building greatness to **last**. Truly great organizations prosper through multiple generations of leaders, the exact opposite of being built around a single great leader or great idea.

We can find pockets of greatness in nearly every difficult environment whether it is in business, education, healthcare or not-for-profit organizations. Every institution has its unique set of difficult constraints, yet some are able to make the leap to greatness while others face the same environmental challenges and cannot make the leap. This is perhaps the single most important point in all of **Good to Great**. Greatness is not a function of circumstance; rather it is largely a matter of conscious choice and discipline.

## Business of the Year

Continued from page 1

Association and other community groups to enlighten students on career options and to customize workforce training. It is committed to increasing the pool of eligible students and job seekers who will consider health careers and achieve the foundational skill levels required for these vocations. Participation provides valuable job shadowing experience for interested middle and high school students.

"Our involvement in Partners for Education & Business, Inc. is truly a collaboration where both the business and the school benefit. Students gain knowledge of careers, Laboratory Alliance provides a worthwhile community service, and the program stimulates interest in laboratory medicine as a career," says Anne Marie Mullin, Vice President, Business Development and Marketing.

## Supporting Friends at the Men Who Cook Fundraiser



Laboratory Alliance was well represented at the Men Who Cook fundraiser to benefit the Mental Health Association of Onondaga County. Joined by friends from Oz and enjoying "Deb's Over the Rainbow Apple Cake" by chefs Mark Groesbeck, Tim Shattuck and Roger Yager of Ormond Entertainment, were, left to right, Karen Carter, VP of Finance/Chief Financial Officer, and next to the Tin Man, Barbara Guiffrida, VP of Human Resources, and Nancy Sniffen, Director of Billing and Compliance.

The 20th annual fundraiser was held April 25 at the Hotel Syracuse. Funds raised will support the promotion of mental health in the community through advocacy, education and access to mental health services.



## Just Another Summer Cold?: Human Respiratory Virus Infection

By Jayne Healey, M.D., Assistant Director of Laboratories

Human respiratory virus (HRV) infections are commonly associated with snow and cold temperatures. HRV-associated illness does show a peak incidence in the fall and winter months; however, a significant number of cases are noted to occur during the “off-season.”

Some viruses occur year-round in select geographic regions. Therefore, HRV infection should not be eliminated from the differential diagnosis in patients with respiratory symptoms simply because the weather has turned pleasant.

The impact of upper respiratory tract (URT) illness in the United States is substantial. Per year, acute respiratory illness accounts for 22 million days of missed school, 23 million days of missed work, 84 million physician visits, \$3.5 billion spent in over-the-counter remedies and antibiotic overuse in up to 60% of cases. HRV infection is also responsible for up to 50% of acute asthma exacerbations. In fact, wheezing illness caused by HRV infection during the first year of life is the strongest predictor of subsequent asthma development.

Additionally, HRV infection is responsible for a significant percentage of lower respiratory tract (LRT) disease. LRT illness caused by HRV is seen most commonly in infants, the elderly, immunocompromised patients and in those with preexisting lung disease (chronic obstructive pulmonary disease, cystic fibrosis, etc). LRT disease caused by HRVs can be associated with significant morbidity and mortality in these patient populations. Viral infection is also known to be a predisposing factor to bacterial superinfection.

The HRVs include, but are not limited to, Rhinovirus, Influenza Virus, Respiratory Syncytial Virus, Parainfluenza Virus, Metapneumovirus, Coronavirus, Enterovirus, Adenovirus, and Bocavirus. Identification is often clinically relevant. For some infections, anti-viral agents may prove efficacious (e.g. oseltamivir, ribavirin, palivizumab, etc).

Recent studies have shown that although oseltamivir is only useful for treating influenza during the first 48 hours, it is effective in reducing the incidence of

secondary bacterial infection for up to five days after onset of flu symptoms. Recognizing co-infection is also important, as it may predict an increase in disease severity.

Viral culture is the gold standard for HRV identification. Nasopharyngeal aspirate is the preferred specimen for submission. Rapid detection of Adenovirus, Influenza A & B, Parainfluenza Types 1, 2 & 3, and Respiratory Syncytial Virus is available within 48 hours via shell-vial culture. Lower respiratory tract specimens may also be cultured in select cell lines, depending upon suspected pathogens. Occasionally, this yields HRVs with novel genotypes. Isolation of new and highly-virulent viral strains may prove useful to the NYS Department of Health and/or the Centers for Disease Control in pandemic situations.

What begins as a snuffle may be more than just a summer cold. Early virus identification could circumvent potentially serious complications. The key lies in optimal application of this diagnostic tool to at-risk patient populations.

For questions about this assay, please contact Russell Rawling, Microbiology Manager, at 410-7060.

## Welcome to Our New Clients

**Bellevue Manor  
Assisted Living Community**  
Syracuse, N.Y.

**Cohen Chiropractic**  
Fayetteville, N.Y.

**The Crossings Nursing  
and Rehabilitation Centre**  
Minoa, N.Y.

**Eastside Manor  
Assisted Living Community**  
Fayetteville, N.Y.

**Westside Manor  
Adult Residence**  
Liverpool, N.Y.



*Jayne Healey, M.D., Assistant Director of Laboratories, presented a lecture on the Plavix Response Assay to the laboratory staff at Oneida Healthcare Center during National Medical Laboratory Professionals Week in April.*

*She discussed antiplatelet therapy monitoring and pre-surgical screening. The Plavix Response assay is an FDA-approved test for assessing platelet function. For more information on this test, visit our website at [www.laboratoryalliance.com](http://www.laboratoryalliance.com).*

*Pictured, back row, left to right, are Jane Hardman, M.D., Margaret Nichols, M.D., Beth Dhayer, Carla Bordell, Pete Pillmore, Amy Ross, Karen Puglisi, Judy Henty and Eileen Eisenbut. Seated, left to right, are Angela Page, Rhonda Newby, Jayne Healey, M.D. and Marlene Chesebro.*



## Rapid Group B Strep PCR Assay for Patients in Labor and Delivery

By Paul A. Granato, Ph.D., Director of Microbiology

Our Microbiology Department is pleased to announce the availability of a new, rapid real-time polymerase chain reaction (PCR) assay for the detection of vaginal and/or rectal carriers of group B streptococci (GBS) for hospitalized patients in labor and delivery. The major advantage of this assay is that, unlike other molecular-based assays, this test is extremely user friendly and reliable results can be generated within two hours of specimen receipt.

As such, the Microbiology Department is currently offering this service 24 hours per day, seven days a week, with the results reported to the physician within two to three hours of specimen receipt.

In addition, since some patients may be allergic to penicillin (one of the recommended drugs for treatment), all vaginal/rectal samples that are positive for GBS will be routinely cultured with an antibiotic susceptibility test performed and reported to the clinician.

It should be noted, however, that because the PCR assay is more sensitive than the cultural method, there may be occasional instances when the GBS PCR result will be positive and the culture result will be negative. Under such circumstances, a GBS antimicrobial susceptibility result will not be available.

Physicians are reminded that this new GBS test service is generally recommended for patients who have not been the beneficiaries of prenatal obstetrical

care and have not been screened for the presence of GBS between 35 to 37 weeks gestation as recommended by the American College of Obstetrics & Gynecology and the Centers for Disease Control.

This new test service is available for patients in labor and delivery at St. Joseph's, Crouse, and Community General Hospitals.

For more information about this test or for guidelines for specimen collection and/or test ordering, please contact the Microbiology Department at (315) 410-7067, or the respective hospital departmental nursing staffs that have been in-serviced on this new service.



*Cicero-North Syracuse High School students participating in the spring collaboration program enjoyed touring the Crouse Hospital Pathology Department.*

*The students spent time with Pathologists' Assistant Michael L. Sovocool, MHS, PA(ASCP)<sup>CM</sup> of Pathology Associates of Syracuse, PC, the group's administrator, and Robert 'Bob' Fiorelli, MHS, PA(ASCP)<sup>CM</sup>.*

*Top photo: Mike talks with students, left to right, Aaron Reardon, Craig Barber and Karin Spinella.*

*Bottom photo: Bob demonstrates how frozen sections are performed and helped the students stain slides.*

*Mike and Bob taught the students about freezing the tissue, microtoming the specimen and staining. Students were shown the histology of the tissue around the multi-headed microscope and they worked with a variety of autopsy and surgical pathology teaching specimens and executed a hands-on exercise to learn the anatomy of adult hearts. They looked at an example of a congenital anomaly in a neonatal heart specimen and viewed a variety of other specimens that demonstrated the gross (macroscopic) changes that various pathologies, such as tumor, inflammation and infection, have on tissue. The students also looked at and handled specimens showing lung cancer, pneumonia, cirrhosis of the liver, osteoarthritis in a knee and the normal anatomy of a kidney and a brain.*



## A Closer Look at the Rhapsody Interface System

By Olga Farrell, Supervisor of Anatomic Pathology Systems

In 2005, Laboratory Alliance purchased a product called Orion Rhapsody Integration Engine. The engine is a windows-based product that enables Laboratory Alliance to connect, transmit and format data to and from healthcare entities like hospitals and doctor's offices.

The product has the ability to receive a laboratory test order from another health care organization, format the order so that Laboratory Alliance's Laboratory Information System (LIS) can process the order and, finally, reformat the outgoing result in order that the ordering organization can receive and post the laboratory test result in their hospital or electronic medical record system. The integration engine saves time and expense in implementing an orders and/or laboratory results interface between Laboratory Alliance and another healthcare provider.

Some of the major steps that must be taken to implement an interface are:

- Communication points are set up in the engine to send and receive information from external systems.
- Routes are set up to define specific paths a message will travel.
- Filters are defined to carry out specific tasks such as reformatting the medical record number to ensure a unique identifier for each patient.
- Finally definitions are created and associated which allow the integration engine to read and manipulate the data received.

Here's an example of a scenario that helps explain the important functions performed by the integration engine: A patient presents in a hospital emergency department. The clerk enters

or verifies the patient's name, address, insurance information, etc. When the hospital clerk completes the process of entering this information a message is automatically generated and transmitted to Laboratory Alliance's integration engine.

The order is then transmitted into our LIS. When the patient sample arrives at Laboratory Alliance, the LIS already contains the patient's name, address etc. along with what tests to perform on the sample that was received. When the testing is complete, the results are transmitted instantaneously to the hospital and or doctor's offices. The doctor can review the results and treat the patient in a timely manner.

This product plays a vital role in the transfer of information between our owner hospitals as well as our participating doctors' offices. We are currently connected to St. Joseph's Hospital Health Center, Community General Hospital and Crouse Hospital, an area nursing home and approximately 30 physicians' offices.



## Now Accepting Credit Cards For Bill Payment

By Nancy Sniffen  
Director of Billing and Compliance

Laboratory Alliance now accepts credit cards as a form of payment. Credit card payment may be performed in any of the following ways:

1. Pay online at <http://pay.instamed.com/laballiance>.
2. Visit the "Links and Resources" page on our website at [www.laboratoryalliance.com](http://www.laboratoryalliance.com) and click on "Pay Your Laboratory Bill."
3. Write in your credit card information on your Laboratory Alliance invoice and mail it to us at the address listed on the invoice.
4. Call our telephone number (315) 454-9986 and provide your credit card information over the phone.

## Community Outreach

Representatives from Laboratory Alliance continue to promote all laboratory professions and spread awareness about clinical laboratory science (CLS). We recently participated in the following career fairs:

- Utica College - April 3
- Cicero-N. Syracuse High School Collaborative at the Operations Center and at the RRL at Crouse Hospital - April 9-May 14
- Grant Middle School - April 11
- Canastota Middle School - April 23
- Danforth Middle School - April 24
- Paul V. Moore High School Expo, Central Square - May 8
- BOCES Medical Office Assistant Students toured the Operations Center - May 8
- Elmcrest Elementary School, Liverpool - May 9
- Medical Technologist Carl Huppman and (PBT) Mindy Barnes promoted CLS at the Museum of Science and Technology - May 13
- Cicero-N. Syracuse High School Collaborative Celebration - May 28

## Featured Department



The Laboratory Alliance Central Receiving Department staff at Community General Hospital (CGH) is a busy and dedicated team. They process more than 10,000 patient requisitions per month and have frequent interaction with the staff at our client offices in the CGH Physician Office Building.

In addition to hospital inpatient and outpatient orders, nearly 700 outreach orders are accessioned each month, which require stat testing or special handling. The staff provides technical processing support in the clinical laboratory.

The staff in the Central Receiving Department at our Rapid Response Laboratory at Community General Hospital includes, top photo left to right: Nashid Khan, Carol Freitas, Lynn Chase and Jocelyn McManamay.

Pictured in the individual photos in the middle row are, left to right: Ryan Adams, Rebecca Baker and Emma Harris.

The bottom photos, left to right, include: Jaclyn Fehlman, Briana DeGregorio, Joyce Garcia and Katie Race.

## Did You Know?

## Interesting Facts About the Importance of Laboratory Testing

The following information attests to the increasingly important role of laboratory testing in the United States.

**As Americans continue to age, more testing is required more frequently.**

- Beginning in January 1997, one baby boomer is turning 50 years of age about every 7 seconds
- Almost 13% of the U. S. population is now over 65 years old
- The over-85 category, which requires the greatest amount of health care services, is also growing rapidly

**Demand for medical laboratory testing is increasing due to:**

- Increases in the world population
- Stronger emphasis on preventive medicine, including early detection and patient responsibility
- An explosion of new medical technologies, such as genetic testing

**Expanding medical knowledge and technological developments have increased the need for medical laboratory testing.**

For example, 25 years ago, few organ transplants were performed. Today, they are becoming routine surgeries in many hospitals. Transplant patients need significant testing before the procedure, must be monitored immediately following, and require some follow up for years after the transplant.

**New and different pathogens are contributing to increased needs for laboratory testing.**

The identification of new diseases like AIDS, Lyme disease, and hepatitis C — and the resurgence of old foes like tuberculosis — pose serious threats to the public health.

**Unprecedented increases in international travel and immigration are resulting in the importation of rare or previously unknown diseases,**

especially parasitic infections and inherited disorders, which increases the need for laboratory testing.

**More than 10 billion laboratory**

**tests are performed in the United States each year.**

**The laboratory tests results constitute an estimated 70% of the patient's medical records and are vital to the diagnosis and treatment of illness and disease.**

**More than 297,000 medical laboratory personnel are employed in the United States.**

***"In 2007, more than 8 million tests were performed by Laboratory Alliance of Central New York."***

**— Anne Marie Mullin, Vice President of Business Development and Marketing**

*From the American Society of Clinical Pathologists (ASCP) Web site.*

## New Employees

Please welcome our new employees:

At our Corporate Office

**Kathleen Shumway**, Business Applications Supervisor

At our Operations Center

**Diane Hall**, Technical Administrative Assistant

**Lisa Kyanka**, Phlebotomist

**Faith Winn**, Phlebotomist

**Sara Upfold-Harrell**, Laboratory Office Assistant

At our Rapid Response Laboratory at Community General Hospital

**Teresa DeVeyra**, Medical Technologist

At our Rapid Response Laboratory at St. Joseph's Hospital Health Center

**Sarah Chapman**, Laboratory Office Assistant

**Emily Crowe**, Medical Technologist

**Sharon Currie**, Medical Technologist

At our Rapid Response Laboratory at Crouse Hospital

**Juliane Breh**, Transfusion Services Manager

## People in the News

**Dan J. Vick, MD**, of St. Joseph's Pathology, P.C., and Medical Advisor, Microbiology, for Laboratory Alliance, received, with honors, his Master of Business Administration with an emphasis in Health Care Management, during Commencement exercises held May 3 at Regis University in Denver, Colo. Dr. Vick was elected to the Medical Society of the State of New York's (MSSNY) delegation to the AMA House of Delegates for a two-year term beginning January 2009 during the MSSNY annual meeting in April. Dr. Vick also was appointed a member of the MSSNY Budget and Finance Committee, as well as the Task Force on Bioterrorism and Emergency Preparedness, by MSSNY's President Dr. Michael Rosenberg.



**Anne Marie Mullin**, Vice President of Business Development and Marketing, was elected president of the board of directors of the Mental Health Association of Onondaga County at its annual meeting held May 21 at Syracuse Stage.



## Employee Anniversaries

### April

10 Years

Cathy Husted

### May

5 Years

Jennifer Easton

Patricia McKeigue

Joan Rusin

10 Years

Colleen Coon

Lynn Eggert

Barbara Kotsi

Lori Martin

Paul Suits

Pam Swierczek

### June

5 Years

David Graham

Pete Johnson

Linda Stallcup

10 Years

Ian Crossett

Dawn Doviak

Christina Essig

Sheryl Hamilton

Laryl Hludzinski

Mary Kay Matthews

Janice Munnett

Lori Post

Jill Rudnick

Eleanor Simcuski

Theresa Tirabassi

## Welcome

Phlebotomist **Denise Pokrentowski** gave birth to a baby boy named Koreese on May 5.

**Tonya Woodard**, Laboratory Office Assistant in Central Receiving at the Operations Center, and her husband Bill, are the parents of a baby boy named Michael Andrew born April 29.

## Congratulations

To Medical Technologist **Aaron Kirch**, RRL at Crouse Hospital, on his recent nomination by Crouse Hospital for a Crouse Choice Award. On March 31, he attended a ceremony at Syracuse Stage honoring people who are "shining examples of the Crouse Hospital family in service to patients, family members and to each other." Aaron was identified as part of a group in the "Most Adaptable to Difficult Challenges" category. Aaron's extraordinary efforts were recognized by Crouse and are applauded by Laboratory Alliance as well.

To Benjamin Walczyk, the son of Medical Technologist **Jennifer Walczyk**, Chemistry Department at the Operations Center, who was accepted into the American Legion Boys' State Program at Morrisville State College.

To **Jessilee J. Jones**, Laboratory Office Assistant at the Operations Center, who was pinned during the St. Joseph's College of Nursing Commitment Ceremony on April 25, with the Class of 2009, for completing a year of nursing school. She has a Bachelor of Science in Biology from LeMoyne College.

To Anna Vanderwalker, daughter of **Linda Vanderwalker**, RRL at St. Joseph's Hospital Health Center, who graduated from University at Buffalo with a Bachelor of Science in Social Science with an interdisciplinary concentration in Early Childhood Development. She has been accepted into their graduate program for early and elementary education.



## Calendar of Events

**Thursday, June 5**

**18th Annual North Country Laboratory Managers Symposium**, Watertown, N.Y.

Laboratory Alliance will be an exhibitor.

**Thursday, June 5-Friday, June 6**

**57th Annual Meeting of the Blood Bank Association of NYS Inc.**, Turning Stone Resort and Casino.

Laboratory Alliance will be a sponsor and an exhibitor.



**Friday, June 6**

**Community General Hospital Foundation Pro-Am Golf Tournament**, Atunyote Golf Club at Turning Stone Resort and Casino. Laboratory Alliance will be a team sponsor.

**Friday, June 13**

**CLMA of CNY Quarterly Meeting**, NYS Fairgrounds.

Laboratory Alliance will be a corporate sponsor.



**Monday, June 16**

**Hospice Foundation of Central New York Annual Golf Open**, Lake Shore Yacht and Country Club.

Laboratory Alliance will be a corporate sponsor.



[www.hospicecny.org](http://www.hospicecny.org)

**Tuesday, June 24**

**JPMorgan Chase Corporate Challenge®**

Onondaga Lake Park, 6:25 p.m. Laboratory Alliance will participate with a team. For more information, contact Becky Reynolds, Microbiology Department at the Operations Center, at 410-7067, or visit [www.jpmporganchasecc.com](http://www.jpmporganchasecc.com).



**Friday, July 18-Saturday, July 19** [www.acog.org](http://www.acog.org)

**American College of Obstetricians and Gynecologists (ACOG) District II/NY Upstate Annual Summer Meeting**, Turning Stone Resort and Casino.

Laboratory Alliance will be an exhibitor.



*Laboratory Alliance team participants endured a humid 93-degree day at the 2007 JPMorgan Chase Corporate Challenge 3.5-mile road race.*

## Patient Service Center News

### Relocation

#### at Community General Hospital

Physicians Office Building South

4900 Broad Road, Syracuse, NY 13215

On Monday, June 2, our PSC currently in Suite 1D, opened for business in Suite 1K, just down the hall.

The new location has a larger waiting room and more space for phlebotomy.

**Monday - Friday 7:30 a.m.-5:30 p.m.**

Open during lunch.



### Saturday Hours Beginning July 12 Medical Center West in Camillus

5700 West Genesee St., Suite 209

Camillus, NY 13031

On Saturday, July 12, we will begin offering Saturday hours from 8 a.m.-noon at this location.

**Monday - Friday 7:30 a.m.-5:30 p.m.**

Open during lunch.

**Saturday 8 a.m.-noon.**



## LABlines

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Comments, suggestions or inquiries should be directed to

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