



Candidate Information Form

CANDIDATE INFORMATION

Name	Caroline “Leilani” Valdes, MD, FCAP
Institution	Regional Pathology Associates
Department	
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Which position do you wish to be a candidate for in 2021?

- President-elect
- Secretary-treasurer
- Governor
- None of the above; I do not wish to run in 2021

I have reviewed the CAP Board of Governors Position Description and understand the time commitment required for the role I am seeking. I am willing and able to accept the duties described.

Signature:

DEMOGRAPHICS AND BACKGROUND

Age	48
Gender	Female
What year did you become a CAP Fellow?	2008
How many total years have you been in practice?	12
Were you engaged in another profession before pathology? If so, please describe.	Public Relations / Marketing / Advertising Executive (prior to attending Medical School)



EDUCATION AND AREAS OF PROFESSIONAL INTEREST

What year did you receive your MD/DO? _____ 2004 _____

	Institution	City/State
MD/DO	USC Keck School of Medicine	Los Angeles, CA
Internship	LAC+USC Medical Center	Los Angeles, CA
Residency	LAC+USC Medical Center	Los Angeles, CA
Fellowship	Duke University Medical Center	Durham, NC
Other Relevant Education or Training (please describe):	University of Texas McCombs School of Business (MBA, Class of 2022)	Austin, TX

What boards have you passed? (Choose all that apply)

AP CP AP & CP
 Other (please describe): Dermatopathology

PRACTICE ATTRIBUTES

What is your current employment status?

Full Time Part Time ($\geq 50\%$) Semi-Retired (<50%) Retired
 Other:

What is your primary practice type?

Hospital/Community-Based Lab Military/Government Agency
 Independent Laboratory Academic
 Industry
 Other:

How many pathologists are currently in your practice (full and part time)?

0-5 6-10 11-15 16-20 21-25
 26-30 31 or more

CURRENT PROFESSIONAL AND ACADEMIC APPOINTMENTS

Appointment	City/State
Chief of Medical Staff, Citizens Medical Center	Victoria, TX
Chair, Pathology and Laboratory Medicine, Laboratory Medical Director, Citizens Medical Center	Victoria, TX
Laboratory Medical Director, Regional Pathology Associates	Victoria, TX
Laboratory Medical Director, Cuero Regional Medical Center	Cuero, TX



Laboratory Medical Director, Otto Kaiser Memorial Hospital	Kenedy, TX
Laboratory Medical Director, Jackson County Health District	Edna, TX

PROFESSIONAL SOCIETY MEMBERSHIPS

Please list your current relevant professional society memberships below:

- College of American Pathologists
- American Medical Association
- Texas Society of Pathologists
- Texas Medical Association
- California Society of Pathologists
- Florida Society of Pathologists
- Victoria-Goliad-Jackson County Medical Society
- American Society of Dermatopathology
- American Academy of Dermatology
- Houston Dermatological Society

CAP ACTIVITIES

We will obtain your CAP committee service information from the CAP's database, so there is no need to list all your committee activity here. Are there other significant accomplishments and contributions have you made to the CAP that you would like to note?

- Diversity, Equity and Inclusion Committee Work Group, 2020-2021
 - Spearheaded a multi-committee initiative to the CMPD to develop the DEI Committee
- Quality / Registry Committee, 2021
- Pathologist Pipeline Ad Hoc Committee, 2021
- Professional & Community Engagement Committee, 2014 – present
 - Chair, 2018 – present; Vice Chair, 2016 - 2017
- Economic Affairs Committee, 2017 – 2020
- Nominating Committee, 2018 – 2020
- CAP Annual Meeting Course Faculty, 2019, 2020
- House of Delegates, Texas Delegate, 2011 - present
- Laboratory Accreditation Program, Inspection Team Leader, 2014 – present
- International Laboratory Inspection Team Member, India, 2014
- Federal and State Affairs Committee Member, 2011 - 2016
- Strategy Management Committee Member, 2008 - 2013
- Transformation Program Office, Committee Member, 2010 - 2013
- Peer-to-Peer Practice Roundtable, Conversation Leader, 2011 & 2012
- NewsPath, Editor, 2008 – 2011 (created and managed editorial board)
- Public Affairs/Member and Public Communications Committee Member, 2007 - 2011
- Patient Simulation Program Task Force Member, 2011
- Advanced Practical Pathology Program Curriculum Contributor, 2011



- National Meeting Planning Committee Member, 2008 - 2009
- Residents Forum Executive Committee, Member at Large, 2006 - 2007
- Residents Forum Delegate & Credentials Committee, 2005 - 2006
- Lab Info Tech Summit Travel Award Recipient (CAP Foundation Grant), 2005
- Spokesperson Training Program, 2005 & Advocacy School: Attendee 2006, Mentor 2007

SERVICE TO OTHER ORGANIZATIONS

Do you serve on other Boards, either personal/social or professional?

Yes No

What significant accomplishments or contributions have you made in other organizations (medical, civic, fraternal, educational, etc)? Please include offices held and important assignments.

- Texas Society of Pathologists: Vice-President, 2021; Secretary/Treasurer, 2020, Treasurer, 2019
- Intercounty Clinical Society (invitation only, 100 year old medical society; first pathologist member)
- Chief of Medical Staff, Citizens Medical Center (asked to serve consecutive terms; first pathologist to serve)
- Texas Medical Association Council on Health Promotion, Committee Member, 2016-present
- Victoria-Goliad-Jackson County Medical Society: President, 2016; Delegate to TMA, 2016-present
- COVID-19 Medical Advisory Committees, Physician Advisor, 2020-present
 - Victoria County Office of Emergency Management, Victoria TX
 - St. Stephen's Episcopal School, Austin, TX
 - Trinity Episcopal School, Victoria, TX
 - Victoria Ballet Theatre, Victoria, TX
 - Kieve Wavus Education, Nobleboro, ME
- Be Wise Immunize: Physician Advisory Panel, HPV Vaccine Working Group, Community Program Volunteer, 2016-present
- Hard Hats for Little Heads: Community Program Volunteer, 2016-present
- Walk With A Doc, founding physician, Victoria program, 2016
- Victoria Ballet Theatre: Board Member, 2012 - present; Star Trustee Award 2012; Board Vice President, 2016 -2018
- Trinity Episcopal School Board of Trustees: President, 2018-2019; Vice President, 2017-2018; Head of School Search Committee, Chair, 2017; Board Member, 2015 – present
- Children's Discovery Museum of the Golden Crescent, Guest Speaker, 2015, 2016

SPECIAL PROFESSIONAL HONORS OR AWARDS

Have you received any special professional honors or awards? Please list the honor/award, the presenting organization, and the year the award was received.

- CAP Outstanding Communicator Meritorious Service Award, 2019
- CAP Foundation Lansky Award, 2011
- CAP President's Honors Award, 2010
- Texas Society of Pathologists President's Award, 2021
- Texas Medical Association Health Hero Award, 2017
- Texas Medical Association Leadership College Graduate, 2016



BUSINESS EXPERTISE

Please rate your level of demonstrated experience in the areas below as one of the following:

- Great deal of experience
- Some experience
- No experience

Area of Expertise	Rating	Describe Experience
<p>Administration/ Management Experience in business ownership, lab direction, or hospital administration</p>	Great deal of experience	<ul style="list-style-type: none"> • CEO/President of a successful independent pathology practice with multiple lab directorships • Chief of Medical Staff for 340 bed community hospital • Department of Laboratory Medicine Chair • Extensive experience in budgeting, staffing, credentialing, quality programs
<p>Banking/Investments Experience making decisions on large investment portfolios</p>	Some experience	<ul style="list-style-type: none"> • Business owner, managing and planning capital investments • Experience with managing personal finance investment
<p>Business Start-Up/ Entrepreneurship Experience launching or developing a business</p>	Great deal of experience	<ul style="list-style-type: none"> • Relaunched an independent pathology practice; negotiated new insurance contracts; renegotiated terms with multiple hospital clients • Responsible to doubling the practice revenue after relaunching practice
<p>Financial Management Experience managing financial decisions including cash flow, budgets, and balance sheets</p>	Great deal of experience	<ul style="list-style-type: none"> • Experience managing all financial decisions for independent pathology practice including budgets, , cash flow, billing and tax reporting • Participate in financial review of county owned healthcare facility • Experience as Treasurer for the Texas Society of Pathologists • Manage and advise on financial decisions for local independent school and local non-profit organizations
<p>Government Experience serving in a government position or significant knowledge of government workings (eg, testifying, lobbying)</p>	Great deal of experience	<ul style="list-style-type: none"> • As Chief of the Medical Staff, serve as a member of the Board of Managers for a County Owned healthcare system • Extensive advocacy experience working with the CAP and TSP on committees and lobbying efforts • Numerous meetings with government officials and policy makers (in person and virtual)



Area of Expertise	Rating	Describe Experience
<p>Human Resources Experience managing the employee side of a business including compensation, executive searches, and goal development</p>	<p>Great deal of experience</p>	<ul style="list-style-type: none"> Responsible for all staffing and human resource needs for independent laboratory including hiring, compensation and benefits Lead executive search teams to recruit head of school for local independent school Participated in recruitment efforts for CEO of community hospital Advise laboratory directors on personal decisions and management
<p>Informatics/Information Systems Experience with IT or systems development, implementation, and/or maintenance</p>	<p>Great deal of experience</p>	<ul style="list-style-type: none"> Developed home grown web-based LIS from scratch with quarterly updates to improve functionality Work with multiple healthcare system IT departments to implement laboratory updates / protocols Work with new clients to integrate reporting software into current processes / workflow
<p>Law/Ethics Experience handling legal or ethical issues, including ethics policies and procedures development and enforcement</p>	<p>Great deal of experience</p>	<ul style="list-style-type: none"> TSP Ethics Faculty 2020 & 2021 Work with hospital ethics committee and CMO to address ethics issues concerning medical staff Work with health system legal counsel regarding physician competency and patient safety issues
<p>Medical Industry Knowledge Knowledge of the medical industry/vendors</p>	<p>Great deal of experience</p>	<ul style="list-style-type: none"> Advocate for new technology in the laboratory and healthcare marketplace Partnered with AI initiative in our digital pathology practice
<p>Project Management Experience managing projects including project planning, directing, and controlling resources (people, material) to meet the constraints of the project</p>	<p>Great deal of experience</p>	<ul style="list-style-type: none"> Small/large, short/long-term project management experience within healthcare organizations, organized medicine (CAP, TMA & TSP) and community non-profits Lead teams of professionals (medical and non-medical) to complete programs on-time and on-budget with successful outcomes
<p>Public Relations/Marketing Experience with media, image/branding, or developing marketing plans</p>	<p>Great deal of experience</p>	<ul style="list-style-type: none"> Extensive experience prior to my career in medicine working for lifestyle, entertainment and technology clients; designed and implement client media training, branding initiatives, and multi-audience marketing campaigns including media and industry expert tours and tradeshows Consistent communicator with local and national media regarding medical advances, laboratory testing and public health initiatives



Area of Expertise	Rating	Describe Experience
Quality Assurance/Improvement Programs Experience instituting or maintaining quality assurance programs	Great deal of experience	<ul style="list-style-type: none"> As a laboratory medical director, I work with multiple hospitals to create and implement quality assurance programs for the laboratory Planned and implemented a facility wide QA program to improve blood product management and transfusion medicine services For multiple hospitals, I serve as the physician lead on hospital wide QA initiatives including the oncology and infectious disease programs
Strategic Planning Experience developing detailed strategic plans related to a mission or vision	Great deal of experience	<ul style="list-style-type: none"> Extensive experience leading and participating in strategic planning initiatives for the CAP, my healthcare system and community non-profits Served as a member of the CAP Strategic Planning Committee Frequently recruited in my local community to join boards to further develop long term strategic planning initiatives

CIRCLES OF INFLUENCE/NETWORKS

Please rate your level of influence and/or contacts in the areas below as one of the following:

- Great deal of influence
- Some influence
- No influence

Area of Influence	Rating	Describe Contacts/Influence
Government Contacts in the government or government agencies	Great deal of influence	<ul style="list-style-type: none"> Through many years of advocacy work on behalf of the CAP, the TMA and the TSP, I have developed many contacts at the Federal and State levels including Senators, Representatives and health LAs
Industry Contacts within the pathology, medical, or pharmaceutical "industry"	Some influence	<ul style="list-style-type: none"> Through the years I have curated numerous industry contacts through attending state and national pathology and other medical meetings
International Contacts in the international/global arena	Some influence	<ul style="list-style-type: none"> Through my participation in inspections in India and a consulting project in the UAE, I have developed international contacts
Media Contacts in the media at the national or local level	Great deal of influence	<ul style="list-style-type: none"> Numerous media relationships through my prior experience as a media relations executive including freelancers and consultants I serve as a regular medical and public health expert / resource for my local media outlets



Area of Influence	Rating	Describe Contacts/Influence
Medical Community Contacts within the medical community such as leaders of other medical organizations	Great deal of influence	<ul style="list-style-type: none"> Through leadership positions with the county and state medical associations, I have developed many contacts throughout the house of medicine Participate actively in the Houston Dermatology Society; member of the American Academy of Dermatology
State Associations/ Societies Influence at the state or local society level	Great deal of influence	<ul style="list-style-type: none"> Through my work with the TSP, I've built relationships with pathologists throughout Texas Prior experience as a resident helping the California Society of Pathologists further develop their Junior Member program
Technology Contacts with those developing new technologies	Some influence	<ul style="list-style-type: none"> Currently working with leaders in AI and other digital pathology initiatives

STRATEGY

Appreciating the value of diversity on a board, which best describes the one role you are most comfortable in as a member of the strategic process?

- Ambassador - the person who serves as an official messenger and representative charged with heralding the organizations agreed upon strategic messages and engaging support
- Executor - the person behind the scenes who carries out strategies by being responsible for executing on specific tasks
- Planner - the person who plans or plots out the steps to implement a strategic plan or initiative
- Visionary - the person who can easily imagine what does not yet exist, but might some day, by looking into the future to provide possible strategic direction for an organization

CAP LEADERSHIP ASPIRATIONS

Do you desire to progress to a higher position (ie, officer or council chair) in the organization?

Yes No

If yes, please explain future desire (if known):

I hope to serve as a Chair/Vice-Chair of a CAP Council if given the opportunity. I will also consider running for Secretary / Treasurer in future years.



NARRATIVE QUESTIONS

Why do you want to be a governor of the CAP?

As an active member of the CAP beginning early in residency and continuing through more than a decade as a practicing community pathologist, I recognize the incredible value of organized medicine. By giving my time and energy to the CAP, I have learned to be a better pathologist, leader, mentor and advocate. Through the years, I've participated in CAP initiatives that provide incredible value to our members, and advocated for our specialty at the federal, state and local levels. As a leader on the CAP board, I plan to use my experience in our organization and my personal leadership drive to support and develop initiatives that expand and improve the value of the CAP to our members and support the future of pathology, its place in the house of medicine and its importance in our communities.

What is the strongest contribution you could make to the CAP Board of Governors if you are elected?

As a "visionary", I pride myself on having my eyes on the horizon: always looking for the next event or innovation that will shape my career, my specialty and the practice of medicine. Asking the right questions to determine the importance and relevance of new information is critical to interpret the bigger picture and ensure we do not get distracted by information that clouds our overall understanding of a problem or opportunity. My life as a pathology "generalist" has prepared me to ask the right questions, see through the "noise" and fully engage in productive and constructive "what if" scenario planning. I use these skills to assist a colleague with a difficult diagnosis, to advise my practice when preparing for our future and to help my hospital navigate the ever changing healthcare landscape. I plan to use these tools to help define a bright future for the CAP. Our challenges are many, but our opportunities are abundant. It will be critical for us to make the most of what we learned in the past and what we are experiencing in the present to create a bright future.

If elected, what do you hope to accomplish?

As a member of the CAP Board of Governors, I hope to create and promote a clear vision of the future by capitalizing on the lessons learned from our past and present initiatives.

Our story as an organization and a specialty has a past, a present and a future. Our past is rich with the history of excellence through our lab accreditation and proficiency testing programs, our role as expert diagnosticians on the medical team and our advocacy on behalf of our patients. Our present includes so many stories of innovation in diagnostics, advocacy in new health care delivery paradigms and perseverance amidst health crises. Our legacy depends on how we strategically prepare for and influence clinical advancements and continue to add value to the practice medicine.

My goal as a board member is to ensure that our future story incorporates the past and the present to build a bright future for pathology, pathologists and the CAP. Using strong communication and collaboration skills, I see an opportunity for the CAP to align current initiatives happening in the many corners of the organization. Through my work on committees under different councils, I often see areas that would benefit through connection and collaboration. By aligning our initiatives, I believe we will be



well positioned to magnify the work of the CAP. Given my background in strategic planning initiatives, I am well-positioned to guide this process.

The future holds many opportunities, and it would be incumbent on us to identify the right path to make the most of what lies ahead.

What major issues do you see facing the CAP during the next three years?

Like healthcare and medicine in general, our major issues are multiple, complex and vitally important to the future of pathology and the CAP. In general, I feel our most important issues can be grouped into a few major focus areas:

- Payment / Reimbursement Issues: Government, private payors and balance billing have challenges with increasing regulatory burden including MIPS/MACRA/value based care and narrow network / “preferred lab” issues; downstream effects of these payment issues on CAP revenue (proficiency testing and laboratory accreditation program)
- Protecting Pathologists Scope of Practice; pathologist pipeline concerns; diversity, inclusion and equity; state and local society support
- Embracing, incorporating and maximizing the use of AI and new technologies in pathology practice: Pathologists need to “own” future testing developments in AI and demonstrate our leadership in adopting and validating new testing tools; CAP will need to support these efforts through PT and LAP programs as well as targeted communication with the medical community and the public
- Building stakeholder (healthcare management, government, public) recognition of the pathologist physician and our value in the medical care team, community health and medical advancement; use pandemic to leverage and raise our profile (capitalize on our publicity); by engaging a diverse group of stakeholders (including the diversity within the pathologist community), we can strengthen our specialty and our leadership in healthcare delivery and initiatives; ultimately, this recognition helps with ALL of the above issues
- Strategic alignment with a growth mindset for CAP programs and initiatives; the CAP is a dynamic revenue generating organization with incredible programs and human capital; however, continued strategic alignment of these programs and resources through communication and collaboration is critical to strengthen the organization in the changing healthcare environment.