

Department of Medicine Grand Rounds

State of the Department

“Pride, Passion, and Focus”

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Professor and Chair, Department of Medicine

October 25, 2005



Good morning and welcome to Medical Grand Rounds. This will be my third annual State of the Department address, and I've subtitled it "Pride, Passion, and Focus" this year for reasons I hope to make clear to you this morning.

First, a digression. One can't help be concerned about, and perhaps even overwhelmed, by the destruction and human suffering being experienced worldwide as a consequence of military actions, terrorist activities, and natural disasters. I'm thinking particularly about Afghanistan, Iraq, Pakistan, the Indian Ocean tsunami, the hurricanes which have struck in the Southern US, and the AIDS epidemic in Africa to name but a few. Closer to home, the recent emergent, life-saving surgery of Cindy Whitener certainly created a high level of emotional turmoil for me. Cindy is home again, and I'd like to express for all of us how overjoyed we are that she has rejoined us restored to good health. I mention these things simply to provide context for our own plight as a Department in pulling together to do the right things for our patients, our students, and our colleagues.

Next, I'd like to thank the many individuals who helped pull together the data and information I'll be sharing with you this morning – my personal thanks to each of you.

My Sincere Thanks To:

Judy Birli	Larry Sinoway
Ted Bollard	Bob Stager
Kathryn Kaylor	Debbie Stevens
Rita Lahr	LK Thompson
Phil Masters	Lisa Walborn
Sharon McGarrity	Cynthia Whitener
Christine Newberry	Eileen Wiley
Susan Rathfon-Coble	Mike Yarnell
Glenda Shoop	Wayne Zolko

Division Coordinators

Two years ago I introduced you to the Stockdale Paradox from Jim Collins' book Good to Great. This book has remained a nonfiction best seller for over 4 years, and I again commend it to you for your personal reading. The Stockdale Paradox is the ability to confront the most brutal facts of one's current reality, whatever they may be, and at the same time, retain faith that one will prevail in the end regardless of the difficulties. So I set out three years ago to confront the facts of our current reality as a Department, and found that many were painful in terms of falling short of the excellence and pride we aspire to attain.

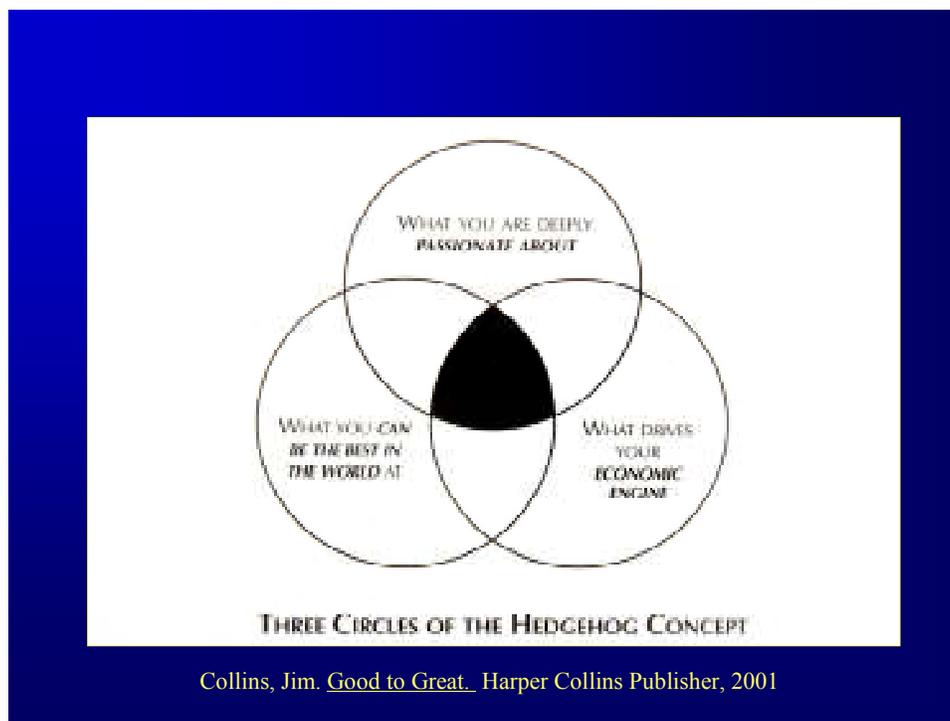
The Stockdale Paradox

Confront the most brutal facts of your current reality, whatever they may be	and at the same time	Retain faith that you will prevail in the end, regardless of the difficulties.
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Collins, Jim. Good to Great. Harper Collins Publisher, 2001.

Last year I added another concept from Collins' book called the Flywheel Effect to explain why I saw a bright future ahead for our Department. Put simply, the Flywheel Effect represents a whole new level of organizational performance resulting from the accumulation and alignment of literally hundreds or thousands of discreet decisions, actions, and attitudinal changes within an organization over a sustained period of time ranging from months to many years. I believe we are seeing many signs of such breakthrough performance within the Department, signs which we can take "Pride" in, and I'll provide some of the data today.

Today, I want to introduce yet a third notion from Collins' book The Hedgehog Concept to help explain my choice of the words "Passion" and "Focus" in my subtitle. Briefly, the Hedgehog Concept suggests that "great" organizations, and Collins was dealing with business organizations not academic health centers, have identified three things: (1) What they can be the best in the world at doing; (2) What they are deeply passionate about doing; and (3) What drives the economic engine of the organization. Success or greatness stems from focusing on the intersection of these 3 things. The hard work lies in identifying and agreeing upon the 3 things, and then aligning the organization to focus on the intersection. I'm not sure in my own mind whether this concept applies in unmodified form to an academic health center having multiple missions, but I do think we as individuals, work units, and as a Department can and should address each of these questions to help us focus our actions and commitments in these times of constrained resources. Hence the reason for choosing "Passion" and "Focus" in my subtitle.



As an aside, during my recuperation and rehabilitation from a left total hip replacement this past April, I had the pleasure of reading 23 books which had been piling up in my study at home. One of those was entitled The Power of Focus by Jack Canfield, Mark Hansen, and Les Hewitt, and I commend this book to you for reading and reflecting as well.

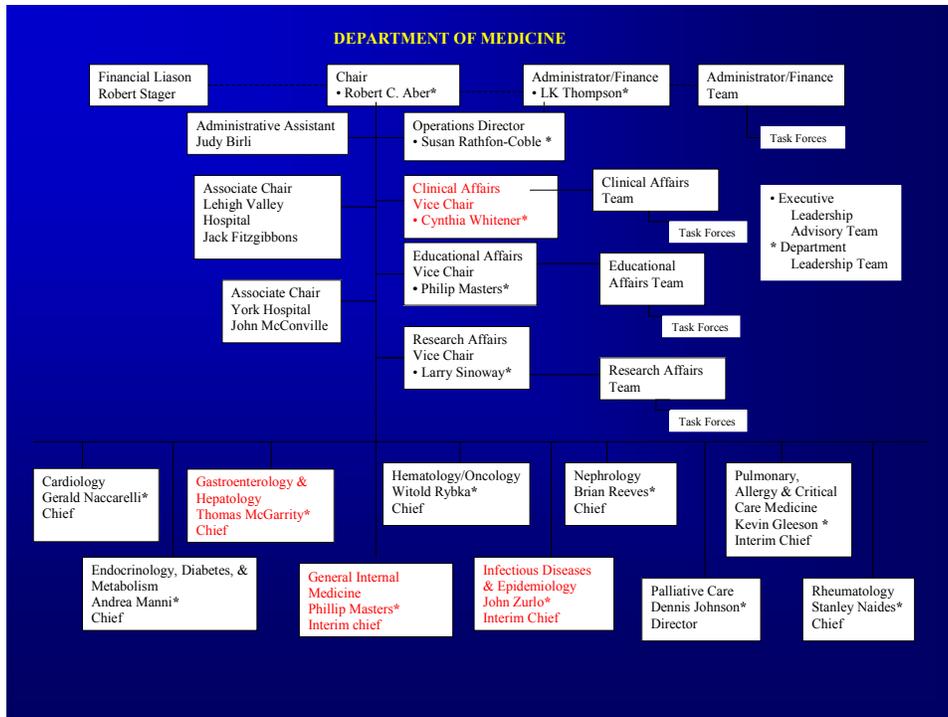
Well now to the heart of today's presentation. I've changed the format a bit from previous years to get rid of some of the rather overwhelming, information-laden tables. Here's the order of topics – Leadership and Administration; People; Space; Finances; Education; Research; Clinical Affairs, Scholarship; and Vision. Within each topic area, I've chosen to share some data, points of pride, examples of passion in practice, and my thoughts about the things we need to focus on during this academic year.

LEADERSHIP AND ADMINISTRATION

**Department of Medicine
Leadership**

		
Graham H. Jeffries, MB., Ch.B., D.Phil 1969-1988	Herbert Y. Reynolds, MD 1988-2002	Robert C. Aber, MD 2002-2004 (Interim) 2004 -

It is remarkable to me that the Department of Medicine has only had 3 Chairs during its nearly 36 year history. Graham Jeffries, our founding Chair, served nearly 20 years, and Herbert Reynolds served another 14 years. I can assure you I will not approach either one in my own tenure as Chair having committed only 3 to 5 years to Darrell Kirch just one year ago, and depending on how things go – it could be even shorter than that. But I included this slide to pay tribute to Graham and Herbert, and the legacy they have left us.



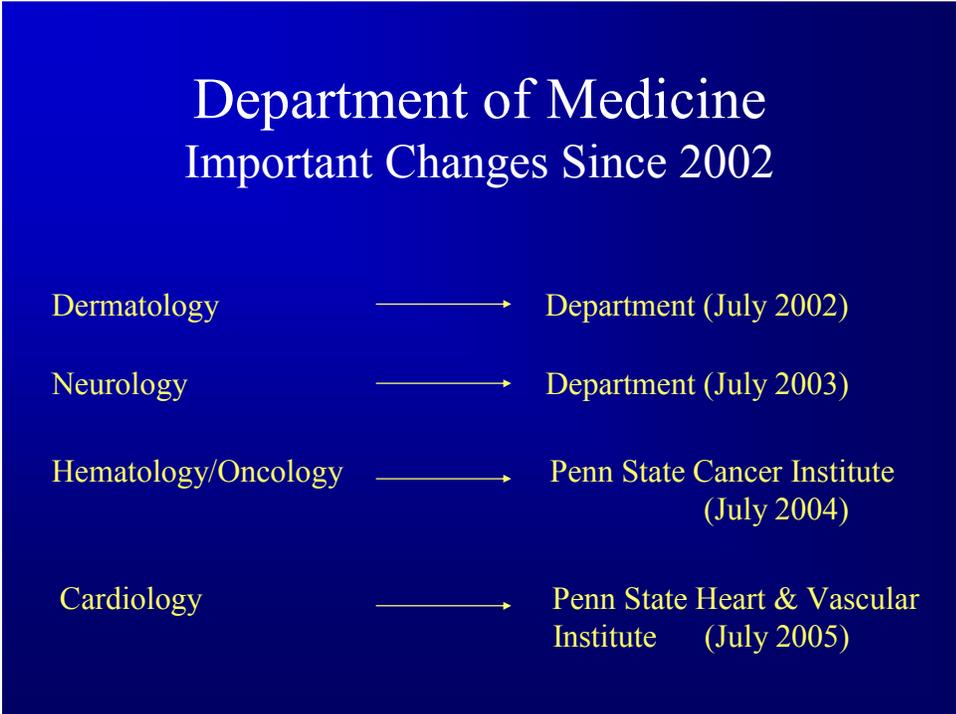
As you likely already know, Cindy Whitener accepted the position of Vice Chair for Clinical Affairs in the Department during this past year, and will help us focus on issues of quality assessment and improvement in patient care, patient satisfaction, and other patient care related issues. I have known Cindy since she joined our residency program in 1988, and have come to respect her outstanding clinical skills, judgment, and wise counsel. I look forward to working with her.

Tom McGarrity became Chief of the Division of Gastroenterology and Hepatology, succeeding Ann Ouyang who is currently on targeted study leave to further develop and sharpen her research skills and abilities with the expectation of becoming a more focused, senior, funded investigator and mentor in the Department. Thus, I have the pleasure of publicly thanking Ann for her 13 years of service as Chief, and for taking on a much-needed senior investigator role in the Department for the foreseeable future. Tom has already gotten his feet wet with the recruitment of 2 new clinical faculty members so far this year.

Rich Simons has been appointed Vice Dean for Educational Affairs in the College of Medicine as my successor in that role. I've noticed, however, he's added 3 more Associate Deans to do the work I was previously doing alone!

Larry Sinoway has been named the first Director of the Penn State Heart and Vascular Institute, and hence, serves in an equivalent position to a Department Chair here. Although Larry will remain a valued faculty member and colleague in the Department, he and I have agreed I will have to find a replacement for him as Vice Chair for Research in the Department. I hasten to add my sincere thanks for your support and wise counsel during the past 3 years.

Now, just to remind you of some important organizational changes affecting the Department since 2002 – Dermatology became a Department on July 1, 2002; Neurology became a Department on July 1, 2003; the clinical operations of Hematology/Oncology were transferred to the Penn State Cancer Institute on July 1, 2004; and the clinical operations of Cardiology were transferred to the Penn State Heart and Vascular Institute on July 1, 2005. I point these changes out primarily to indicate how difficult it is to analyze trends over time within the Department.

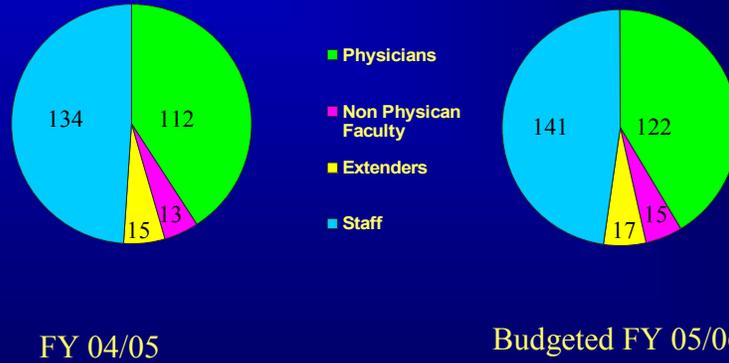


PEOPLE

There has been growth in the number of faculty in the remaining Divisions during the past 5 years despite the loss of Dermatology and Neurology faculty. This year we are projecting 137 faculty (122 physicians and 15 purely research faculty) – an increase of 7% over last year. We lost 5 full time faculty this past year, and 2 reduced their effort from full time to part-time. We are currently recruiting faculty in all Divisions, especially physician-scientists.

The numbers of physician extenders and other staff have remained relatively constant since FY 03/04.

Department of Medicine Faculty, Extenders and Staff



Of special note and as a clear indication of the passion our people bring to the workplace, we've had 2 staff members selected as Employee of the Month so far this calendar year – Christine Newberry, Administrative Associate in my office – but really the nomination was made while she was working as an Administrative Secretary in the Division of Rheumatology by her colleagues there; and Eileen Gagliardi, RN, Attending Nurse in the Division of Gastroenterology and Hepatology. Congratulations to both, and perhaps one will be Employee of the Year.

Department of Medicine Employee of the Month



May 2005
Christine Newberry
Administrative Associate



August, 2005
Eileen Gagliardi, RN
Attending Nurse
Gastroenterology

Two faculty members were awarded tenure in the College of Medicine this past year – Pat McNulty in the Division of Cardiology, and Leslie Parent in the Division of Infectious Diseases.

Faculty Awarded Tenure 05/06

	
Patrick H. McNulty, MD Associate Professor Cardiology	Leslie J. Parent, MD Professor Infectious Diseases

Leslie Parent was also one of 3 faculty members promoted to Professor this year along with John Boehmer, Division of Cardiology, and David Claxton, Division of Hematology/Oncology.

Faculty Promoted FY 05/06 Professor

		
John P. Boehmer, MD Cardiology	David F. Claxton, MD Hematology/Oncology	Leslie J. Parent, MD Infectious Diseases

Three faculty members were promoted to Associate Professor – Suhail Ali, Division of Hematology/Oncology at the Lebanon VA Medical Center, William Flood, Division of Hematology/Oncology, and David Silber, Division of Cardiology.

Faculty Promoted 05/06 Associate Professor



Suhail M. Ali, MD
Hematology/Oncology



William A. Flood, MD
Hematology/Oncology



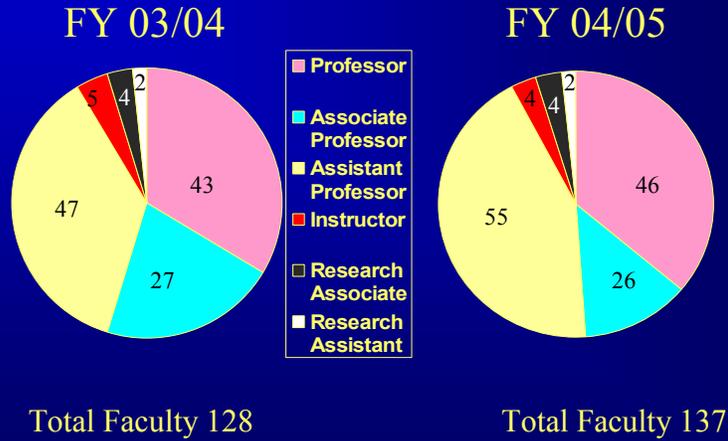
David H. Silber, MD
Cardiology

Eight new faculty members joined the Department during the FY 04/05, but have not been previously recognized in my State of the Department Address – Shirley Albano-Aluquin, Division of Rheumatology; Jian Cui, Division of Cardiology; Pankaj Kumar, Division of Hematology/Oncology at State College; Osun Kwon, Division of Nephrology; Ronald Miller, Division of Nephrology; Ganesan Ramesh, Division of Nephrology; Leon Sweer, Division of Pulmonary, Allergy, and Critical Care Medicine' and Shaoyong Yu, Division of Gastroenterology and Hepatology.

Nineteen new faculty members have joined the Department at the beginning of or during this academic year so far, including 4 Clinical Registered Nurse Practitioners and 3 Chief Residents – Patsi Albright, Division of Infectious Diseases; Darryl Anderson, Division of General Internal Medicine (Hospitalist); Barbara Bentz, Division of Cardiology; Jarol Boan, Division of General Internal Medicine (Bariatric Medicine), Jennifer Chambers, Division of General Internal Medicine (Hospitalist and Acting Director, Palliative Care Program); Hue Cheng, Division of Hematology/Oncology; Carlos Cream, Division of General Internal Medicine (Hospitalist); Svetlana Douglas, Division of Endocrinology, Metabolism and Diabetes; Christopher Hoimes, Chief Resident; Yixing Jiang, Division of Hematology/Oncology; Kathleen Julian, Division of Infectious Diseases; Kristy Le, Division of General Internal Medicine (Hospitalist); Edward Liszka, Division of Cardiology; Michelle Nickolaus, Division of Cardiology; Nakechand Pooran, Division of Gastroenterology and Hepatology; Devi Rampertab, Division of Gastroenterology and Hepatology; Brenda Wahlers, Chief Resident; Ali Zaidi, Chief Resident; and Helen Zimmerman, Division of Cardiology.

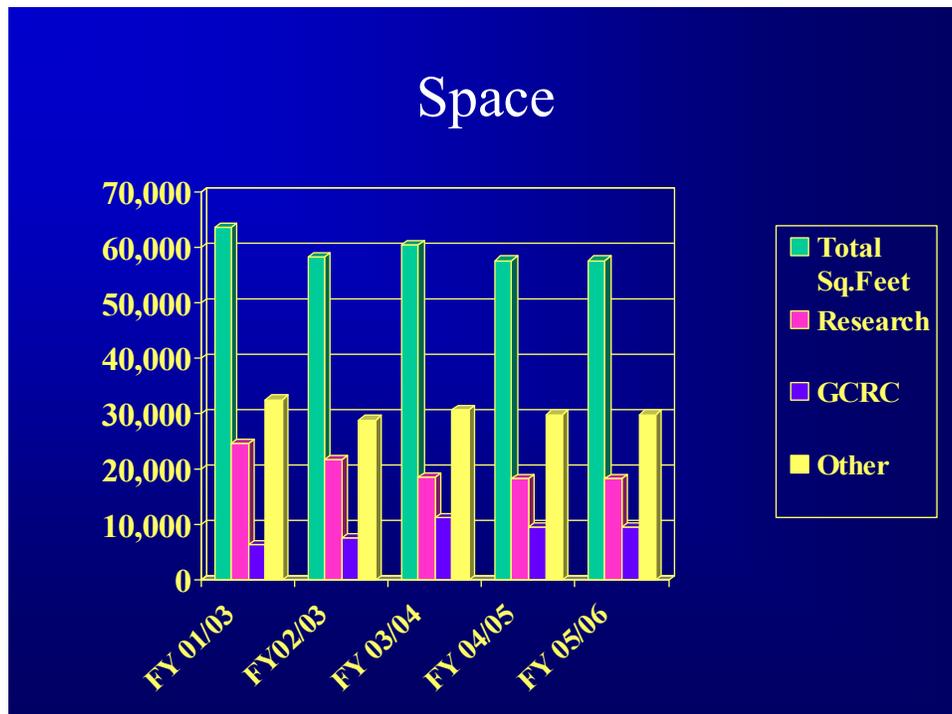
Thus, here is the distribution of our faculty by academic rank.

Faculty by Rank



Seven faculty members completed the Junior Faculty Development Program last year – Cynthia Chuang, Division of General Internal Medicine (Hospitalist); Jennifer Goldstein, Division of General Internal Medicine (Offist); Tri Le, Division of Gastroenterology and Hepatology; Ernesto Levy, Division of Rheumatology; Abraham Mathew, Division of Gastroenterology and Hepatology; Susan Nyland, Division of Hematology/Oncology; and Navin Verma, Division of Nephrology.

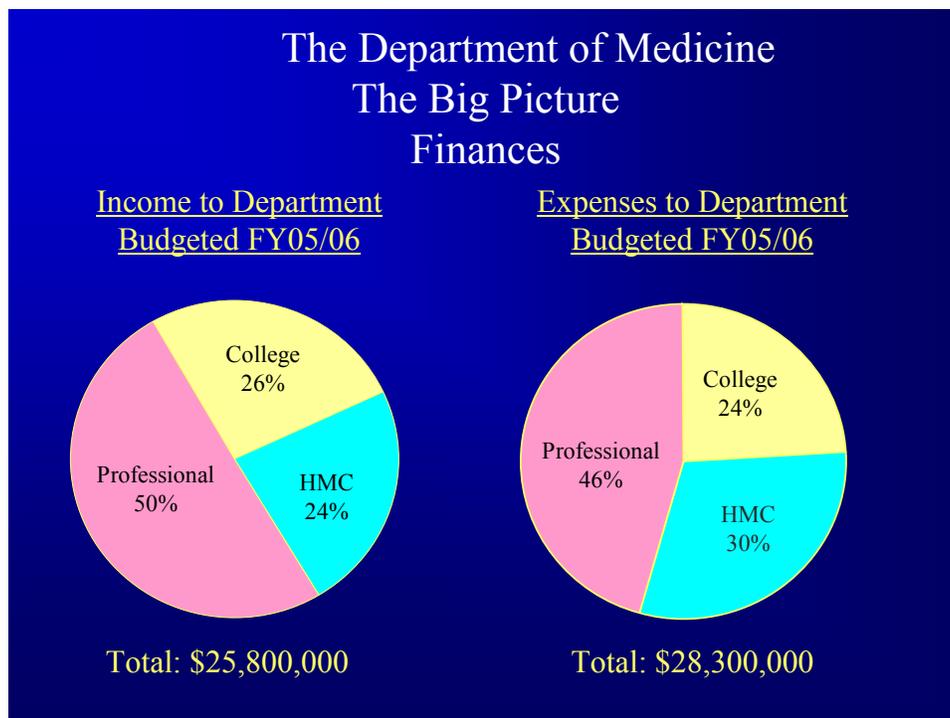
Space



There has not been much change in Department space during the past 5 years, but as faculty numbers continue to increase and more physician-scientists or scientists are recruited, I anticipate needs for office, clinic and research space. We already have pressing needs for clinic space in several Divisions, including Gastroenterology and Hepatology, General Internal Medicine, Hematology/Oncology, Infectious Diseases, and Rheumatology. There will likely have to be reallocation of existing research space as well as relocation of some activities from wet lab to alternative suitable space. I say this only to prepare you for some challenging, and perhaps uncomfortable, decisions which will likely be made during the remainder of this academic year.

Finances

The high level financial picture for the Department this year is reflected in the next slide. We have projected or budgeted income or net revenue to be \$25.8 million and expenses to be \$28.3 million. These numbers do reflect the transfer of the HMC and Professional income, and expenses of Hematology/Oncology to the Penn State Cancer Institute, and those of Cardiology to the Penn State Heart and Vascular Institute. Of particular note, approximately 80% of our budgeted expenses are for faculty, staff, and housestaff salaries as an indication that our people are, in fact, our most valuable resource.



In the budget process this year, we projected a \$2.6 million dollar investment in the Department, in part owing to the loss of Cardiology’s net profit to the Department, but also, in larger part, due to substantial investment in expanding the Hospitalist Program and to adding faculty to support other institutional growth programs in Transplantation, Bariatrics, Quality Services, and the like. The Budget Oversight Group of my peers approved our budget without challenge which I take as an indication of their trust in our responsible stewardship of available resources.

**The Big Picture
Budgeted Income to Department
FY 05/06 Budget**

<u>College</u>	<u>HMC Cost Centers</u>	<u>Professional</u>
General Funds (\$3.1m)		
Teaching (\$2.1m)	GME Budget	Revenue (\$26.9m)
Administration (\$352k)	Salary & fringe (\$5.3m)	
Research Investment (\$581k)	Malpractice (\$493k)	Net Revenue (\$11.9m)
Other (\$56k)	Other (\$193k)	PAT (\$1.1m)
Grants & Contracts (\$2.9m)	Total (\$6.0m)	
Endowment/Interest (439k)		
Indirect Cost Recovery (\$233k)		
Carryover (\$160k)		

**The Big Picture
Budgeted Expenses to Department
FY 05/06 Budget**

<u>College</u>	<u>HMC Cost Centers</u>	<u>Professional</u>
Faculty Salaries (\$4.3m)	DOM General Internal	Physician Salaries (\$7.7m)
General Funds (\$1.9m)	Admin (\$130k)	Staff Salaries (\$2.4m)
Grants/Contracts (\$2.0m)	Salaries (\$111k)	Hospital Overhead (\$589k)
Other (\$366k)	Other (\$18.5k)	Academic Support Payment (\$795k)
Staff Salaries (\$1.5m)	<u>HMC Clinics**</u>	Chair Reserve 4% (\$472k)
General Funds (\$312k)	Hosp. Based Clinic Costs (\$2.4m)	Other Direct Expense (\$1m)
Grants/Contracts (\$959k)		
Other (\$215k)	<u>GME Budget</u>	
Purchased staff from HMC (\$517K)	Salary (\$5.3m)	
Other Operating Expense (\$500K)	Malpractice (\$493k)	
	Other (\$193k)	
	** Charges against professional budget	

Finances Continued

	FY 01/02	FY 02/03	FY 03/04	FY 04/05
AEF Reserves	3,026,682	2,466,961	2,715,851	4,332,836
Encumbered	587,487	600,062	590,087	579,966
Endowments				
Net Book Value	4,236,136	6,313,544	6,587,784	6,751,720
Annual Income	456,882	486,586	673,178	438,681
New Endowments 04/05				1,000,000
# of Endowed Professorships/Chairs	7	7	7	7
Gifts/Funds Total	3,556,840	3,134,182	2,803,240	1,848,036
Invested	2,592,981	2,198,347	1,773,114	1,091,897
Liquid	963,859	935,835	1,030,126	756,139

I

In my opinion, we can be quite proud of the following financial accomplishments this past year: (1) we favorably exceeded our budgeted margin of negative \$1.1 million for FY 04/05 by 90% after physician incentives were paid. That is to say we essentially broke even after clinic overhead expenses and physician incentives were paid. This indeed was an outstanding performance; (2) Over the past 2 years, and in contrast to the prior 2 or 4 years, we provided base salary increases to 70 faculty members totaling nearly \$800,000. Mean total compensation by academic rank for physicians in the Department is now near or at the AAMC 50th percentile, although there remain individual discrepancies I am trying to resolve each year during the budget process; (3) We have made clinical incentive payments to faculty members each of the past 3 years, and this past year 100 faculty received incentives totaling \$812K. HMC staff and housestaff have also received additional incentive payments of \$81K this past year. Finally, 10 faculty members received research incentive payments totaling \$53K last year; (4) our AEF reserves have increased each of the past 3 years as a result of gain-sharing with HMC, and totaled \$4.3 million on June 30, 2005, or an increase of 60% over last year; (5) Net book value of endowments has increased by \$150,000 to about \$6.7 million, and we have added \$1 million in new endowments this past year; and (6) Opportunity or gift funds have decreased by \$1 million as a consequence of building endowment and the 10% spend rule.

Our focus going forward will be: (1) to provide prudent management and stewardship of our financial resources; (2) to better align faculty and staff compensation with the quality and quantity of their contributions and achievements, and in keeping with appropriate benchmarks; (3) to build endowment and opportunity funds in the Department; and (4) to seek additional opportunities to increase revenue to the Department. Our future really depends on continuing to build the economic base which fuels our efforts in each of our missions.

FOCUS - Finances

- Provide prudent management and stewardship of our financial resources.
- Align faculty and staff compensation with the quality and quantity of contributions, in keeping with appropriate benchmarks.
- Build endowment and opportunity funds.
- Seek opportunities to increase net revenue.

Education

We continue to provide about 20 to 25% of teaching contact hours during all 4 years of undergraduate medical education, and to provide a substantial, but difficult to quantify, amount of education for residents and fellows in the Department.

Educational Affairs Activity Indicators

	FY 02/03	FY 03/04	FY 04/05
# Hours Yrs 1&2 (% of total)	2,798 (20%)	2,252 (23%)	2095 (23%)
# hours PBL (% of total)	857 (19%)	932 (9.6%)	905(10%)
% of Teaching Hours Yrs 3&4	24%	22%	22%
Ranking Core Clerkships	4	4	3
# Course Directors & Co-Directors Yrs 1&2	10	8	9
# of Distinguished Educators in Department	4	4	4

In my judgment, points of pride include: (1) medical student ranking of the medicine core clerkship with respect to the other 6 core clerkships has risen this past year from # 4 to # 3; (2) in-training exam scores for our PGY2 residents (target group for the exam) improved from the 14th percentile to the 28th percentile nationally, and Ted Bollard predicts an even larger increase this year; (3) ABIM pass rate for first time takers this past year was 94%; (4) we filled 100% of our categorical PGY1 positions in the match this year; (5) 44% of our categorical PGY1's are Penn State College of Medicine graduates this year; and (6) 50% of our preliminary PGY1's are Penn State College of Medicine graduates.

Internal Medicine Residency						
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	Budgeted 05/06
RRC Accreditation	Yes	Yes	Yes	Yes, one year 13 issues	No visit	Visit ? Sept/Oct
Number Residents	83	84	77	78	77	79
Prelim PGY 1	10	12	10	10	9	10
Categorical	56	57	54	53	54	55
Med/Peds	17	15	13	15	15	14
% filled in Match	70%	75%	72%	98%	100% Cat 80% Pre	
IT Exam mean score (yrs 2)	59	56	60 (49%tile)	*50 (14%tile)	58 (28%tile)	
3 year rolling ABIM pass rate	N/A	82%	84%	80%	82% (94% this past year)	

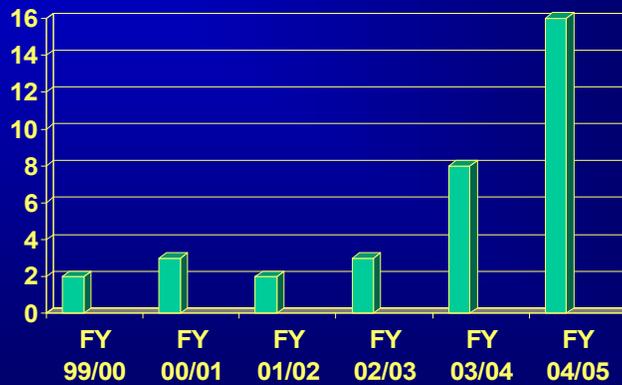
As one example of how the passion of one faculty member has substantially improved the scholarly activity of our residents, I offer the accomplishments of Cynthia Chuang in the Division of General Internal Medicine. Cynthia has worked with Phil Masters, Ted Bollard, and others to increase the number and quality of resident abstracts submitted and presented at regional and national meeting during the past 2 years, and several residents have received awards during these meetings. Cynthia also received the Department's Recognition for Education Leadership and Service Award this past year.

Department of Medicine Recognition for Education Leadership and Service FY 04/05



Cynthia H. Chuang, MD, MSc
Assistant Professor
General Internal Medicine

Resident/Fellow Presentations at Regional/National Meetings



Similarly, Joe Carlisi's passion as a teacher of residents and students during their rotations at the Lebanon VA Medical Center resulted in his recognition as the Housestaff Teacher of the Year Award last year.

Department of Medicine
Distinguished Physician Award for Excellence
in Housestaff Teaching FY 04/05



Joseph Carlisi, MD
Clinical Associate Professor
General Internal Medicine

Lastly, of the 4 residents recognized by third and fourth year medical students during last years' Student Clinician Ceremony as being outstanding teachers and role models, three – Amir Gharaei, Parag Patel, and Ali Zaidi were from the Department of Medicine.

Two faculty received the Department's Education Recognition Award this past year – Tim Craig, Division of Pulmonary, Allergy, and Critical Care; and Rebecca Gilbert-Hills, Division of General Internal Medicine.

Department of Medicine
Education Recognition Award FY 04/05



Timothy J. Craig, DO
Professor
Pulmonary, Allergy
& Critical Care

Rebecca Gilbert-Hills, MD
Assistant Professor
General Internal Medicine

David Leaman, Division of Cardiology, received the Department's Excellence in Mentoring Award.

Department of Medicine Excellence in Mentoring Award FY 04/05



David M. Leaman, MD
Professor
Cardiology

I believe our focus going forward should be to: (1) achieve full RRC accreditation of our residency and fellowship programs for the maximum allowable period of 5 years; (2) improve our in-training exam scores of PGY2 residents to at least 80th percentile nationally; (3) improve our 3-year rolling average ABIM exam pass rate for first time takers to 95%; (4) increase the number of College Distinguished Educators by 1 or 2 this year; (5) continue to fill at least 25% of the categorical PGY1 positions with Penn State College of Medicine graduates; (6) continue to fill 100% of our categorical PGY1 positions in the match; and (7) redesign and restructure the Year 3 core clerkship in medicine to provide a more representative experience in the breadth and depth of internal medicine and its' subspecialties.

FOCUS - Education

- Full RRC accreditation of our residency and fellowship programs for the maximum allowable 5 year period.
- Improve In-Training Exam scores of our PGY2 residents to 80th percentile nationally.
- Improve 3-year rolling average ABIM exam pass rate for first time takers to 95%.
- Fill at least 25% of our categorical PGY1 positions with PSU COM graduates.
- Fill 100% of our categorical PGY1 position in the match
- Redesign the Year 3 core clerkship in medicine to provide a more representative experience in the breadth and depth of internal medicine and its' subspecialties.

Research

The research enterprise in the Department is not as strong or as deep as any of us would like it to be. We currently rank 74th among our peer institutions in NIH awards, and represent approximately 16% of the College of Medicine’s NIH dollars, whereas the average of all Departments of Medicine nationally is about 27%.

Benchmarks

	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05
NIH Ranking Department	#81 \$3.026M	#77 \$4.998M	#74 \$6.442M	#74 \$7.346M	Data not yet available
NIH Ranking Institution	#64 \$40.464M	#67 \$41.214M	#70 \$40.069M	#71 \$44.672M	Data not yet available

That being said however, there are several points of pride and passion to build upon – (1) total dollars in active awards to Department faculty continues to rise each year, and now totals about \$20 million;

Activity Indicators Research Total Dollars – Active Awards



(2) total number of grant or contract submissions also rose by 15% this past year to 190;

Activity Indicators Research

	FY 01/02	FY 02/03	FY 03/04	FY 04/05
Total dollars awarded	\$9,215,644	\$15,061,566 (63%)	\$18,159,211 (20.5%)	\$20,609,143 (13.5%)
Total dollars requested	\$19,170,628	\$24,312,440 (27%)	\$25,000,440 (27%)	\$22,402,475
Total number submissions	155	163 (5%)	165 (5%)	190 (15%)

(3) we had 4 faculty members with 2 or more NIH grants this past year Elaine Eyster, Division of Hematology/Oncology; Tom Loughran, Division of Hematology/Oncology; Larry Sinoway, Division of Cardiology, and Jill Smith, Division of Gastroenterology and Hepatology;

(4) three faculty received new NIH Awards this past year – Rebecca Bascom, Division of Pulmonary, Allergy, and Critical Care; Jianhua Li, Division of Cardiology; and Larry Sinoway, Division of Cardiology and I know of at least 2 more this year so far;

(5) four faculty received new national foundation or association awards – Nasrollah Ghahramani, Division of Nephrology; Michael Katzman, Division of Infectious Diseases; Ganesan Ramesh, Division of Nephrology; and Binzhi Zang, Division of Nephrology;

(6) Twenty-three faculty had clinical trials or industry-sponsored awards totaling \$8.3 million this past year;

John P. Boehmer	Mark Kozak
Charles E. Chambers	Allan Lipton
David F. Claxton	Jerry C. Luck
Timothy J. Craig	Gerald V. Naccarelli
Joseph J. Drabick	Brian Reeves
Christopher Ehmann	Thomas R. Riley
Steven M. Ettinger	Witold B. Rybka
Elaine Eyster	Jill P. Smith
Robert A. Gabbay	Navin Verma
Ian C. Gilchrist	Deborah L. Wolbrette
Harold A. Harvey	John J. Zurlo
Dennis L. Johnson	

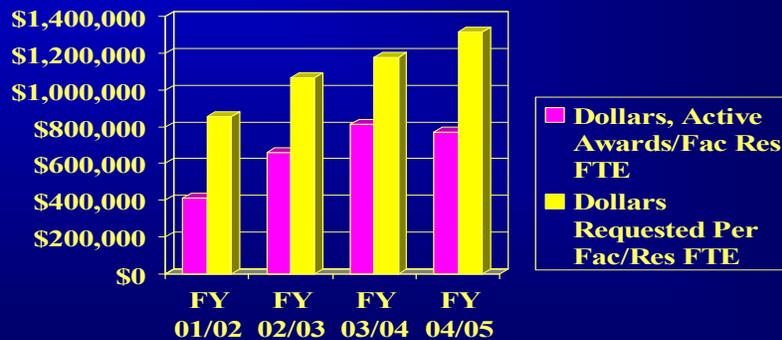
(7) five faculty received new Tobacco Settlement Grants – Michael Katzman, Division of Infectious Diseases; Leslie Parent, Division of Infectious Diseases; Min Pu, Division of Cardiology; Brian Reeves, Division of Nephrology; and Jill Smith, Division of Gastroenterology and Hepatology;

(8) two faculty received new Deans Feasibility Awards – Jim Hammond, Division of Endocrinology, Metabolism and Diabetes; and Ann Ouyang, Division of Gastroenterology and Hepatology;

(9) two faculty received MD Research Facilitation Awards – Michael Katzman, Division of Infectious Diseases; and Jill Smith, Division of Gastroenterology and Hepatology;

(10) overall we have approximately \$800,000 of active awards per faculty research FTE.

Research Productivity



I believe we need to focus on the following things this year: (1) recruitment of additional physician-scientists and scientists into the Department; (2) strengthening the pipeline for growing our own physician-scientists beginning with the recruitment of medical students and residents into our residency and fellowship programs with an expressed interest or demonstrated passion for becoming physician-scientists, providing a nurturing and supportive environment with appropriate mentoring while they are here, and setting the bar high in terms of our expectations of them if they choose to stay on as faculty; (3) continuing to increase the number of applications submitted and dollars requested from all sources remembering that applications and requests submitted this year will translate into awards and funding streams in subsequent years; and (4) developing collaborative working groups to plan for submitting more program project grant proposals.

FOCUS - Research

- Recruitment of additional physician-scientists and scientists into the Department.
- Strengthen the pipeline and support for growing our own physician-scientists and scientists.
- Increase the number of applications and the dollars requested from all funding sources.
- Develop collaborative working groups to plan for submitting more program project grant proposals.

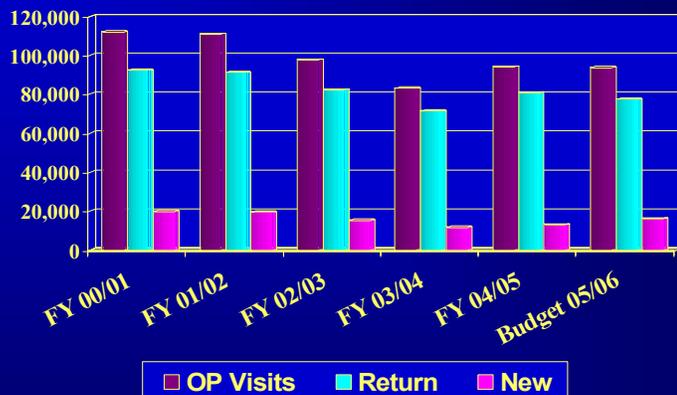
Clinical Affairs

The Department’s clinical enterprise continues to grow each year as evidenced by a 5% increase in patients discharged from the hospital, a 13% increase in outpatient visits, and an increase in the number of several procedures, including GI endoscopy, bronchoscope, and dialysis. This is also reflected in the fact that the average work RVU per patient care FTE continues to increase, and that work unit work RVU’s per patient care FTE are all above the benchmark 50th percentile, and most are at or above the 75th percentile.

Activity Inpatients

	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	Budget FY 05/06
IP Discharges	5,434	6,048	6,073	4,908	5,167	3,070
Patient Days	30,191	32,475	32,598	23,389	24,382	15,794
IP ALOS	5.56	5.37	5.37	4.77	4.72	5.14
DRG Profit/Loss	\$5,871,928	\$1,908,466	\$6,164,928	\$10,736,287	\$9,964,186	N/A

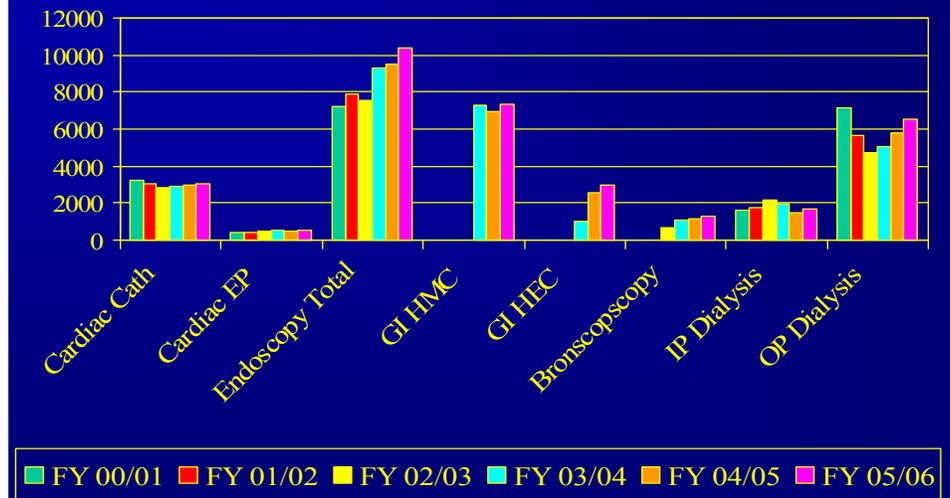
Activity Outpatient



Clinical Affairs



Procedures



Points of pride include: (1) average length of stay of hospitalized patients continues to fall steadily, and was 4.72 days this past year; (2) the Department accounted for approximately \$10 million of DRG profitability to HMC; and (3) the Hershey Endoscopy Center is financially sound and profitable ahead of schedule.

The passion with which our providers and staff care for our patients is perhaps best illustrated by having 5 of HMC's top 10 providers in patient satisfaction in the Department – Urs Leuenberger, Division of Cardiology, at # 1; Debra Miller, Division of General Internal Medicine; Ted Bollard, Division of General

Internal Medicine; Susan Jones, Division of Endocrinology, Metabolism and Diabetes; and Mike Weitekamp, Division of General Internal Medicine.

We also had two of the top 10 providers showing greatest improvement in patient satisfaction scores – Navin Verma, Division of Nephrology; and Noel Ballentine, Division of General Internal Medicine.

Three of our providers achieved overall star status during all 4 quarters this past year.

Faculty with Overall Star Status for all Four Quarters

		
Edward R. Bollard, MD Associate Professor DGIM	Debra Q. Miller, MD Associate Professor DGIM	Urs A. Leuenberger, MD Professor Cardiology

Two practice sites – IO Silver Cardiovascular Specialties Clinic and Cherry Drive Internal Medicine – were among HMC’s top ten performers in patient satisfaction.

Practice Site Star Status 04/05

	
IO Silver Cardiovascular Specialties Clinic	Internal Medicine Cherry Drive

I believe our focus during this year should be: (1) demonstrating the quality of care we are providing to patients and their families, and establishing ourselves as national leaders in doing so; (2) improving access to care in work units which still have longer waiting times; (3) acquiring appropriate clinical space to accommodate our projected growth in outpatient visits and procedures; (4) improving patient flow and care between departments, such as the Emergency Department, Orthopaedics, and the Rehabilitation Hospital; and (5) strategically growing programs, services, and outreach which differentiate us in the market.

FOCUS – Clinical Affairs

- Demonstrate quality of care and establish ourselves as national leaders in such.
- Improve access to care in work units which still have long lead times or are difficult to access.
- Acquire appropriate space to accommodate our projected growth in faculty, outpatient visits, and procedures.
- Improve patient flow and care among Departments, especially the Emergency Department, Orthopaedics, and the Rehabilitation Hospital.
- Strategically grow programs, services, and outreach which differentiate us in the market.

Scholarship

Department faculty published 120 scientific papers, 4 books, and 47 book chapters this past year. Additionally, faculty or housestaff presented 33 abstracts at regional meetings and 82 abstracts at national or international meetings. Eleven faculty are currently serving on study sections.

This is a listing of resident and fellow presentation at regional or national meetings this past year and the asterisk indicates an award for such

Resident/Fellow Presentations at Regional/National Meetings

Arnab Biswas, DO	PGY III	Digestive Diseases Week, Chicago 2005
Joseph Enama, MD	PGY III	PMS, Hershey, October 2004
Beth Evans, DO	PGY III	PCIM, October 2004
Laura Fisher, MD	PGY IV	AAAAI, San Antonio March 2005
Ian Gaillard, MD	PGY I	PMS, Hershey, October 2004
Jeffrey Gilbert, DO	PGY II	PCIM, October 2004
Christopher Hoimes, DO	PGY III	PCIM, October 2004
		ACP Meeting, San Francisco 2005*
Faoud Ismael, MD	PGYI	ASCO, Hollywood, , FL 2005
Arash Karnama, DO	PGY III	Experimental Biology National Meeting 2005
Raghuveer Kura, MD	PGY I	PCIM, 200
		IEGGS, Chicago 2005
		PMS, Hershey 2004*
John Moore, MD	PGY II	ACP, San Francisco 2005
Ai Mukai, M.D.	PGY I	AAD, Washington 2005
Nicholas Rider, D.O.(M/P)	PGY III	PMS, Hershey, October 2004*
Monica Stiles, MD	PGY II	AAAAI, San Antonio, March, 2005
Michael Veliuona, MD	PGY V	PMS, Hershey, October, 2004
Ali Zaidi, MD(Peds)	PGY IV	Digestive Diseases Week, Chicago, 2005
		PCIM, October 2004
		PMS, Hershey, October 2004*

These are laudable accomplishments and clearly are a source of pride as well as a demonstration of the passion displayed by faculty and housestaff as scholars.

I believe our focus should be to: (1) set reasonable, but firm, targets for scholarly and productivity for each faculty member as part of the HR40 process each year; and (2) expect all residents and fellows to participate in at least one scholarly activity or project during their time here, and to prepare a formal report, abstract, manuscript, or presentation as evidence as such.

FOCUS - Scholarship

- Set reasonable, yet firm, targets for scholarly activity and productivity with each faculty member as part of the HR40 process each year.
- Expect all residents and fellows to participate in at least one scholarly project or activity during their time here, and to prepare a formal written report, abstract, manuscript, or presentation as evidence of such.

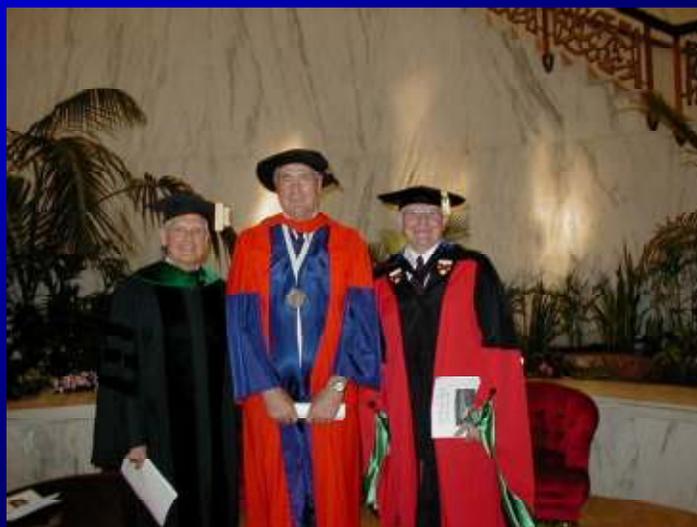
Vision

Last year I posed this question to you -- What would the Department look and feel like if we were the “best” in the nation in each of our 3 missions – patient care, education, and research?

1. Patients, learners of all types, and researchers of all types would be eager to come here.
2. People would wake up each morning energized and eager to come to work.
3. Faculty and staff morale and satisfaction would be the highest in the nation.
4. People would feel a strong sense of purpose and meaning in their work.
5. Interpersonal relationships at work would be based upon respect, trust, fair play, equity, diversity, teamwork, and honesty, and add to the quality of one’s life.
6. Reward and recognition would be aligned with our performance.
7. Professional and personal development would be embedded in the culture, and actively sought and support.
8. Graduates of our training and educational programs would be highly sought after in their respective disciplines.
9. We would demonstrate excellence and quality in selected areas, programs, scholarly endeavors and lines of research.
10. Innovation and creativity would be hardwired into our daily existence.
11. Technologic support would be state of the art and enhance the quality and productivity of our work.
12. Interdependence and alignment would replace independence and mis-alignment.
13. Quality outcomes would be documented in each mission through appropriate measurement tools and analyses.

Recognizing that we can’t get directly to our “ideal” state, we must begin to build commitment, create appropriate alignment, face adaptive challenges, and take risks in moving toward a common vision for the Department. I’m convinced we are moving in the right direction.

Questions or Comments



Thank you for listening !