

# Department of Medicine Grand Rounds

State of the Department  
“Putting Things Into Perspective”

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Professor and Chair, Department of Medicine  
October 21, 2008



Good morning and welcome to Medical Grand Rounds. This will be my sixth annual State of the Department address, and I've subtitled it "Putting Things Into Perspective" for reasons I will explain.

First, 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. And a special thanks to Christine Newberry and David Towery for coordinating the data collection and producing the presentation. I'd also like to say what an honor and privilege it has been for me to serve as your Chair for yet another year. I take great pride in our collective accomplishments.

## My Sincere Thanks To:

|                    |                  |
|--------------------|------------------|
| Judy Birli         | Glenda Shoop     |
| Ted Bollard        | Ken Smith        |
| Linda Duncan       | Bob Stager       |
| Susan Hassenbein   | Debbie Stevens   |
| Judy Himes         | David Towery     |
| Kathryn Kaylor     | Lisa Walborn     |
| Rita Lahr          | Cynthia Whitener |
| Philip Masters     | Eileen Wiley     |
| Sharon McGarrity   | Paul Primrose    |
| Christine Newberry | Mary Wilson      |
| Brian Reeves       |                  |

Division Leads

Each year since 2003, I have tried to incorporate a message into this State of the Department update. As I thought back over the past 5 years, I decided it was very important to focus on our collective accomplishments, whether favorable or not, and to try to put these accomplishments into perspective as we move forward as a Department within a College of Medicine and Medical Center, within a great American University, and within a larger society. Hence, the subtitle of today's presentation is "Putting Things Into Perspective."

I thought about the things I've witnessed, read, or otherwise encountered in the past several years which have stimulated or challenged my personal thinking about how we as individuals and as groups learn to put things into perspective. We are all challenged minute by minute, hour by hour, and day by day, by what has been referred to as the "tyranny of the urgent", in that, we all have very busy lives – professionally, personally, spiritually, socially and otherwise – and have little time to reflect, think, plan or examine how our actions, values, or beliefs fit into a bigger framework. In my opinion, it is very important that we do set aside time to do these things – reflect, think, plan and examine – on a regular basis. Sometimes, unfortunately, this "time" is forced upon us by untoward or unexplained events – diagnosis of a serious, life-threatening condition; death of a family member or loved one; an act of terrorism, such as the events of September 11, 2001; or a natural disaster, such as the tsunami of 2004, or Hurricane Katrina in 2005.

One example of such forced reflections comes from a book which I read several years ago entitled The Gift of Peace by Joseph Cardinal Bernadine, Cardinal and former Archbishop of the Archdiocese of Chicago. Cardinal Bernadine had been falsely accused of a sexual offense by a man who later admitted he had lied about it, and subsequently met with the Cardinal and asked for forgiveness, which Cardinal Bernadine graciously extended. Just as this gut-wrenching affair was coming to a close, Cardinal Bernadine learned that he had metastatic pancreatic cancer with its' associated poor prognosis. Cardinal Bernadine said these two events caused him to deliberately set aside "the urgent" meetings, events, and intrusions into his daily schedule to take time to reflect on the meaning of his life and his relationship with his God, and to set a course for his "cancer ministry" during his remaining months as Cardinal. His cancer was diagnosed in June 1995, and he died in November 1996, but he chose how to spend his final months in service to his congregation and his God.

More recently, I read a book and viewed a video entitled The Last Lecture by Randy Pausch, a professor of computer science at Carnegie Mellon University in Pittsburgh. Professor Pausch was in his mid-forties at the time, and he and his wife Jai, had three young children, ages 5, 2, and 1 year. He began his lecture to a full house of over 400 hundred faculty, students, friends and family members by showing a picture of his abdominal CT scan which showed ten liver metastases from his pancreatic cancer which had progressed despite chemotherapy. The lecture, and the book, however, are very upbeat and inspiring as Professor Pausch reflects on his childhood dreams, the things which have provided substance and meaning in his life, including his family, and

the memories he wanted to pass along to his three young children. In other words, he used the time as he was preparing this lecture to search for meaning in his life, reflect on the important people and events, and plan the ways in which he would leave parts of himself for his young children after he was gone. Professor Pausch's cancer was diagnosed in early 2007, his lecture was given on September 18, 2007, and he died July 28, 2008 at the age of 47.

The final example of things which have stimulated my own thinking about putting things into perspective is a book entitled Amish Grace by Donald Kraybill, Steven Nolt, and David Weaver-Zercher, all scholars of Anabaptist and Amish groups in America. This is the story of the remarkable, albeit predictable according to the authors, grace displayed by the Amish community around Georgetown, Pennsylvania, following the killing of five Amish schoolgirls, and the wounding of five others on October 2, 2006, at the West Nickel Mines Schoolhouse. Two of the wounded children were flown here via Life Lion for care that day. The tragedy occurred in the morning of October 2, and within only a few hours Amish members of the community were already reaching out and expressing forgiveness of the actions of Charlie Roberts, who also killed himself that morning, to members of his family, including his wife, children, and his father who lived in the same Lancaster county community. Members of the press covering the tragedy were taken aback by these actions, and started asking why the Amish were behaving so differently from their expectations. Kraybill, Nolt, and Weaver-Zercher explain the basis of Amish faith, and why these acts of grace and forgiveness were to be expected, although this particular type of tragedy had not been previously experienced by an Amish community in America. I think about this in stark contrast as to how many Americans, myself included, might have responded with anger, blame, maybe hatred and litigation in such an instance. Hence, my "aha" moment of putting things into perspective has caused me to re-evaluate my beliefs, my faith, and my likely response to such an event or tragedy; and I encourage each of you to do the same. The Amish have something important to share with us as a consequence of the West Nickel Mines school tragedy - their amazing gifts of grace, human kindness, and forgiveness.

Well now on to the primary focus of today – putting into perspective the collective accomplishments of all members of the Department during the past 4-5 years.

Although the sequence of topics will be similar to previous years – Leadership and Administration; People; Space; Finances; Education; Research; Clinical Affairs; Community Service and Outreach; and Scholarship – I'm going to be more selective in data presented and how they are presented visually. I've also finally followed the leads of Graham Spanier and Hal Paz, and borrowed or added some short video sections this year – so sit back, learn, reflect and enjoy!

In terms of Department leadership, I want you to know that I've asked Dean Paz to schedule an internal review of the Department during the next academic year, and then a formal external review during the following year to assess our progress, or lack thereof. Then it will be up to him to decide about future leadership of the Department.

As most of you know, David Claxton became interim Chief of the Division of Hematology/Oncology in June 2008, after Witek Rybka announced he was stepping down after 12 years as Chief. We are deeply indebted to Dr. Rybka for his leadership in developing a superb bone marrow transplant program, a consortium of hospitals in Central Pennsylvania now part of the Penn State Hershey Cancer Institute, and a rapidly expanding clinical program to fill the new Cancer Institute building next spring. Witek – thank you for all you have done here, and I look forward to your continuing support and contributions. David – thank you for stepping up for what you must already be thinking is a thankless leadership position.

Also Beth Magnifico became interim Director of the Palliative Care program when Jen Chambers took a full time position at Capital Blue Cross in November, 2007. Beth – thank you for stepping up in a time of need.

We are currently actively recruiting Division Chiefs for Hematology/Oncology; Pulmonary, Allergy and Critical Care Medicine; and Rheumatology. I hope to have one or two of these searches completed by April 1, 2009.

Carol Freer joined the Division of General Internal Medicine in September 2008, and will serve as Director of our Hospitalist Outreach Program beginning with the 10 bed program at Pinnacle's Community General campus, and with building a new program at Mt. Nittany Medical Center in State College. Carol was a resident here, and most recently was Vice President for Medical Affairs at Hanover Hospital. Welcome back Carol!

As many of you know, Judy Birli retired on July 1 of this year, and Susan Hassenbein has joined us as Coordinator of Administrative Support. Sue came to us from the Department of Orthopaedics, and has been at the medical center for 13 years. Welcome to the Department of Medicine Sue!

Ann Ouyang was selected as one of the American Gastroenterological Association's Outstanding Women in Science – Congratulations Ann!

Ted Bollard received several awards this past year – The Leonard Tow Humanism in Medicine Award at graduation, the Mitchell Alumni Service Award from Penn State, and the Pennsylvania Chapter of the American College of Physicians' Laureate Award – Congratulations Ted!

Tim Craig has joined the Board of Directors of the American College of Allergy, Asthma, and Immunology as well as the Board of the Joint Council of Allergy, Asthma and Immunology – Congratulations Tim!

John Zurlo has been named Chair of the Program Director's Subcommittee of the Infectious Diseases Society of America for three years – Congratulations John!

Bob Gabbay has been appointed to the Governors' Chronic Care Commission – Congratulations Bob!

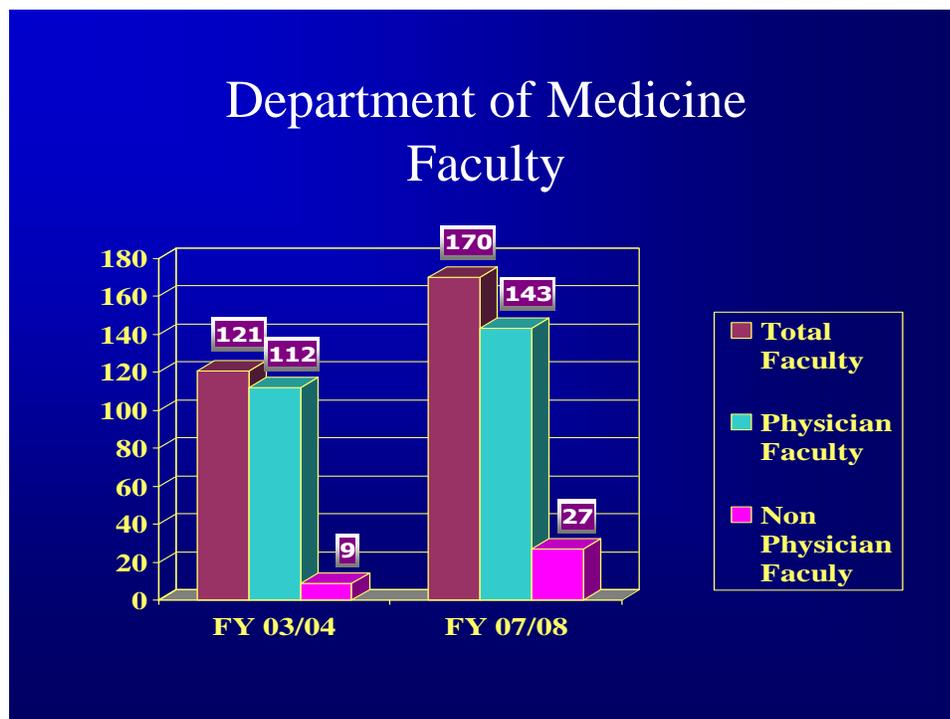
Cynthia Chuang was elected secretary/treasurer of the Society of General Internal Medicine's Mid-Atlantic Region. Congratulations Cynthia!

Steven Ettinger and Jill Smith were recognized in the Harrisburg Magazine as two of the top 14 doctors in Central Pennsylvania – Congratulations to both of you.

There may be others in the Department who have served in prominent leadership or administrative positions whom I've not learned about so I apologize for leaving you out – just let my office know when these things occur.

Just as a reminder of some important organization changes affecting the Department during the past 6 years – Dermatology became a Department on July 1, 2002; Neurology did so on July 1, 2003; the clinical operations and related revenues and expenses of Hematology/Oncology were transferred to the Penn State Hershey Cancer Institute on July 1, 2004; and those of Cardiology to the Penn State Hershey Heart and Vascular Institute on July 1, 2005. I point these changes out primarily to indicate the challenges in analyzing trends over time within the Department.

There has been net growth in faculty and staff in the Department during the past five years despite the loss of Dermatology and Neurology. This past year we had 170 faculty, including 143 physicians and 27 research faculty or CRNP's – an increase of 40% during the past five years. Of particular note, we now have 23 PhD or PhD equivalent (may have MD also, but not licensed to practice medicine) faculty – almost tripling the number in five years. This means we have more scientists in the Department than several of our basic science departments.



This was another good year for the Department in terms of generating promotion or tenure dossiers. Bob Gabbay, Michael Verderame, and Cindy Whitener were promoted to Professor.

**Faculty Promoted FY 07/08**  
**Professor**

|   |   |   |
|---|---|---|
|  <p>Robert A. Gabbay, MD, PhD<br/>Endocrinology, Diabetes<br/>and Metabolism</p> |  <p>Cynthia J. Whitener, MD<br/>Infectious Diseases and<br/>Epidemiology</p> |  <p>Michael F. Verderame, PhD<br/>Endocrinology, Diabetes<br/>and Metabolism</p> |
|---|---|---|

Ed Gunther and Abraham Mathew were promoted to Associate Professor. Ed Gunther was also awarded tenure. Our congratulations to each of you for a job well done!

**Faculty Promoted FY 07/08**  
**Associate Professor**

|  |   |
|--|---|
|  <p>Edward J. Gunther, MD<br/>Hematology/Oncology<br/>Tenured</p> |  <p>Abraham Mathew, MD<br/>Gastroenterology</p> |
|--|---|

Jim Hammond and John Goldman retired during this past year and are now Emeritus Professors in the Department. Our congratulations and heartfelt thanks to both!

Five faculty members are on the College of Medicine's Promotion and Tenure Committee this year – J.O. Ballard, Becky Bascom and Chet Ray are new members this year, and Tom McGarrity and Ann Ouyang continue to serve. Hence 5 of the 11 committee members are from our Department. Leslie Parent finished her term on the committee, and served ably as its Chair during her last seven months.

Three new faculty members joined the Department last year, but after my State of the Department address in October. Please stand as your name is called – Stacy Hess, Mike McKee, and Binzhi Zhang.

Twenty-two new faculty members have joined the Department at the beginning of or during this academic year so far, including three Chief Residents. Please stand as I call your name – Adam Albert, Atul Bhardwaj, Dave Dougherty, Ping Du, Chip Dye, Joe Enama, Carol Freer, Gisoo Ghaffari, Susan Glod, Kebin Hu, John Jun, Satoshi Kobe, Tai-Ping Lee, Jennifer McCall-Hosenfeld, Matt Moyer, Uchenna Ofoma, Ganesan Ramesh, Matt Sauder, Jose Stoute, Nicole Swallow, Han-Mou Tsai, and Crystal Zalonis. Please join me in welcoming these new colleagues to the Department.

Three faculty members completed the Junior Faculty Development Program last year – Michael Beck, Soraya Samii, and Lisa Sherwood. Congratulations to each of you.

Four faculty members served as mentors to participants in the Junior Faculty Development Program – Tim Craig, Phil Masters, Chet Ray and Brian Reeves. Thanks to each of you for doing so.

Yixing Jiang and Nazia Raja-Khan completed the K30 Program in May, 2007, and Joe Enama and Uchenna Ofoma are currently enrolled in the Program. Congratulations to each of you!

And lastly, five members of the Department were elected into the Alpha Omega Alpha Honor Medical Society – Tom Riley and Ian Schreiber as faculty, Matt Moyer and Crystal Zalonis as fellows, and Shanthi Sivendran as a resident. Congratulations to each of you!

Space continues to be a challenge as we successfully recruit more faculty. There is some light at the end of the tunnel, however, as the Cancer Institute building will open late spring 2009, and will provide office and lab space for some faculty currently located in the crescent or BMR. This will provide an opportunity to continue our growth and to co-locate faculty and labs to some extent.

We have recently opened a 5,755 square foot Sleep Center located on the first floor of the Hershey Center for Applied Research across Bullfrog Valley Road. It's a spacious state of the art facility which I encourage you to visit.

## SLEEP CENTER - HCAR



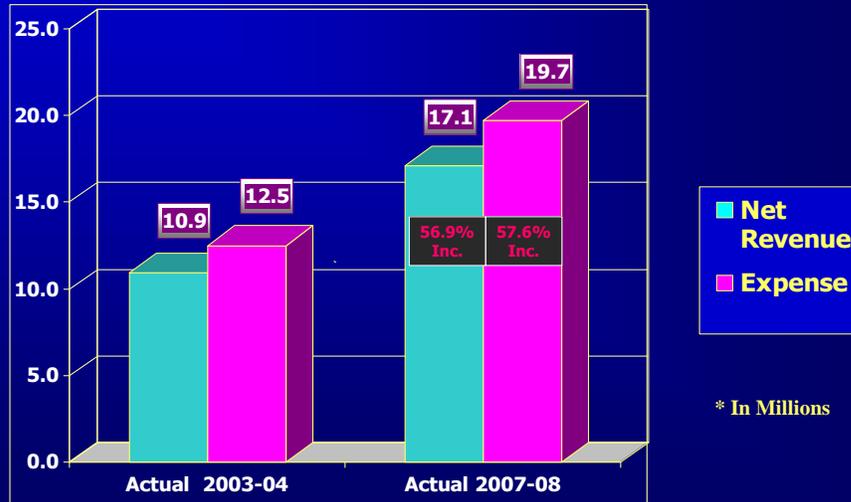
We will be moving our general internal medicine practice from Suite 300 in UPC to the former Sports Medicine space in the University Fitness Center building in January, 2009. This new space will allow for growth in Internal Medicine, as well as in the Endocrinology, Diabetes, and Weight Management Programs in UPC.

The backfill of UPC following the opening of 30 Hope Drive on the east campus continues to evolve, but it does appear the current Endoscopy and Bronchoscopy suite will expand into the previous Neurophysiology Lab space next door which has been vacated.

So progress is slow, but steady, and we are getting support from senior leadership when we build a strong case for more space, be it clinical or research space. We will continue to work hard to be sure we have the resources we need to be successful.

The high level financial picture for the Department over the past five years is reflected in this slide.

## The Department of Medicine Professional Finances

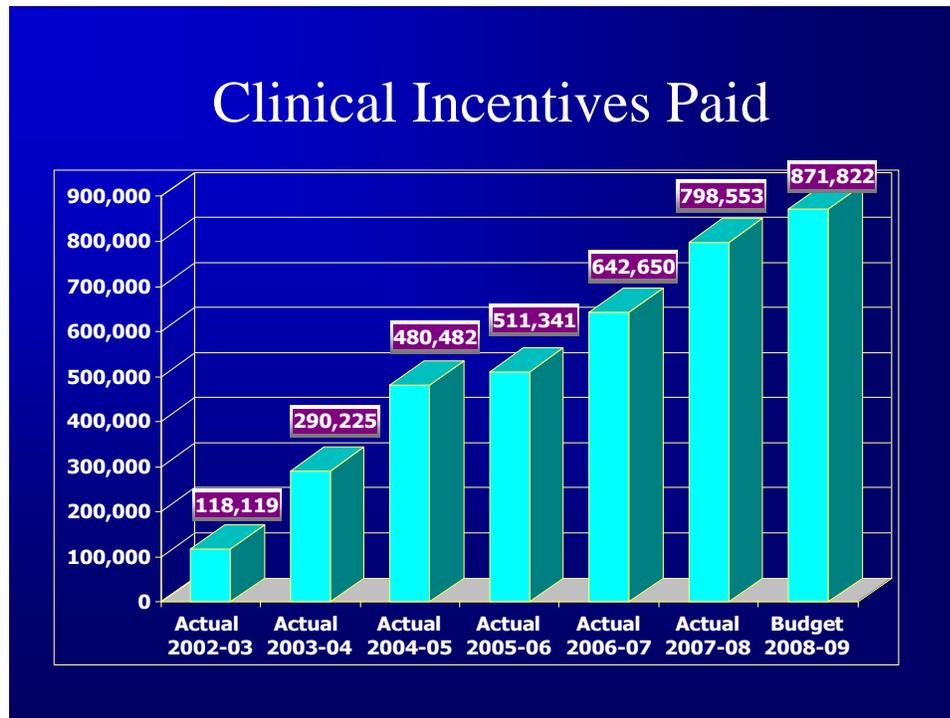


Both net revenues and expenses have increased by approximately 60%, and the increases have been proportional. There continues to be an investment of approximately \$2.6 million in the Department on the professional side, but I believe we are viewed as good stewards of this investment by senior leadership and my fellow department chairs. As in the past approximately 80% of our budgeted expenses are for faculty, staff, and housestaff salaries and benefits, and HMC is supporting our residency and fellowship programs in the amount of \$6 million dollars.

I continue to be concerned about the investment requested each year to support our Department, but I remain convinced we are providing necessary and critical services which support the entire campus in areas such as Quality Improvement, Pharmacy and Therapeutics, Infection Control, Palliative Care, Employee Health, Medical Weight Management, Transplantation, Medical Education, and so on.

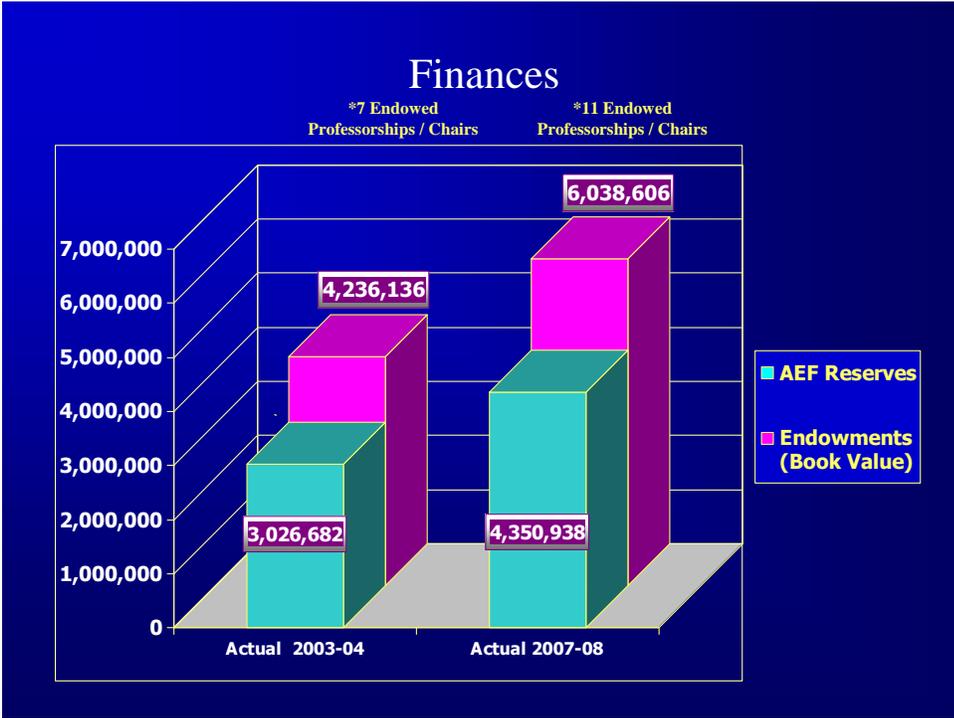
This past year we missed our budgeted margin by \$240,000 after all incentive payments were made, but our gross revenues exceeded budget by almost 10% at approximately \$41 million on the Professional side, and expenses were under budget by \$400,000. Over the past five years, we have increased base salaries of

approximately 125 faculty members totaling more than \$1.6 million dollars. We have made clinical and research incentive payments totaling nearly \$800,000 dollars to faculty this past year, and \$2.7 million over five years or a 638% increase since FY 2002-2003.



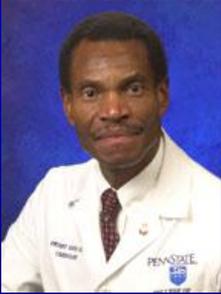
Our AEF reserves continue to grow based on gain-sharing with HMC and the Chair's Fund, and we have re-invested approximately \$1.5 million this past year in bridge funds, research enhancement, and faculty recruitment packages, and plan to do so again this year.

The net book value of our endowments has increased by nearly \$1.8 million over the past five years. We now have eleven endowed professorships or chairs in the Department compared with the 7 we had in FY 03/04, and my goal remains to have at least one in each Division as soon as possible.



Moving to the Education Mission, Dwight Davis was selected as a College of Medicine Distinguished Educator this past year making a total of eight from the Department since the program's inception in 2003.

## College of Medicine New Distinguished Educator 07/08



Dwight Davis, MD  
Professor  
Cardiology

During the past five years the proportion of total teaching contact time with medical students during all four years has been falling despite an increase in the number of faculty in the department.

Likewise, the Year 3 Medicine clerkship ranked # 5 of the 6 required clerkships in student evaluations again this past year, We've met with students and solicited feedback, and have made adjustments this past July to improve our students' perceptions of and satisfaction with the clerkship experience. Phil Masters and Kristy Le worked very hard at this last year, and Phil deserves our full support going forward.

I am very concerned that the Education mission is suffering from the increased emphasis on clinical and research productivity, and I welcome your suggestions and recommendations as to how we can re-focus and maintain excellence as educators and scholars in this challenging environment.

On a brighter note, we have 14 faculty participating as preceptors in the Clinical Skills Program – these faculty serve as teachers, coaches, and advisers to medical students.

## Clinical Skills Faculty FY 08/09

Atul Bhardwaj

David Leaman

Mary C. Davies

Nakechand Pooran

Nasrollah Ghahramani

Colleen M. Rafferty

Susan A. Glod

S. Devi Rampertab

Stacey L. Hess

Matthew Sauder

Michael Katzman

Lisa L. Sherwood

Margaret Kreher

Robert L. Vender

With respect to our residency program, the RRC Site Visit for re-accreditation will take place during the Spring of 2009. As you may know, previously we were accredited for two years and had 8 citations. This was not the outcome we had hoped for, but in reviewing the materials submitted to the RRC and each of the citations we received, I remain convinced that the quality and competitiveness of our program has increased

substantially and steadily during the past five years. These are largely the accomplishments of the Residency Program Leaders – Ted Bollard, Jen Goldstein, Mike Beck, and Debbie Stevens with the support of Phil Masters in his role as Vice Chair for Education in the Department. The team is now busy preparing for the RRC visit and I have every confidence that we will achieve a longer cycle of accreditation this time. I urge you to give them your full support during this critical period.

Let's hear more about the program - 3 min video

The number of residents (+3) and fellows (+11) has increased slightly during the past five years, and we have filled all of our categorical positions in the match for four consecutive years compared with the 70-75% fill rates in the late 1990's and early 2000's.

The In-Training exam scores have risen substantially from the 7<sup>th</sup> to 63<sup>rd</sup> percentile nationally during the past five years as a consequence of the concerted efforts of the program leaders, our chief residents, and our faculty. Our target remains higher at the 80<sup>th</sup> percentile, however, so the work must continue.

Seven of our 10 fellowship programs will be reviewed during the next year, the exceptions being Allergy, Endocrinology, and Infectious Diseases which received three or more year's accreditation last time.

Anthony Slavinski, MD, Lebanon VA Medical Center, received the Distinguished Physician Award for Excellence in Housestaff Teaching this past year. Congratulations Tony.

Department of Medicine  
Distinguished Physician Award for Excellence in  
Housestaff Teaching FY 07/08



Anthony J. Slavinski, MD  
Lebanon VA Medical Center

Tonya Crook, MD, and Lisa Sherwood, MD, received the Department's Education Recognition Award during the Housestaff Banquet in June. Congratulations to Tonya and Lisa!

Department of Medicine  
Education Recognition Award FY 07/08



Tonya J. Crook, MD  
Assistant Professor  
Infectious Diseases and  
Epidemiology



Lisa L. Sherwood, MD  
Assistant Professor  
General Internal  
Medicine

Wolfe Blotzer, MD, the former internal medicine residency director at York Hospital, received the Special Recognition for Education, Leadership and Service Award for his work in optimizing the educational experience for our residents and students rotating at that site, traditionally, one of our strongest teaching affiliates. Thank you Wolfe!

Department of Medicine  
Special Recognition for Education,  
Leadership and Service Award FY 07/08



J. Wolfe Blotzer, MD  
York Hospital

Ed Liszka received the Cardiology Fellows Teaching Award – Well done Ed!

Four faculty received an Outstanding Mentor Award from the Class of 2008 – Shirley Albano-Aluquin, Hamid Al-Mondhiry, Tim Craig, and Barbara Ostrov.

One resident in the Department was recognized as an outstanding teacher and role model by rising fourth year medical students during the Student Clinician Ceremony this past June, Stacy Anderson, MD, PhD, now a PGY III. Congratulations for a job well done!

Arnold P. Gold Foundation Humanism  
and Excellence in Teaching Award  
FY 2008



Stacy L. Andersen, MD, PhD  
PGY III

During the past five years resident and fellow presentations at regional and national meetings have increased substantially largely due to efforts of program leaders, Cynthia Chuang, our Chief Residents, and faculty mentors. My congratulations to all involved. During the past year, several residents received awards for their presentations – Adam Albert, Erin Banta, David Dougherty, Ravi Singh, Shanthi Sivendran, and Nate Yeasted. Congratulations to each of you.

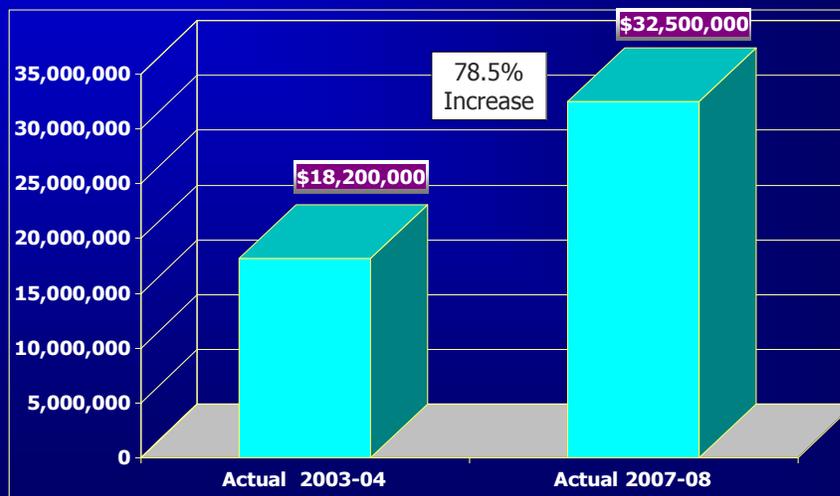
## Resident/Fellow Presentations at Regional/National Meetings Award Winners

|                       |         |   |
|-----------------------|---------|---|
| Adam Albert, MD       | PGY III | PMS, Hershey, October 2007                                    |
| Erin Banta, MD        | PGY II  | PA-ACP, Reading, November 2007                                |
| David Dougherty, MD   | PGY III | PMS, Hershey, October 2007                                    |
| Ravi Singh, MD        | PGY I   | ARVO – Fort Lauderdale, April 2008                            |
| Shanthi Sivendran, MD | PGY III | PA-ACP, Reading, November 2007                                |
| Nathan Yeasted, MD    | PGY I   | PMS, Hershey, October, 2007<br>PA-ACP, Reading, November 2007 |

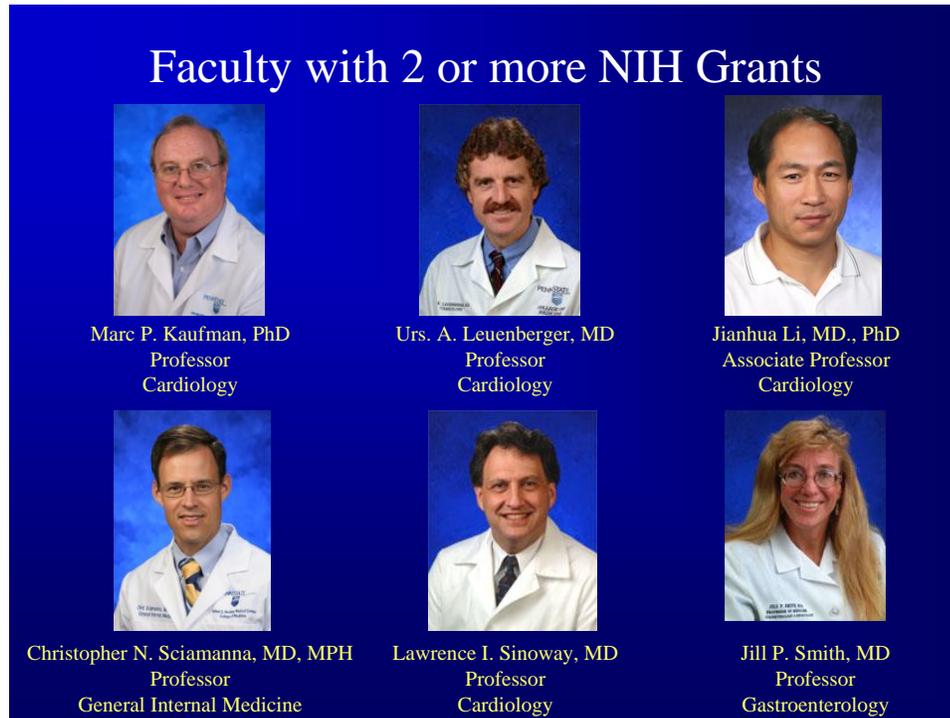
The research enterprise in the Department is growing, but still is not as strong or deep as we would like it to be.

During the past five years we have added 29 scientists, physician-scientists and physician-investigators to the department. This has resulted in a 78.5% increase in total sponsored research funding to \$32.5 million this past year, and a 34% increase in grant submissions to 221 over the past five years.

## Total Sponsored Research Funding



The climate for getting grants, especially NIH grants is very challenging right now, but despite this we have six faculty with 2 or more NIH grants this past year - Marc Kaufman, Urs Leuenberger, Jianhua Li, Chris Sciamanna, Larry Sinoway, and Jill Smith, This compares very favorably with the 2 we had at the time of my first State of the Department address in 2003.



Five faculty had new NIH awards during FY 07/08 – Michael Katzman, Thomas Loughran, Leslie Parent, Larry Sinoway, and Jill Smith. We recently learned that Chris Sciamanna and Jill Smith have new awards this year as well. Congratulations to all our NIH supported investigators!

The largest single award this year is the 5-year \$7.5 million grant from the Susan Komen for the Cure Foundation to Andrea Manni and his collaborators. Lets’s hear from Andrea.

### VIDEO

Congratulations to all involved – we need more large awards like this one, so think big and be bold.

Ten faculty had new, non NIH governmental awards during FY 07/08 –Tim Craig, Tonya Crook, Elaine Eyster, Bob Gabbay, Michael Katzman, Allan Lipton, Tom Loughran, Andrea Manni, Brian Reeves, and John Zurlo.

Seven faculty had new Foundation or Association awards during FY 07/08 – Michael Green, Rosalyn Irby, Jianhua Li, Allan Lipton, Afsama Momen, Brian Reeves, and Witold Rybka. And five faculty have new awards this year so far – Nas Ghahramani, Satoshi Kobe, Andrea Manni, Brian Reeves, and Shaoyong Yu.

Andrea Beyer, a 4<sup>th</sup> year graduate student in Leslie Parent's lab is in the final year of a prestigious 3 year National Science Foundation Predoctoral Fellowship Award. Let's see her in action

## VIDEO

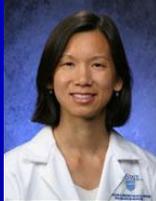
Thirty-two faculty had 165 clinical trials or industry sponsored awards totaling \$13.2 million this past year. Of note, we have four faculty who are PI's on 10 or more such awards – John Boehmer, Tim Craig, Ian Gilchrist and Allan Lipton.

Two faculty had new Dean's Feasibility Awards during FY 07/08 – Claudia Gragnoli and Yixing Jiang, and two more have such awards this year – Philippe Haouzi and Nazia Raja-Khan.

We had difficulty identifying faculty who received new Tobacco Settlement Fund and GCRC awards during the past year because of the switch to the University's database, so I apologize to those who received such awards for not being able to identify you individually. We'll get it straightened out as quickly as we can.

Cynthia Chuang received the Department's Junior Faculty Excellence in Research Award this year, and two housestaff members Sharouz Shadrou and Matt Moyer received the Housestaff Excellence in Research Award.

**Department of Medicine**  
**Junior Faculty Excellence in Research Award**



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

**Housestaff Excellence in Research Award**



Sharouz Shadrou, MD  
PGY II



Matthew T. Moyer, MD  
Fellow, Gastroenterology

Abraham Mathew received a Grace Woodward Grant for Collaborative Research in Engineering and Medicine for a second time.

One faculty member was selected among the first 4 participants in the Penn State – BIRCWH Scholars program – a new NIH K-12 award led by Carol Weisman in Public Health Sciences –Nazia Raja-Khan.

Three faculty – Nasrollah Ghahramani, Claudia Gragnoli, and John Jun are receiving salary support from the College of Medicine’s Physician Scientist Stimulus Program.

New on the scene this year are the Clinical Translational Science Institute Pilot Project awards, and eight of our faculty are participating in one or more projects, Leah Cream, Bob Gabbay, Yixing Jiang, Kathleen Julian, Tom Loughran, Susan Nyland, Jill Smith and Cindy Whitener.

Three Department faculty have been instrumental in leading or participating in key writing groups for our CTSA grant which was submitted to the NIH yesterday – Michael Green, Leslie Parent, and Brian Reeves.

Turning to the Clinical Mission, the Department’s clinical enterprise has grown over the past five years as well. Inpatient admissions have increased by 27% to 3,744 and outpatient visits have increased by 24% to 83,598. The average length of stay for inpatients has also increased over five years, but is likely confounded by changes in service mix (Cardiology and Hematology/Oncology no longer included) and case mix index. Still, we must work hard to achieve benchmark superiority in average length of stay and cost per case by DRG when compared with our peers – this will be a focus area this year.

A substantial change in our inpatient internal medicine services this past year has been the bed allocation/capacity management process. For those who may not be familiar with it, the goal was to increase the proportion of surgical patients discharged annually to approximately 40-42%. An observation made by hospital administrators and finance folks was that this proportion had fallen during the past 2-3 years from around 40% to as low as 34% recently. To be very clear about it, the OR’s are, and likely will remain, the engines which have made this organization financially successful over the years so we have money to support the College of Medicine via the Academic Support Payment of approximately \$20 million per year, and to support our capital needs for new and replacement expensive equipment and programs, like Information Technology and Radiology. Failure to keep up with our capital needs will make us a second class provider in many ways as well as raise serious patient safety issues. Hence, the argument to achieve the goal for surgical admissions is quite compelling from my perspective.

Some of the benefits from the bed allocation process include the return to service based care coordination; the care coordination triad model involving a care coordinator, social worker, and utilization review nurse; off-loading the discharge appointments, studies, etc, from the backs of our housestaff to the Call Center; and, potentially, smaller team size of 13-16 patients per team to allow more time for implementing care plans, discharge planning, and teaching.

Unrelated to the bed allocation process, the sheer work involved in discharge electronic and paper work, daily communications and handoffs, medication reconciliation, and resident supervision, particularly during evening hours, are substantial dissatisfiers of all our caregivers, and potential barriers to preserving the balance between education and service for our housestaff. These are issues we must focus on this year.

Twenty-nine providers in the Department achieved the 99<sup>th</sup> percentile nationally in patient satisfaction scores last year, and another 14 were in the 95<sup>th</sup> – 98<sup>th</sup> percentile. Congratulations to each of you.

Medicine Providers in the 99<sup>th</sup> Percentile of Patient Satisfaction Scores FY 07/08

|                       |                       |
|-----------------------|-----------------------|
| Maria Baker           | Edward Liszka         |
| James Ballard         | Thomas Loughran, Jr,  |
| Rebecca Bascom        | Philip Masters        |
| Edward Bollard        | Debra Miller          |
| Gregory Caputo        | Witold Rybka          |
| Charles Chambers      | Christopher Sciamanna |
| W. Christopher Ehmann | David Silber          |
| Steven Ettinger       | Jennifer Toth         |
| Joseph Gascho         | Robert Vender         |
| Rebecca Gilbert-Hills | Anne Weaver           |
| Ian Gilchrist         | Michael Weitekamp     |
| Virginia Imadojemu    | Cynthia Whitener      |
| Susan Jones           | Robert Zelis          |
| Mark Kozak            | John Zurlo            |
| Mary Lathrop          |                       |

Forty of HMC's 138 physicians, or 29%, listed in the 2008 Best Doctors in America are in the Department.

Three of our outpatient practice sites achieved STAR status – Internal Medicine at Hope Drive (formerly Cherry Drive), I.O. Silver Cardiovascular Specialties, and Heart and Vascular Institute at Nyes Road.

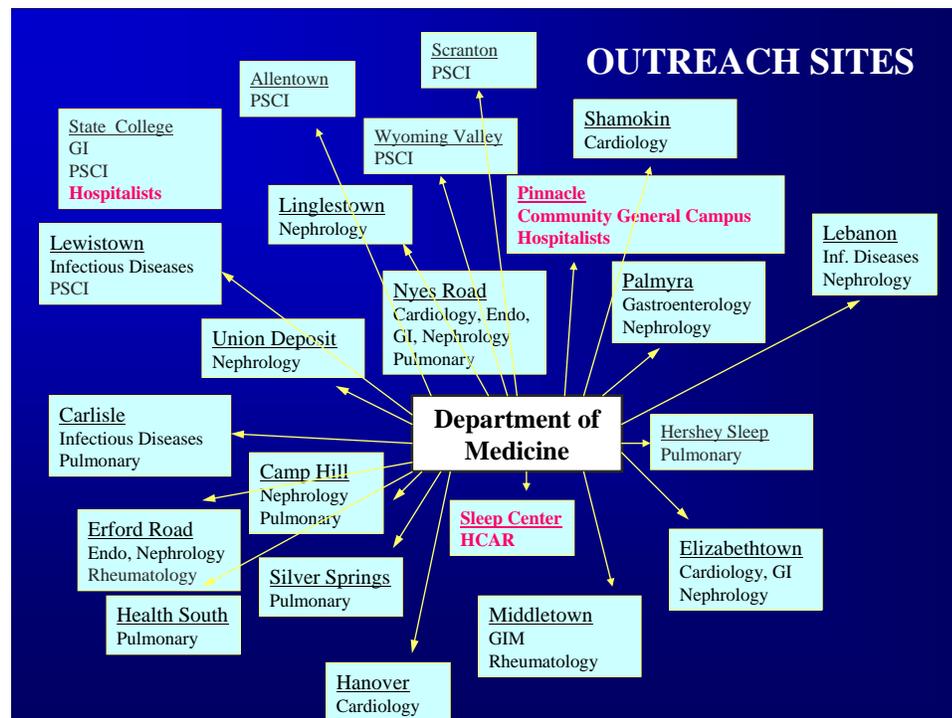
Two inpatient units were among HMC's most improved in patient satisfaction – The HVI – ICU, and 6<sup>th</sup> Floor acute care.

Two services were among the most improved in patient satisfaction – Pulmonary Medicine and General Internal Medicine

Hence, not only are we working hard, but we are working well in the opinion of our patients and nursing colleagues.

Everything I can see on the horizon indicates we must continue to intensify our focus on improving the quality of care we provide our patients, and be able to measure it. The measurements will sometimes be around the processes of care, such as use of the central line bundle, but will move rapidly to specific outcomes, such as unit specific rates of central line associated bacteremia. Furthermore we must work to align Division, Department, and Medical Center quality initiatives in order to optimize our care of patients. Cindy Whitener will continue to take the point on quality improvement at the Department level, but I ask that each faculty member commit to engaging actively in quality improvement and its' documentation or measurement – it's simply the right thing to do for our patients.

This past year we expanded our outreach in clinical services to include the new Sleep Center in the HCAR building, the 10 bed inpatient hospitalist service at Pinnacle's Community General campus, and a new hospitalist service at Mount Nittany Medical Center in State College.



Let's hear more about this ...

VIDEO

Turning to scholarship and scholarly activities, Department faculty, residents and staff published 161 scientific papers, 1 book, and 24 book chapters.

Eighteen faculty are currently serving on study sections ranging from NIH to specialty-based funding organizations.

So I began today's presentation intending to "put things into perspective" through my lens as Interim Chair and Chair of this Department since September, 2002. I felt compelled

to take stock of the Department, and of myself, in preparing for an internal review during the next academic year.

On a personal note, I have become more reflective of late following the retirement of valued colleagues – Judy Birli, John Goldman and Jim Hammond – as well as the loss of two members of our “medical center family”, namely Penny Rybka and Alex Kalenak. I am working with Witek and with Beth Kalenak, and with members of the palliative care support group in our community to find ways to appropriately memorialize their contributions to our “family.” We will miss them.

I am grateful to have your support, and for the many contributions each of you has made or will make to make this Department a vital and successful part of the College, Medical Center, University and Central Pennsylvania community.

Thank you for your attention and I’d be happy to entertain comments or questions during the next few minutes.

