

Medical Staff News

Newsletter for the Medical Staff of Greenwich Hospital | February 2022

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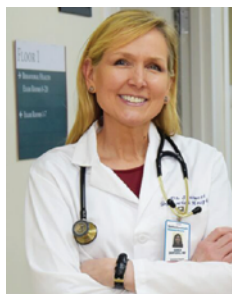
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From the desk of the CMO

Introducing the FY22 Performance Improvement Plan

Karen Santucci, MD, Chief Medical Officer

Dear Mighty Team,

I would like to introduce you to the **FY22 Greenwich Hospital Performance Improvement Plan** that will be presented at many different committee meetings. It will be important for all of us to have a sense of what it really entails. It is centered on the plan for our academic health system and GH's includes additional objectives, strategies and metrics.

Under the direction of our governing body, the PI Plan meets the requirements for the Quality Assurance and Performance Improvement Condition of Participation and The Joint Commission standard Performance Improvement (2/1/2001).

Some of the major priorities are improving Population Health, enhancing the experiences and outcomes of patients (Quality of Care), reducing per capita cost (increasing operational efficiencies) and enhancing the experience of clinicians.

The Greenwich Hospital FY2022 PI Plan is the result of a collaborative and multidisciplinary partnership of quality, safety, regulatory and infection prevention as well as delivery network and Yale Medicine leaders. It is important to know that the PI Plan is evaluated, updated and approved by the System Quality Committee annually.

The GH Performance Improvement Plan provides our Board of Trustees with requisite information to oversee and provide input for clinical quality and patient safety. Our Board of Trustees collaborates with hospital leadership and system leadership on the oversight of quality and safety.

Our Vision

To deliver safe, high-quality care based on the best clinical evidence, sound clinical judgment and joint decision-making with patients and families while striving for continuous improvement. We aim to grow a high-reliability healthcare network and achieve high value and optimal outcomes.

Our Principles

The priorities are patient-centeredness, transparency and accountability, rigorous and studied approaches to improvement and resource stewardship.

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Intentions of the Performance Improvement Plan

Our goals are to plan, design, measure and improve system-wide functions. We hope to promote a multidisciplinary approach to improve processes and develop a system to identify and PREVENT latencies and errors. We want to promote and embed a culture of safety; assure staff competency; address patient needs; and comply with regulatory requirements.

Aspirations

We aspire to achieve zero preventable Serious Safety Events (SSEs), top quartile performance in both provider and staff engagement, and top decile performance in publicly available quality, safety and patient satisfaction measures.

Corporate Objectives

Our Greenwich Hospital/YNHHS Quality and Safety Corporate Objectives include: COPD (Chronic Obstructive Pulmonary Disease) Readmissions, Heart Failure (HF) Readmissions, Falls with Injury, Central Line Associated Bloodstream Infections (CLABSI) and Trans-Abdominal Surgical Site Infections (SSIs). We are also focusing on sepsis, mortality and Patient Safety Indicators-PSI 90.

Quality and Safety Performance Improvement (PI) Structure

At Greenwich Hospital, our PI Team structure includes sponsors (CNO/CMO), project leads, a PI Coach and safety specialist coach. The GH workgroup consists of content experts, nursing shared governance and physician partners.

Priorities related to Patient Safety include the Significant Event Review Committee (SERC); verification and validation of Corrective Action Plans: increasing near miss and safety event reporting; promoting event management and safety steering; reinvigorating the Safety Coach Program; continuing the Great Catch Program; emphasizing High Reliability Organization (HRO) and Just Culture Training; and performing a Safety Culture Assessment. You can tell that this is all really important!

Now what about GH Employee Safety? Priorities include workplace violence prevention, safe patient handling, musculoskeletal and ergonomics programs and blood borne pathogen exposure reduction.

Plus — what you have been waiting for — Medical Staff Engagement! This is an absolute priority! Enhancing communication, valuing our medical staff, promoting medical staff wellness and developing medical staff leaders.

So much work has already gone into promoting Health Equity and so much more needs to be done: make health equity a strategic priority; building an infrastructure to support health equity; and partnering and connecting with our community.

What about regulatory? Glad you asked! Top priorities in this category include: opioid stewardship and pain management; drug diversion; avoiding pressure injuries and restraint management.

Infection prevention is another big priority for us: avoiding/reducing CLABSIs, SSIs, Catheter Associated Urinary Tract Infections (CAUTIs), MRSA Bacteremia, *Clostridium difficile* infection, plus healthcare personnel Influenza and COVID-19 vaccination.

Sounds like a lot of work right? The good news is we are already four months into this and working hard already!

Next month, I will introduce you to C-RSQ and QAPI. If this doesn't make sense to you, read this:

*I am happy help present the FY22 Greenwich Hospital Performance Improvement **Plan**.*

*If you are like Diane Kelly, too many acronyms can be confusing and you are likely not a **fan**.*

*We are focusing on preventing CLABSI, readmissions for HF and COPD, transabdominal SSI - and we don't want a **fall**,*

*Regulatory, patient safety, employee safety, employee engagement, well-being, health equity – yes we are prioritizing it **all**!*

*Today, in the Performance Improvement Plan, you will hear about **QAPI**,*

*And unless we establish what that stands for up front, you will not be **happy**!*

*C-RSQ is the Regulatory Safety and Quality Committee – it is really quite **new**,*

*Hopefully, by the end of next month, it will no longer seem so foreign to **you**!*

*Today you will get some good background, a sense of our vision, our priorities and **goals**,*

*We will do our best to not have too many gaps, to practice HRO and fill in all the **holes**.*

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Thanks for the opportunity to present this to our medical staff, colleagues, governing body and **Board**,

We will do our best to make GH as safe as possible, we want you to be informed and also **reassured**.

The GH Medical Staff recognizes Black History Month

February 2022

Thank you friends and colleagues for your great contributions each day.

In the words of Dr. Martin Luther King, Jr., "Not everybody can be famous but everybody can be great, because greatness is determined by service."

Thank you for your unwavering service and know that you are great!

Staff vaccination boosters now required

Yale New Haven Health now requires all medical staff and employees to receive a COVID-19 vaccination and booster. The COVID-19 booster must be received by March 31 as a condition of employment.

Those who originally had their second dose Moderna or Pfizer vaccine at least five months ago or a single dose of Johnson & Johnson vaccine at least two months ago are eligible to receive the booster.

Affiliated physicians not employed by YNHHS can schedule through <https://vaccinepartner.ynhh.org>. Employed physicians can schedule an appointment through Infor, then Schedule a COVID Booster in the Employee Health space.

On-site employee COVID-19 booster clinics

Monday, Feb. 21

Monday, Feb. 28

Monday, March 7

Monday, March 21

Monday, March 28

Electronic Death Reporting System launches Feb. 28

The State of Connecticut has set Feb. 28 for the launch of electronic Connecticut death certificates within the state. Currently, all death certificates and reporting are manual paper driven processes.

In preparation for this change, YNHHS has worked to optimize the decedent processes for all patient deaths within the Health System. This includes a Clinical Redesign project that enhanced the EPIC pathways for physician and nurse workflows for post-mortem care and developed morgue queues within Epic.

The launch of the State of CT Electronic Death Reporting System (EDRS) will require clinicians to begin certifying deaths in the electronic system after midnight on Feb. 27.

For more information, visit the Medical Staff Portal.

Paper death certificates will no longer be used beginning Feb. 28, 2022



Greenwich Hospital appoints new medical director for Neonatology



Yale Medicine physician Shruti Gupta, MD, has been appointed medical director of Neonatology, further enhancing the hospital's reputation as a premier institution for expectant mothers. A neonatologist for 17 years, Dr. Gupta will be responsible for the 15 bed, level 3B

Neonatal Intensive Care Unit, which provides specialized care to ill and pre-mature infants, 26 weeks and older. Dr. Gupta is an associate professor of Pediatrics at Yale School of Medicine and is board-certified in Pediatrics and Neonatal Perinatal Medicine.

Following medical school at Kasturba Medical College in India, Dr. Gupta completed her residency at Flushing Hospital Medical Center in Flushing, NY and a three-year fellowship in neonatal-perinatal medicine at Stony Brook University Hospital Medical Center.

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Prior to joining Greenwich Hospital, Dr. Gupta was associate director of Neonatology at Stamford Hospital and director of its Newborn Transition Care Program. She was also vice chair of Pediatrics at St. Vincent's Medical Center in Bridgeport and an assistant professor of Pediatrics at the Frank H. Netter MD School of Medicine, Quinnipiac University.

Dr. Gupta is the recipient of numerous awards and distinctions, the first author on numerous peer-reviewed papers, and a guest speaker at multiple regional and international engagements. She is a member of various professional societies, including the American Academy of Pediatrics and the Academy of Breast Feeding Medicine.

Greenwich Hospital Medical Staff profile: Athanassios Petrotos, MD



After over 20 years of work most people experience their fair share of ups and downs, and Athanassios Petrotos, MD, trauma medical director, Greenwich Hospital, is no different. While some may dwell on the bad times, and others fixate on the highlights, Dr. Petrotos prefers to look at his life's work as a journey.

"After all the hard work and all the sacrifices I find myself in a place where I am content," Dr. Petrotos said. "I don't see just the bad times, or just the good times. I see it all as a mosaic."

Dr. Petrotos is proud to serve the people of southwestern Connecticut and eastern New York by providing a level of care they deserve in the emergency department and in the operating room.

"I first came to Greenwich in 2005," he explained. "In that time we have been building something very special here. This work has been leading to our designation as a Level III trauma center, which we expect to achieve this summer."

Surgery has always been a passion for Dr. Petrotos. "I knew I wanted to be a surgeon before I went to medical school. I was drawn to emergency surgery and trauma which became my life's work," he said.

Despite the inherent stresses that come with being a surgeon, Dr. Petrotos doesn't put a lot of thought into how he decompresses after work saying, "I don't have anything

specific that I turn to. Sometimes I play my guitar for a little while, or watch movies with my family. Other times I just grab a cup of coffee and sit and watch people as they walk by. That's what works for me. I don't have a regimented program that I follow. I just do what I feel like doing in the moment, which is very freeing and relaxing."

In the current climate of an increased awareness of mental health, this pragmatic approach to work, life balance keeps Dr. Petrotos focused on why he does what he does. It also helped him to be recognized by his peers when he recently received the Medical Staff Physician Recognition Award.

"I care about people," he said. "Not only in the operating room, but also in my professional life and my home life. That is significant because I'm able to focus on the important things in life. It also helps that this institution is a very tight-knit group that looks out for one another. It is the backbone of Greenwich Hospital and you see that in the work and in the satisfaction of our patients."

New scheduling application for providers on the way

The roll-out of QGenda, a cloud-based scheduling application, is underway to support physicians within YNHHS and Yale Medicine (YM). The new application is designed to provide a digital, single source to view and update on-call schedules and offer a common, enterprise solution beneficial to providers and ultimately to patients, faculty and staff.

Through the QGenda mobile app, physicians will be able to shift schedules in real-time, sync schedules to their personal calendars, streamline requests and swap options. This platform, which will be shared across the health system, will enhance collaboration and reduce gaps in communication. A partnership of YNHHS and YM, the QGenda deployment is expected to be completed in June 2023.

The transition to QGenda began in fall 2021 and initial feedback has been positive. Once the deployment is complete, existing scheduling applications will no longer be supported for on-call scheduling.

Benefits of QGenda:

- **Easy updates:** Automation provides easy click-and-drag swapping and request options and push notifications plus minimizes duplicative work.

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- **Schedules on the go:** The mobile app allows the user to use their phone to view and swap schedules/shifts and sync them with their calendar, if desired.
- **Real-time updates:** Updates occur in real-time and meet strict requirements for performance, security, and accessibility.
- **One enterprise schedule:** Provides one source of scheduling information so that physicians and clinicians are referencing the same schedule; avoiding any gaps in coverage.

YNHHS will share more information regarding the roll-out in the coming months. To view a demo of the QGenda application, visit **QGenda Demonstration**. For additional information or with questions, email medicineandhealth@yale.edu.

Study supports link between burnout and high reliability

Many pre-pandemic studies have demonstrated a link between provider burnout and events of patient harm. However, a recent study published in the *American Journal of Medical Quality* (Nov./Dec. 2021 issue) indicates that high reliability principles can decrease workplace burnout by over 50 percent. The authors conclude, “Few healthcare priorities are greater than mitigating provider burnout and preventing medical errors. Previously, it appeared that separate interventions were required to tackle each issue. However, (this study) demonstrates that these two issues could be addressed simultaneously.”

The study concludes that providers should practice CHAMP behaviors (communicate clearly, handoff effectively, attention to detail, mentor each other with 200% accountability and practice and accept a questioning attitude) daily to improve patient safety and employee well-being.

See more information on the study: High Reliability Organization Principles Improve VA Workplace Burnout: The Truman THRIVE2 Model – PubMed (nih.gov).

Save the date: March 17 – Trust Your Gut Digestive Health session

YNHHS and Yale Medicine continue the free, monthly virtual Digestive Health CME series called Trust Your Gut. The yearlong series, held the third Thursday of each month at 5 pm, is designed to provide world-class digestive health educational programming, professional development and networking opportunities for physicians and advanced practice providers.

During the next session on March 17, Xavier Llor, MD, PhD, and Karen Brown, MD, will present colon cancer screening updates.

Yale School of Medicine designates this live activity for a maximum of 1.0 AMA PRA Category 1 Credits per session, for a total of 12.0 AMA PRA Category 1 Credits for the series.

To register, visit the Yale CME portal at yale.cloudcme.com. For questions, contact Joe Mendes, executive director, Clinical Program Development, Digestive Health, at joseph.mendes@ynhh.org.

Doctors Day celebration

Stop by the GH National Doctors’ Day 2022 celebratory breakfast and lunch (to-go) on Wednesday, March 30, from 6:30 am – 2:30 pm in the Doctors’ Lounge (Room G-1200).

Newsletter Submissions

Deadline for submission of content for the March 2022 issue of *Medical Staff News* is Friday, Feb. 25, 2022. Please submit items for consideration to Karen Santucci, MD, at karen.santucci@greenwichhospital.org or Myra Stanley, YNHHS at 203-688-1531 or myra.stanley@ynhh.org.

Medical Staff Changes (January 2021)

Appointees



Elena Aragona, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
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Mobile Heartbeat: 475 414 4126



Lady Paula DeJesus, DPM
(Podiatry)
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Noa Fleiss, MD
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Mikail Kamal, DO
(Medicine)
Greenwich IM Hospitalist Service –
Northeast Medical Group
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Phone: 203 863-3840
Fax: 203-863-4738

Resignation/Non-Renewal of Privileges

Genie Ball, PA (Surgery)
Joseph Brennan, MD (Cardiology)
Tamara DiNolfo, MD (Obstetrics/Gynecology)
Thomas Evely, DO (Orthopedics Fellowship)
Kenneth Goldman, MD (Dermatology)
Mensud Kurjakovic, MD (Psychiatry)
Andrea Lynch, PA (Surgery)
Gulcin Pusuoglu, APRN (Nephrology)

In Memoriam

Diane Powis, PhD (Clinical Psychology) a member of the Active Attending Staff, passed away in December.
Wayne Branom, MD (Dermatology) former member of the Honorary Medical Staff passed away in February.
Alan Lebowitz, MD (Medicine) a member of the Active Attending Staff passed away in February.