

# Medical Staff News

Newsletter for the Medical Staff of Greenwich Hospital | April 2022

Yale  
NewHaven  
**Health**  
**Greenwich**  
**Hospital**

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Karen Santucci, MD

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From the desk of the CMO

## New Quality and Safety initiative

*Karen Santucci, MD, Chief Medical Officer*

Dear Mighty Team,

Happy Spring!

It is nice to see a little more sunshine and maybe even get outside a little more. I almost finished taking down my Christmas lights and am trying to figure out how to be creative enough to turn our wreath into perhaps an egg shape!? I'll think about it more after organizing our Income Tax material... ay yi yi!

Okay enough about that. What is new in Quality and Safety? In partnering with medical staff leadership and content experts in Quality and Safety Science, we are exploring moving toward implementing department-specific Focused Professional Practice Evaluations (FPPEs). FPPEs are a way of monitoring the care delivered by our medical staff. It is a tool used to help promote high-quality healthcare for patients.

An FPPE is performed for the evaluation of privilege-specific competence of all new medical staff members and for new privileges granted to existing members of the medical staff. An FPPE can also be performed when there is a concern about a currently privileged practitioner's ability to provide safe, high quality patient care as identified through a peer review or an ongoing professional practice review process.

Ongoing evaluations may identify patterns, outcomes, complications, behaviors, and other indicators associated with specific practices that might warrant a closer look to see if there is something the medical staff member might need to enhance in order to achieve optimal outcomes. All findings and information associated with any FPPE are confidential and protected under CT State Statutes (regarding peer review Section 19a-17b).

In evaluating our Peer Review Process and PPEC (Professional Practice Evaluation Committee), we thought there might be a great opportunity in systematically evaluating the practice of members of divisions and or subdivisions of departments and then being able to evaluate metrics, outcomes, and possibly complication rates. Most importantly, this could provide opportunities for feedback and perhaps support for services. Two recent examples came to mind within two sections of one department when after doing peer review and recognizing developing trends, we found in one case, an opportunity related to a process as well as an opportunity to review a procedure with local peer. In another section, we identified a need to upgrade a piece of equipment.

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The purpose of the FPPE would be very much like our MSPC (Medical Staff Professionalism Committee) whereby we now have a process to identify trends and provide support to medical staff.

The FPPE could include a look at inpatient and outpatient outcomes, retrospective and prospective chart reviews, and a period of oversight or monitoring and discussion with a provider or group of providers within the department healthcare team.

Upon review of the results, opportunities may be identified. If so, then an intervention can be developed to help support the individuals involved. Potential examples of collegial interventions could include proctoring and oversight, a CME (Continuing Medical Education) course, simulations, external peer review, monitoring of clinical practice patterns and feedback, ongoing formative feedback, and support.

The goal of the FPPE is to have a process to review data, determine if there might be an identifiable opportunity for improvement or intervention early on, and most importantly to provide feedback in a collegial fashion and support for the medical staff. There will be much more to come.

On another note, many of you have been following the news regarding the recent verdict of *criminally negligent homicide and gross neglect of an impaired adult* for a nurse, RaDonna Vaught, related to a tragedy that occurred in 2017 at Vanderbilt University Medical Center in Tennessee.

Yale New Haven Health hosted a town hall recently to address concerns from our healthcare team members regarding this case and its verdict. Leaders have reassured our teams that at Yale New Haven, we practice in a health system where we support each other. Ours is a high reliability organization (HRO) that focuses on safety, quality and transparency, with a constant effort toward collective ownership of care across the healthcare team. Ours is not a culture of blame... it is a **culture of safety**.

Thank you for all you do and again Happy Spring!

Sincerely,

Karen

P.S. Please join me in congratulating **Kirsten Lawrence, MD**, who was promoted to associate professor at Yale School of Medicine as well as **Kisha Mitchell Richards, MD**, who received the Physician Recognition Award from the medical staff and was the GH representative in a soon-to-be released CHA video. Congratulations!

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## Greenwich Hospital optimistic about new cancer center proposal

In a letter to the Greenwich Hospital Community recently, Diane Kelly, DNP, RN, Greenwich Hospital president, shared that the hospital submitted a proposal for the Smilow Cancer Hospital Care Center at Greenwich to the town's Architectural Review Committee and the Planning & Zoning Commission this month.

This plan represents an evolved proposal from the plan submitted in 2021. Since then, the hospital has worked closely with the community to reflect neighbor and community feedback. The new proposal includes 30 percent more green space, is set further back from the road to preserve the look of the neighborhood, has moved parking underground, has only one entrance and exit, and facilitates greater walkability in the area.

Kelly explained that she is optimistic about what Smilow at Greenwich will do for citizens in our community. A new center will give patients access to state-of-the-art cancer care – including the most advanced technology in radiation oncology and novel therapies in patient-centered infusion spaces. It will also enable the multidisciplinary approach that is viewed as the gold standard for oncology treatment today.

In short, what this represents is access to leading cancer care in the country – through our affiliation with the NCI-designated Smilow Cancer Hospital – right here in our community. Kelly is hopeful that this new center, if approved, will extend GH's capacity to meet the needs of the community with exceptional patient care.

We will be reaching out to our medical staff to participate in a white coat press conference in the coming weeks and hope that you all will support the application. Please feel free to contact Dana Marnane x3126 or by email [dana.marnane@greenwichhospital.org](mailto:dana.marnane@greenwichhospital.org) if you would be willing to write a letter to the editor, send a letter of support to P&Z or provide any other level of public support for this project.

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## Regulatory update: CMS Open Payments expand to five new provider types

Centers for Medicare and Medicaid Services (CMS) Open Payments is a federal program that provides transparency and increases public awareness of financial relationships between the healthcare industry and certain healthcare providers and teaching hospitals. This is done by collecting and making public any payments or transfers of value from drug and device manufacturers to healthcare providers or teaching hospitals.

Per Open Payments, all transfers of value from an industry representative to certain healthcare providers or teaching hospitals valued at or above \$10, or aggregate of \$100 per year, are reported. Transfers of value may include food and beverage, entertainment, charitable contributions, speaking fees, royalties or licenses, grants, consulting fees, honoraria, travel and lodging, education, research and more. The nature and purpose of the amount is also recorded and disclosed.

The Open Payments program has expanded to include the five new provider types: physician assistants, nurse practitioners, clinical nurse specialists, certified nurse midwives, certified registered nurse anesthetists and anesthesiologist assistants.

For healthcare providers, the CMS review and dispute period is April 1 – May 15. Starting April 1, providers can review their 2021 data posted by drug and device manufacturers. This review and dispute period allows physicians and other recipients to dispute any inaccurate or incomplete data before it is published to the public on June 30. Each YNHHS provider is accountable for reviewing their 2021 data and disputing any inaccurate information during CMS's review and dispute period.

Yale New Haven Health's Office of Privacy and Corporate Compliance (OPCC) will review applicable CMS Open Payments data once released on June 30 and may contact providers regarding their Open Payments data if it does not align with their most recent Conflict of Interest disclosure survey responses.

Providers should ensure all interactions with drug and device manufacturers comply with the Interactions with Vendors policy: <https://ynhh.ellucid.com/documents/view/33702>.

Additional guidance material is on the OPCC SharePoint site: <http://dept.ynhh.org/OPCC>. With questions, contact the OPCC at 203-688-8416 or [conflictofinterest@ynhh.org](mailto:conflictofinterest@ynhh.org).

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## News from the GH Medical Staff DEI Council

*Submitted by Kunal Desai, MD,  
member, Medical Staff DEI Council*

### The Changing Faces of Greenwich

Following Dr. Darin Latimore's recent eye-opening and transformative discussion on microaggressions within the workplace, I'm sure we're all considering how to cultivate a more accepting environment for our colleagues. As we continue to do so, I want to encourage us to also think beyond the walls of Greenwich Hospital, and into our community. Understanding the past and present of our town will go a long way in helping us shape its future.

Today, if you ask anyone who doesn't live in Greenwich, the town's name likely conjures images of extreme wealth and a homogenous, predominantly white population. But this historical reality is shifting, as a younger and more diverse group of individuals help reshape the face of our community. According to census data from 1990, 85 percent of Greenwich was white; in 2020, that number was 74 percent. Additionally, roughly 5 percent of Greenwich residents were living below the poverty line in 2020.

And these numbers are reflective of the world, pre-pandemic... before tens of thousands of people lost their jobs or fled the city for suburbs like Greenwich. The past two years have fast-tracked our community's transformation and it's important that we, as healthcare workers, keep up. We must ensure that everyone has equal access to quality care and that we minimize our unconscious bias.

It is a challenge that becomes even more apparent when examining the socio-economic disparities in the greater Greenwich region. The median household income in Greenwich is 1.5 times higher than the rest of Fairfield County and more than double that of Port Chester. Those with limited financial means are far less likely to have health insurance or adequate insurance, and much more likely to come from a marginalized community. A recent survey in Fairfield County has shown that 8 percent of individuals did not feel they had access to adequate healthcare and that 20 percent of individuals had to postpone their healthcare needs due to financial constraints.

As a minority, a new resident of Greenwich, and a faculty member of five years, I believe that we must make it our goal to expand our reach to encompass more of those who have been marginalized. We are learning

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more about ourselves and our community's needs through discussions like the one we had with Dr. Latimore. The next step is to create solutions for our many challenges, and we – the Medical Staff DEI Council – welcome all to contribute and help with our efforts as we embark on building a better future for our community.

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## Medical Oncology now available at Long Ridge Medical Center

Smilow Cancer Hospital Care Center in Greenwich now offers Medical Oncology at our Long Ridge Medical Center, located on the second floor of the Long Ridge Health & Science Building at 260 Long Ridge Road in Stamford, CT. Our board-certified medical oncologists provide personalized treatment plans, including targeted and immunotherapies, access to innovative clinical trials through Yale Cancer Center and management of non-cancerous blood disorders. For appointments and patient referrals, call 203-863-3700.

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## Register for 2022 Safety, Quality and Experience Conference

After a two-year hiatus, the Joseph A. Zaccagnino Safety, Quality and Experience Conference is back and scheduled for Thursday, June 2, 7:30 am – 3:30 pm at the Oakdale Theater in Wallingford. Sponsored by Yale New Haven Health, Yale Medicine and Yale School of Medicine, the conference offers a dynamic day of learning and sharing of information designed to improve the healthcare experience. This year's theme, "Gratitude," brings greater attention to the people who influence, execute, monitor, and report the many ways we improve safety, quality, and the patient experience.

Guest speakers for this year's conference include BJ Miller, MD, a renowned speaker on patient-centered, palliative and end-of-life care; Laurie Santos, PhD, host of "The Happiness Lab" podcast and an expert on human cognition, its origins and the evolutionary biases that influence life choice; and Nick Propper, CEO of Impact Human Performance, with advice, tips and tricks to reprioritize focus on managing energy as the secret to success.

The conference is open to medical staff, employees and faculty. To register, visit the Safety, Quality and Experience Conference intranet page.

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## Save the date: April 21 – 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.

On Thursday, April 21, Michelle Hughes, MD, and Marie Robert, MD, will discuss celiac disease and gluten sensitivity. Next month, on May 19, William Ravish, MD, and Daniel Pievsky, DO, will present a case study on esophageal swallowing disorders.

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](http://yale.cloudcme.com). For questions, contact Joe Mendes, executive director Clinical Program Development, Digestive Health, at [joseph.mendes@ynhh.org](mailto:joseph.mendes@ynhh.org).

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## Stroke Symposium May 12 – Free Educational Event

Greenwich Hospital will host a stroke symposium "Advances in Stroke Management and Prevention" on Thursday, May 12, from 4 to 9:30 pm, at the Hyatt Regency Hotel in Greenwich. The course directors are Paul Lleva, MD, director, Stroke Program and Akli Zetchi, MD, Neurovascular Surgery.

This inaugural symposium will discuss the latest advances in stroke management and prevention with various presenters. This event is free and a buffet dinner will be provided.

The program is provided with support from the Greenwich Hospital Foundation. CME credits will be available for attendees.

Scan the QR code to register by Thursday, May 5.





## THE WELLNESS CORNER

*The Wellness Corner is a Medical Staff News feature where the Medical Staff Wellness Committee will share information about various well-being resources for Greenwich Hospital Medical Staff.*

### Yancy Forums expand into YNHHS's WELD Program

Yale New Haven has expanded one of its most successful leadership development initiatives — Yancy Forums — into the Well-being, Engagement & Leadership Development (WELD) program. It represents another example of YNHHS's commitment to supporting medical professionals throughout our network.

In Yancy Forums sessions, participants team with their peers in a secure, confidential environment to tackle challenges and discover solutions they can apply to their professional and personal lives.

Since 2019, Yancy Forums has led multiple Physician Forums at YNHHS, including the highly successful Black & Hispanic Physicians Forum and Black Male Residents/Fellows Forum. Founder E. J. Yancy and his team of skilled moderators have facilitated the Forums in a variety of organizations, in multiple sectors, over the past 30 years.

The key to the Forums' remarkable success is creating a supportive psychological and emotional safe space for participants. This allows open and honest discussions in which members gather voluntarily to share their greatest challenges and opportunities with peers and develop effective solutions together.

"When I meet with the members of these Forums," says Michael E. Ivy, MD, executive sponsor of YNHHS's WELD program, "they're engaged in its work and grateful for the chance to be part of this unique initiative for high-performing professionals with leadership potential."

The Forums employ a proven structured, defined process that prompts participants to advise and encourage their colleagues, hold each other accountable, and form bonds of trust. They typically span over nine months, kicking off with a three-hour orientation, followed by monthly 3- to 4-hour Zoom calls or face-to-face sessions, along with a two-day/overnight off-site retreat.

"Ultimately, these Forums develop trusted and meaningful connections that enhance the spirit of community and belonging throughout Yale New Haven Health," added Dr. Ivy.

For more information about Yancy Forums and the YNHHS WELD program, please contact Dr. Ivy at 203-384-3717 or [michael.ivy@bpthosp.org](mailto:michael.ivy@bpthosp.org).

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## Save the date: Building Against Burnout session May 5

Mark your calendar for the next Building Against Burnout (BAB) session on Thursday, May 5, from 12:15 to 1 pm, when the topic will be the Epic upgrade. The principal trainers will give a high-level overview of the major upgrade features. The session will also include breakout sessions focusing on specifically on changes for inpatient units, the Emergency Department and Ambulatory areas.

These brief sessions highlight timesaving topics to work through ways to reduce burnout. The presenters are physicians and APPs who have completed rigorous Epic training. The BAB sessions are a form of "fireproofing," to help build resistance to the challenges and stresses of practicing medicine. CME credit is available.

To join the session via Zoom, visit [zoom.us](https://zoom.us). Select "Join a Meeting" and enter meeting ID 937 4636 0432 and passcode 649503.

BAB sessions are recorded and posted on the Medical Staff Portal for those unable to attend the live session.

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## Newsletter Submissions

Deadline for submission of content for the May 2022 issue of *Medical Staff News* is Wednesday, May 5, 2022. Please submit items for consideration to Karen Santucci, MD, at [karen.santucci@greenwichhospital.org](mailto:karen.santucci@greenwichhospital.org) or Myra Stanley, YNHHS at 203-688-1531 or [myra.stanley@ynhh.org](mailto:myra.stanley@ynhh.org).

## Medical Staff Changes (March 2022)

### Appointees



**Yousif Ahmad, MD**  
(Cardiology)  
Yale Medicine Cardiology  
789 Howard Ave.  
New Haven, CT 06519  
**Phone:** 203 785 4127  
**Fax:** 203 737 6118



**Gregory Farenga, PA**  
(Orthopedics)  
Orthopaedic & Neurosurgery Specialists  
6 Greenwich Office Park  
Greenwich, CT 06831  
**Phone:** 203 869 1145  
**Fax:** 203 869 2150



**Jennifer Fenster, MD**  
(Pediatrics)  
Sound Beach Pediatrics  
2001 West Main St.  
Stamford, CT 06902  
**Phone:** 203-363-0123  
**Fax:** 475-619 9855



**Alexandria Georgadarellis, MD**  
(Pediatrics)  
Greenwich Hospital – Emergency Department  
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**Phone:** 203 863 3637  
**Fax:** 203-863-4274



**Laura London, PA**  
(Surgery)  
Greenwich Hospital – Trauma  
5 Perryridge Road  
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**Phone:** 203 915-1835  
**Fax:** 203-863-3544



**Katelyn O Connor, PA**  
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**Phone:** 203-863-3513  
**Fax:** 203 863-3816



**Janiline Shepherd Hall, PA**  
(Medicine)  
Greenwich IM Hospitalist Service –  
Northeast Medical Group  
5 Perryridge Road  
Greenwich, CT 06830  
**Phone:** 203 863-3840  
**Fax:** 203-863-4738



**Sarah Tullo, APRN**  
(Orthopaedics)  
Yale Medicine Orthopaedics  
260 Long Ridge Road  
Stamford, CT 06902  
**Phone:** 475 240 5762  
**Fax:** 203 316 0539

### Resignation/Non-Renewal of Privileges

**Melissa Langan, MD** (Pediatric Emergency Medicine)

**Antonio Riera, MD** (Pediatrics Emergency Medicine)

**Elissa Solomon, PA** (Orthopaedics)

**Pamela Valentino, MD** (Pediatric Gastroenterology)

### Change in Status

**Margaret Furman MD** (Cardiology) was granted a leave of absence from the medical staff

**Sarah Maurasse, MD** (Otolaryngology) was granted a leave of absence from the medical staff

### Office Move

**Mark Fisher, MD**  
(Plastic Surgery)  
Mark Fisher, MD – Plastic and Reconstructive Surgery  
1391 Post Road East  
Westport, CT 06880  
**Phone:** 203 557-4356  
**Fax:** 203 557 6077

### Miscellaneous

**Sandra Margoles, MD** (Plastic Surgery) has changed the practice fax number to 203 717 5378

**Marcus Mayas, MD** (Medicine) has changed the practice fax number to 203 457 3099