

Medical Staff News

Newsletter for the Medical Staff of Greenwich Hospital | March-April 2024

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Greenwich
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From the desk of the CMO

New season – new quality initiatives!

Karen Santucci, MD, Chief Medical Officer

Dear Mighty Team,

Happy Spring!

As you know, Spring is a time of new beginnings and I think I would be remiss if I did not introduce you to some new quality initiatives.

EQuIC is the Enterprise Quality Inpatient Committee which oversees and advances Quality and Safety and care coordination within YNHHS hospitals. The committee ensures delivery of high quality, evidence-based care while promoting collaboration among providers and sets strategic direction for quality improvement across our Delivery Networks.

EQuAC is the Enterprise Quality Ambulatory Committee which oversees and advances Quality and Safety care coordination within the Clinically Integrated Network (CIN) and hospital-based clinics. It ensures the delivery of high-quality, evidence-based care while promoting collaboration among ambulatory providers and sets the strategic direction for quality improvement throughout these entities.

PICC is the Performance Coordination Committee and serves as the coordinating body for Care Signature Councils and Performance Improvement (PI) Teams to ensure consistent awareness, alignment, measurement, progress, and communication of Care Signature and PI work and performance across the ambulatory and inpatient environments. The PICC reviews and monitors Quality and Performance Improvement work for each quality measure escalating any issues that require leadership awareness and attention to EQuIC and EQuAC.

Vizient is our benchmark and we are adopting a whole system quality strategy. Who is responsible? Boards, chairs/chiefs, clinical/operational leaders, frontline staff and PFAC (Patient Family Advisory Council). Which quality and safety measures are targeted? All Hospital-Acquired Conditions (HAC), meaning all infections, Patient Safety Indicators and Care Signature Pathway Utilization.

By way of background, we have 11 distinct employers, 1,500 Yale faculty, 1,460 NEMG clinicians, more than 5,000 community and contract clinicians, more than 20 departments and over 7,000 nurses in our health system.

Continued on page 2

Continued from page 1

We have over 370 ambulatory sites, eight Emergency Departments, 29 Urgent Care Centers, five hospitals with seven inpatient campuses, plus Hospital at Home, telehealth services and 47 skilled nursing facilities.

While there is lots of work to do, we have the strength and support of each other and our health system.

Thank you for all you do,

Karen

Pamela Sutton-Wallace named president of Yale New Haven Health



Yale New Haven Health announced recently that Pamela Sutton-Wallace has been promoted to president of the health system. In addition to leading health system operations, she will drive enterprise strategy to align and strengthen clinical services across the continuum of care

to advance the health and well-being of the communities we serve.

She joined YNHHS in July 2022 as chief operating officer and was tasked with helping guide the organization out of the COVID-19 pandemic and into its envisioned future as an academic health system. She has been instrumental in driving key strategies with Yale School of Medicine to build programs and increase access for patients across the state and region.

Sutton-Wallace received her Master of Public Health degree from Yale School of Medicine and her bachelor's degree from Washington University. She serves on many boards, including Consensus Cloud Solutions, Inc., the Carol Emmott Foundation, and Duke University School of Nursing Board of Visitors. She is an active member of the National Association of Health Services Executives.

The Jack and Miriam Zwas Youth Access Program to give students career exploration experience

Greenwich Hospital will launch a new program this summer for high school students who may face barriers to pursuing careers in health care. *The Jack and Miriam Zwas Youth Access Program* is an innovative, immersive, and interactive five-day introduction to the field of health care, with teaching sessions and hands-on activities at the hospital.

Open to students at nearby Port Chester High School, the program was designed by Chief Medical Officer Karen Santucci, MD; Director of Volunteer Services Stacey Green; and the program's founding-donor Felice R. Zwas, MD.

A generous donation from Dr. Zwas and her wife Sarah Gallen, made this program possible. Their gift, in honor of Dr. Zwas' parents, recognizes the importance of education with the goal of fostering the career aspirations of today's local high school students. Dr. Zwas' parents were Holocaust survivors who were dedicated to creating opportunities for those facing disproportionate barriers.

"My parents were devoted to education and this gift further realizes their dream to help young people be inspired and expand access to meaningful learning experiences. I am proud to share that dream and help make this program a reality for the next generation of promising young leaders," Dr. Zwas said.

The students' program schedule will provide a broad overview of potential work and career paths.

A multidisciplinary and diverse team of Greenwich Hospital healthcare staff will share their professional expertise with the students to expose them to all the multi-faceted inner workings of a hospital. In addition to introducing the students to various clinical areas, the program is designed to encompass all areas of the hospital, including food and nutrition, facilities, transport, environmental services, sterile processing, the medical library and volunteer services.

A variety of teaching styles will be used: didactic sessions, panel discussions, small-group learning, demonstrations, medical simulations and hands-on activities. Program alumni will be encouraged to return as college interns.

YNHHS eliminates race, ethnicity in evaluating pulmonary function testing results

As part of our ongoing commitment to provide equitable patient care, Yale New Haven Health and Yale School of Medicine (YSM) no longer use race or ethnicity for interpreting lung function in patients undergoing spirometry testing.

Last March, the American Thoracic Society and European Respiratory Society issued a joint recommendation to use the Global Lung Function Initiative (GLI) Race-Neutral equation to interpret lung function. Historically, the GLI standard equations have included correction factors based on a patient's reported race or ethnicity, which results in different interpretations of lung function.

Yale New Haven Health and YSM implemented the race-neutral equation Feb. 27. Pulmonary function test reports include a statement indicating that the new race-neutral standard is being used and how to best interpret the patient's results. For details, please refer to guidance in the Care Signature Asthma: Pediatric Ambulatory and Care Signature COPD: Adult Inpatient pathways.

Safety Matters

Human Factors in Healthcare

Human factors engineering is the discipline that takes into account human strengths and limitations in the design of interactive systems that involve people, tools and technology, and work environments to ensure safety, effectiveness and ease of use. The goal in human factors engineering is to improve interactions between people and other elements of the work system, such as technologies, tasks and the physical environment. The human factors mantra is *Fit the design to the person, not the person to the design*.

Staff will often create workarounds when barriers are met that prevent people and systems from working together harmoniously. Workarounds, or the consistent bypassing of policies or safety procedures by frontline workers, frequently arise because of flawed or poorly designed systems that increase the time necessary for workers to complete a task. As a result, frontline personnel work around the system to get work done efficiently. The use of workarounds puts our staff and our patients at risk for errors to occur.

Take away: Assess your departments and units with a human factors' lens. Look for processes that are at risk for workarounds. By recognizing and improving difficult processes, we have an opportunity to improve system performance, patient safety and workforce safety.

Reminders from the GH NEMG Hospitalist Program

Deficiency Notifications: In addition to Epic InBasket notifications, physicians will periodically receive emails as reminders that completion is required to prevent suspension of privileges. Please acknowledge and reply within seven days of receipt of the email reminder.

Educational series video: See recent educational series videos on CHF/COPD Readmissions and E Cart:

- From March 12 [CHF/COPD Readmissions](#)
- From March 18 [E Cart](#)

Daily Lab Ordering: Across Greenwich Hospital for February 2024, 87 percent of patients had daily labs ordered. In Medicine A, the number was 93 percent. The target for YNHHS is 60 percent – GH is a significant outlier in unnecessary daily lab utilization. Going forward, please:

- Stop and think before ordering a CBC or BMP for the next day – will it change my management or impact my care?
- Avoid using the “Daily” lab order frequency on non-ICU areas

Patient Mobility: Several initiatives are underway across the hospital with our partners in care to increase patient mobility and ensure that patients obtain their Highest Level of Mobility (HLM) each day. Please help contribute to these efforts by discussing mobility on Rounds with Nursing and advocate for patients to be eating out of bed and mobilized daily to their highest level.

Library Services resources for staff – CINAHL database

The library at Greenwich Hospital provides access to outstanding health information resources and services that support education, research and patient care. The hospital libraries promote the Yale New Haven Health care signature initiative by fostering an atmosphere of innovation, collaboration, cooperation and life-long learning in support of an academic health network. Each library is open to YNHHS faculty, students, staff and affiliates.

Access to the CINAHL database

The CINAHL (Cumulative Index to Nursing and Allied Health Literature) database allows users to search for content from journals in the fields of medicine, nursing allied health professions, alternative/complementary medicine and consumer health. The CINAHL database uses basic and advanced search features to help users effectively search and retrieve information.

Library staff can assist in locating the specific resource to meet your needs.

Greenwich Hospital library information:

Donna Belcinski MLS, MS
Location: Rm. 1-4201; Phone: 203-863-3293
Hours: Mon. 5:30 am - 2 pm
Tues. and Fri. 8 am - 4 pm
Wed. and Thurs. 5:30 am - 4 pm

YNHHS now offers online blood draw appointments at many locations

Patients can now make appointments online to have blood drawn at 38 Yale New Haven Health outpatient blood draw locations throughout the region, including Connecticut and New York.

Patients may visit ynhhs.org/patient-care/blood-draw-stations for a list of locations; those with online scheduling available will have a “book online” button at right.

Patients must have a current order for blood or lab testing from their provider. YNHHS blood draw locations will accept orders for other labs such as Quest. If there is no appointment available at the desired date and time, walk ins are still accepted at blood draw locations during business hours.

Newsmakers

Kisha Mitchell Richards, MD, director of Pathology, was recently honored by the YWCA of Greenwich as a Woman Who Inspires, an award recognizing and celebrating outstanding women who have excelled in philanthropic, professional and volunteer pursuits and enriched the lives of those in their communities. Family, friends and colleagues joined the celebration at the Greenwich Country Club to



congratulate Dr. Richards (center) including (left) Barbara Ward, MD, and Felice Zwas, MD, both former YWCA honorees. Congratulations Dr. Mitchell Richards!



Morgan Bain, MD, medical director, Palliative Medicine, was selected Physician Co-Chair Elect of the American Association of Hospice and Palliative Medicine (AAHPM) Assembly Planning Committee. Congratulations Dr. Bain!

Register for the Yale Inflammatory Bowel Disease Conference – April 19

This inaugural one-day conference is on Friday, April 19, at Water’s Edge Resort & Spa in Westbrook. The event will provide educational programming, professional development, and networking opportunities for physicians and advanced practice providers who care for patients with inflammatory bowel disease.

The program, which runs from 7 am – 6 pm, is designed to focus on the latest, most up-to-date care principles for IBD and provide evidence-based education in the diagnosis and management of inflammatory bowel disease.

CME credits available. For schedule, details and to RSVP, visit yale.cloud-cme.com/IBD2024

Digestive Health Virtual CME Series 2024: Trust Your Gut – April 18

Yale Medicine and Yale New Haven Health will continue to offer the free, monthly virtual Digestive Health CME series, called Trust Your Gut. The year-long series will again be held the third Thursday of each month at 5 pm throughout 2024.

The series provides digestive health educational programming, professional development and networking opportunities for physicians and advanced practice providers.

On April 18, presenters will share updates in Irritable Bowel Syndrome Diagnosis & Treatment. Yale School of Medicine designates this live activity for a maximum of 1.0 AMA PRA Category 1 Credits™ per session, a total of 12.0 AMA PRA Category 1 Credits™ for the series.

To register, visit the Yale CME portal at yale.cloud-cme.com. For questions, contact Joseph Mendes, executive director, clinical program development, Digestive Health at Joseph.Mendes@ynhh.org.

APP News

Are you looking to get more involved in APP professional development or committee work? Find out more!

Contact Lisa Henderson, APRN, at lisa.henderson@greenwichhospital.org.

Smilow Shares with Primary Care: Bladder Cancer – May 7

Tune in for the next Smilow Shares with Primary Care webinar on Breast Cancer – Tuesday, May 7 at 5:30 pm. The event will include presentations by Karen Brown, MD, Monica Valero, MD and Parisa Lotfi, MD.

Smilow Shares with Primary Care is a monthly educational series for physicians, patients and the Greenwich community presented via Zoom. Presentations are subject focused and hosted by experts from Smilow Care Centers around the state as well as from Greenwich Hospital. CME credits are available. No registration necessary.

Tune in via Zoom. With questions, contact Heather Studwell at 475-240-8328 or heatherleigh.studwell@greenwichhospital.org.

Newsletter Submissions

Deadline to submit content for the May 2024 issue of *Medical Staff News* is Friday, April 26, 2024. Please submit items for consideration to Karen Santucci, MD, at karen.santucci@greenwichhospital.org or Myra Stanley at myra.stanley@ynhh.org.

MEDICAL STAFF CHANGES (February 2024)

Appointees



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Resignations/Non-Renewal of Privileges

Michael Alfonzo, MD (Pediatrics Emergency Medicine)
effective 12/31/2024

Christina Allen, MD (Orthopaedics) effective 2/6/2024

Nadia Ameen, MD (Pediatrics Gastroenterology)
effective 7/1/2023

Sonali Bhalodkar, MD (Pediatrics Emergency Medicine)
effective 8/1/2024

Mary Diana, MD (Obstetrics/Gynecology) effective 12/31/2023

John Fahey, MD (Pediatrics Cardiology) effective 8/31/2024

Anne Guyot, MD (Medicine Neurology) effective 4/15/2024

Dana Jaggessarsingh, MD (Pathology) effective 1/22/2024

Sarah Lambert, MD (Surgery-Urology-Pediatrics)
effective 4/26/2024

Storm Liebling, MD (Pediatrics Emergency Medicine)
effective 12/31/2023

Avinash Mohan, MD (Surgery Neurosurgery) effective 3/5/2024

Tinika Montgomery, MD (Medicine Nephrology) effective 7/1/2024

Gabrielle Peters, MD (Radiation Oncology) effective 7/1/2024

Muhammad Shah, MD (Medicine Hospitalists)
effective 12/31/2022

Richard Xia, MD (Medicine) effective 6/25/2023