

Medical Staff News

Newsletter for the Medical Staff of Greenwich Hospital | September 2022

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From the desk of the CMO

CMO Report September 2022

Karen Santucci, MD, Chief Medical Officer

Dear Mighty Team,

There is quite a bit going on and I would like to provide you with an update. Once you have read through the list below, please give me a shout if you have any questions. Thank you for all you do!

Karen

Guest speakers at Medical Staff Executive Committee meeting

- Allen Hsiao, YNHHS chief medical information officer and professor of Pediatrics (Emergency Medicine) introduced our leadership to YCCI (Yale Center for Clinical investigation)
- Paul Lleva, MD, director of our Stroke Program at Greenwich Hospital shared an update on the use of Tele-Stroke.
- HAVEN (Health Assistance InterVention Education Network) representatives gave a brief presentation/update

Administrative Medical Staff Leadership Meeting, Aug. 29, 2022

Hospital Updates/New Hires/Recruits

- Save the Date: New Physicians Reception, Tuesday Nov. 15, 2022 Garden Cafe (a lovely tradition always organized by Gail Wallace)
- Effective Aug. 27, the Pharmacy Department added a MHT (Medication History Technician) and pharmacist to work from the ED to perform medication histories—MHT can be reached by Mobile Heartbeat.
- Orthopedics: two new Yale Medicine Orthopedists have come on board. Soon, we will also have a new NeuroSpine expert
- Bariatrics recruit (in progress, interviews underway)
- Acute Care Surgery/Trauma Surgery recruit (applicant has signed)

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- Thyroid/Parathyroid (application in progress, likely doing 1-2 days a month)
- Sleep Medicine (Will Weber, MD/NEMG Hospitalist certified in Sleep will join us this fall)
- Psychiatric APP (in progress) for ED/CL (Emergency Department/Consult Liaison)
- Critical Care – Welcome to Allie Thompson, MD, a wonderful addition to the team
- OB Hospitalist Update (meeting 8/30/22) plans for contract signatures in a few weeks and initiation of recruitment with the hope of a full cadre of Laborists in March 2023
- Currently exploring dates for early to mid-December for a Medical Staff Recognition Ceremony
- Spike Lipschutz, MD, is receiving the Lifetime Achievement Award from the *Westchester and Fairfield County Business Journals* (more information in this issue.) **Spike is retiring at the end of September. Let's all wish him the very best!!** Thank you for 15 years of service Spike! Don't make me sing again!
- Shruti Gupta, MD, was nominated for the Fairfield County Medical Association's Dr. Melville G. Magida Award. Congratulations!
- Clinical Optimization/Length of Stay Kick-Off took place Aug. 18. This is a top priority for our hospital and health system. Thank you to Lauren Stoerger and James Pallett for all of their planning and efforts and to all who attended the meeting and are making such a valuable contribution
- Peggy Lennon, executive director, Surgical Services is retiring this fall. We will miss her greatly.
- NICU APPs (completed recruitment, hope for YM NICU Fellows, PA student there now). Congratulations to Dr. Gupta, Patricia Basciano and Barbara Leaf.
- Surgical Critical Care APPs (roles/responsibilities). Recruitment and training continue and a big thank you to Dhara Soni for her hard work.
- PICC LINE SOP: Avoid PICCs in patients with CKD (Chronic Kidney Disease)/dialysis access expected in the future/Document Nephrology Clearance (AKI, Transplant, Consult, PICC nurse initiated)
- Revised New Product Request Criteria—must provide one of the following: demonstrable benefit to patient outcomes; opportunity for growth; address a safety concern; address a specific niche population; address a formulary gap
- CMS requirements for COVID-19 vaccination: hospital must develop and implement policies and procedures to ensure that all staff are fully vaccinated. We are also required to be vaccinated against Influenza
- Conflict Resolution Policy (final decision goes to the Board)
- Monkey Pox vaccine (within four days prevent and within 14 days mitigate symptoms)
- Robotics privileging becoming more standardized
- YNHH Fellows working with YM Faculty credentialed at hospitals within the Health System; potential for a more streamlined process
- IRB (Bridgeport)
- ROP Coverage/NICU (exploring new coverage model, increasing need)
- Director of CME (Dr. McLeod would like to transfer to Dr. Rossi)
- House of Heroes update: Nearly 25 volunteers from Greenwich Hospital went to a local Vietnam Veteran's home in August and worked with local carpenters to do home improvements, including power washing, raking, weeding, deck repairs and staining, plumbing repairs, and waste removal. An entire full-size dumpster was completely filled, as were the hearts of the volunteers!

Serious Safety Event/DPH Reportable/Medical Staff Professionalism Trends

- Joint Commission Contract Management Guidelines: Leaders approve and monitor contracts, the contract is described in writing, clinical leaders and medical staff have an opportunity to provide advice.
- Suspension secondary to incomplete records: please remember to complete all EPIC records in a timely fashion—this is critical to maintain continuity of care.
- Time Outs (tighten processes). We have identified many opportunities for improvement relate to our

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- Time Out process and will be visiting sites to observe the process which is so important for quality and safety
- Labor & Delivery (space/staffing: many discussions are underway and the new warmers have arrived)
- Infant Transporters (they are end of life—equipment, not people thank goodness! We need three new ones)
- Workplace Violence (recent events): sexual assault and a patient’s support person carrying a concealed weapon/firearm (weapons are strictly prohibited on hospital property which includes our ambulatory sites)
- SERC (Significant Event Review Committee) Update DPH Reportable Events (September).
- Quarterly Update at PSQC (the Board Patient Safety and Quality Committee)
- Coaching Opportunities/MSPC/IFE Kathleen Quinn (Leadership/challenging situations)
- PPEC/FPPE: Congratulations to Nidhi Shah, MD, the new Chair of PPEC (Professional Practice Evaluation Committee); thank you to Spike for his many years of service
- FPPE and OPPE Sept. 30, 10-11 am (Flyer/MCIC/Information is available in the Medical Staff Lounge)
- Corporate Objectives Trends (SSI, YAC Update CSAT/CLABSI): Thank you to all the colorectal surgeons participating in the Yale Anastomosis Club meetings, and for participating in CSAT and recording and reviewing surgeries
- Abuse and Neglect and Domestic Violence Policy: Identification, Assessment and Response: MANDATE for reporting elder abuse/neglect reduced from 72 hours to 24 hours.
- Drug Diversion Policy: assist management staff in handling cases of suspected diversion (intentionally and without proper authorization, using or taking possession of prescription medication from YNHHS supplies, patients, or through YNHHS ordering, dispensing)
- Travel and Business Expense Policy: Business travel must be booked through the official travel agency services

President’s Report

- Budget Mitigation: Diane will provide an update/loss of approximately \$25M/month Smilow Cancer Center Update (Planning and Zoning meeting Sept. 8)

Facility Expansion/Hospital Operations Updates

- FQHC (Federally Qualified Health Center) Update: we will be able to expand services to the community we serve)
- Plexiglass being removed (not proven to be helpful)

Additional news

- Currently expanding services for the Yale Adult Critical Care Transport Team including acquisition of a new helicopter to be stationed at Sikorsky (we would like a helipad for Greenwich but need to wait at this time)
- Kudos to Drs. Blasberg, Lee and McGibbon on their Lung Cancer Screening Symposium!
- Congratulations to Barbara Ward, MD, on her partnership with Joan Lunden presenting *Navigating Triple Negative Breast Cancer*, moderated by BCA (Breast Cancer Alliance) Executive Director Yonni Wattenmaker on Sept. 28 at 7:30 pm—register at <https://breastcanceralliance.org/events>

All hands on deck for hand-offs!

Dear Mighty Team,

The hand-off is said to be one of the most risky and error-prone times for patients and for us!

It is a time when information often isn’t communicated or heard... possibly when medication allergies aren’t reported and when critical insights into patient care are not shared for one reason for another.

Clear communication is of the utmost importance in healthcare. Are there any useful tips to help promote high quality hand-offs? Yes, there are—I am going to share eight tips for you right now:

Health records enhance hand-offs and are vital in communicating information to other providers

Assess and determine (in advance) the critical information that needs to be communicated

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Necessary information to convey (listed below)*

Don't count on the patient or family to communicate vital information during a hand-off

Organize your thoughts to combine and communicate it at one time

Face to face communication is best! At the patient's bedside!

Focus! Try to avoid interruptions during a Hand-Off

Standardize tools and methods to communicate information (like templates, protocols, checklists etc. whatever works for YOU!)

*Necessary information

- Illness assessment: severity
- Summary, events leading up to the illness or admission or transfer
- To-Do action list
- Contingency plans
- Allergy list, weight
- Code status
- Medication list
- Dated lab tests/imaging
- Dated vital signs

So, you are asking yourself, did Karen create this mnemonic? Yes, she did! She made it for **YOU!**

Let's do a practice hand-off:

DJR is a 60-year-old male who is a known asthmatic with a severe tree nut allergy. Two hours ago, he accidentally ingested a brownie with walnuts, he vomited, developed diffuse urticaria and severe respiratory distress. He received IM Epi (0900) pre-hospital and a repeat dose of Epi IM on arrival to the ED (0920) because of lip and tongue swelling. By 0940, he received a 20 cc/kg bolus of saline, 125 mg of Solumedrol and 50 mg of diphenhydramine IV. He started to improve but had wheezing and received albuterol at 10 am.

He is stable now but has been intubated for asthma and anaphylaxis in the past and I think he needs to be admitted to the ICU for close observation. His swelling is improving and he is afebrile. He weighs 72 kg, HR 102, RR 28 and is 96 percent on 2 L NC. No labs were sent.

He is a Full Code and is on controller meds for his asthma at home (here is a list). Because of his past history with anaphylaxis and requiring an Epi drip in the past we have the pharmacy preparing that. Oh, and yes, once he was stable enough we had him rinse out his mouth to avoid any additional allergen exposure. Anything else I can tell you? Thanks so much!

Thanks for reading. Next month, I hope to catch some hand-offs on the units, in the ED and especially from the PACU to the ICU which are critical bedside hand-offs.

Be safe,

Karen

YNHHS gears up for mandatory flu vaccinations

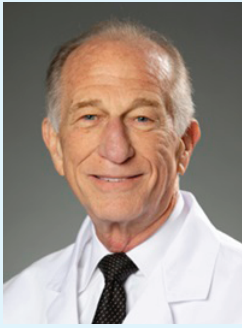
Flu season will soon be upon us, and YNHHS is gearing up for its annual mandatory flu vaccination program designed to protect patients, families and employees.

Beginning in October, YNHHS will provide flu vaccinations for employees at locations throughout the health system. As a condition of continued employment, physicians and employees must receive a flu vaccination or have an approved medical or religious exemption. Onsite vaccinations will begin at Greenwich Hospital on **Oct. 10**. The deadline to receive the flu vaccination is **Thursday, Dec. 1, 2022**.

Employed members of the medical staff may schedule their flu shot by signing into Infor, and then Employee Self-Service (ESS), or through the Employee Health section on the Infor landing page. Non-employed Licensed Independent Practitioners may schedule an appointment by visiting <https://fluvaccination.ynhh.org>.

Additional details about vaccination options, including how to submit documentation of vaccination by a primary care provider or participating pharmacy, will also be available on the ESS dashboard. Information about applying for a medical or religious exemption will be available on ESS as well. Employees must request the appropriate exemption by Oct. 15.

For additional questions, contact vaccineinfo@ynhh.org.



A special message from Spike

*Spike Lipschutz, MD,
vice president, Medical Services,
retires on Sept. 30.*

Last words: Thank you.

I'm taking this opportunity to share some parting thoughts and words of gratitude to you, our Greenwich Hospital Medical Staff.

We are part of an extraordinary profession – the schooling, the training, the hours, sometimes short-changing our families and friends, and maybe also neglecting our own wellbeing.

In previous messages, I've mentioned the wonderful mixture of the art, the science and the humanity which are the hallmarks of being physicians. It is a courageous profession – how well were we really prepared to deal not only with the physical and physiologic challenges of sickness and its prevention, but also with the emotional spectrum and vulnerabilities of our patients, many of whom helped us recognize our own vulnerabilities.

Collectively, our medical staff has cared for many, many thousands of patients. You have given the best of yourselves, here at our hospital, in your offices, at skilled facilities, with home visits – everywhere you are needed. You care for all ages, all comers, all wishing to be respected and patiently be listened to and understood, and of course to be “cured.” Cured really means healing in all its' forms. You have helped bring life into the world. You have provided comfort at the end of life, and all the years between.

Thank you – to the almost 300 specialists who gave invaluable time in our Outpatient Center this past year; to so many of you who have given time teaching our residents; to the many medical staff who have and continue to participate on committees, clinical task forces, clinical best practices teams; to our dedicated medical staff leadership who care deeply about our members and implement changes to support us. Thank you to those who cared for and continue to care for my family and me. And a giant thank you to your families who have shared you with us.

So much has changed during my 50 plus years in medicine. At our recent medical staff meeting, I had the opportunity to briefly speak about my own journey. It was an opportunity to share just some of the many stories of medical school, internship and residency, the early years of practice (I almost burned our office down) and the many years since. Please consider sharing some of your stories —we all have them— with colleagues in your department, in your practice group, with your family. Stories make us human, and as author Frank Delaney wrote, “Stories are where you go to look for the truth of your own life.” Stories sometime reveal how we chose our profession or our profession chose us. And frankly, it's fun and meaningful to re-experience these memorable moments.

I know all of you will continue to bring your art, your science, your humanity and your commitment to patients and their loved ones for many years to come.

Again. Thank you.

Spike

Medical Library has extensive collection of electronic books

The Greenwich Hospital Medical Library holds over 2,000 books in its electronic book collection. These books are easy to read and can be accessed through our electronic resources collection at TDNet or <https://greenwich.tdnetdiscover.com/>.

The electronic collection includes core titles such as *Harrison's Principles of Internal Medicine*, *Fitzpatrick's Dermatology*, *Williams Obstetrics*, and many more. There are also books in specialties such as Urology, Hepatology, Palliative Care, Healthcare Administration, and Obesity Medicine. For remote access to use the electronic book collection, email donna.belcinski@greenwichhospital.org for a LibLynx account.

News from the GH Medical Staff DEI Council

*Submitted by Ellika Mardh, MD, medical director,
Outpatient Center and chair, Medical Staff DEI Council*

Informative report highlights health needs, disparities in our community

Every three years, the Greenwich Community Health Improvement Partnership (GCHIP), together with Kathy Carley-Spanier, director of Community Health at Greenwich Hospital, release a Community Health Needs Assessment, which measures the health needs of the community as part of a larger goal of measurably improving the health and wellbeing of its residents.

I highly recommend perusing the report, which can be found at <https://www.greenwichhospital.org/about/community/community-health/needs-assessment> as it contains eye-opening information about health needs in Greenwich as well as the communities around us!

***Did you know?**

- Fairfield County ranks 15 out of 107 large U.S. metropolitan areas, with a score of 655 out of 1,000. But the county is also home to the highest and lowest scoring geographic areas, emphasizing its polarization on measures of well-being. For example, the towns of Greenwich and Fairfield score 745 and 720, respectively, on the Index, placing them above the best-performing metropolitan area in the nation (Madison, Wisconsin). However, the East End neighborhoods of Bridgeport have a score of just 418, which is lower than that of the lowest performing U.S. metro area (McAllen, Texas). These differences are largely related to income levels. The poverty rate among young children in the East End neighborhood of Bridgeport is more than 20 times greater than that of the wealthier towns.
- Asian and white residents are generally more advantaged than Black and Latino residents. The indicator with the highest degree of racial inequality is the number of young children in poverty. More than 1 in 4 Black children live in poverty, compared to just 1 in 25 white children.
- Within Greenwich, the percent of adults who said that they did not get the medical care they needed in the past year rose from 5 to 8 percent from 2015 to 2018, and the percent who postponed care rose from 13 to 19 percent.

The Community Index score predicts neighborhood-level life expectancy with a very high degree of accuracy. There is a 19-year difference in life expectancy between some neighborhoods in Fairfield County, including a 6-year difference between Bridgeport (77.7 years), the county-wide average as a whole (82 years), and Greenwich (84 years).

- Food insecurity impacts 7 percent of adults in Greenwich and 11 percent of adults in Port Chester, New York, compared to 13 percent of all adults in the state of Connecticut.

How you can help:

Consider supporting these local agencies that address food insecurity for individuals and families in their respective areas:

Connecticut Food Access

- **Connecticut Food Bank:** 203-469-5000 or dial 211, website: ctfoodbank.org
- **Neighbor to Neighbor:** 203-622-9208, 248 East Putnam Ave., Greenwich, CT
- **New Covenant Center:** 203-964-8228, 174 Richmond Hill Ave., Stamford

Westchester, New York Food Access

- **Caritas:** 914-305-3967, 509 North Main St., Port Chester, NY
- **Feeding Westchester:** 914-923-1100 200 Clearbrook Road, Elmsford, NY
- **Don Bosco Community Center:** 914-939-0323, 22 Don Bosco Place, Port Chester, NY
- **Bread of Life :** 914-602-9783, 65 Orchard Ave., Rye, NY
- **Salvation Army:** 914-294-4440, 36 Bush Ave., Port Chester, NY
- **Carver Center:** 914-939-4464 400 Westchester Ave., Port Chester, NY

*According to the 2019 Greenwich Hospital Community Health Needs Assessment and CHIP

Lipschutz wins lifetime achievement award

The *Westchester and Fairfield County Business Journal* awarded GH's Spike Lipschutz, MD, the Lifetime Achievement Award as part of their Doctors of Distinction 2022 awards. The prestigious Lifetime Achievement Award recognizes a physician for his or her lifetime commitment and dedication to the medical profession.

A physician for more than 50 years, the last 15 of which he has spent at Greenwich Hospital, Spike has served as the chief medical officer, chief quality officer and currently serves as vice president of Medical Affairs. Spike is known and loved by the entire hospital and will be retiring at the end of September at age 80.

Congratulations Spike!

Greenwich Hospital earns five-star rating from federal agency

For a second consecutive year, Greenwich Hospital has earned a five-star hospital quality rating from the Centers for Medicare and Medicaid Services (CMS) – the highest distinction offered by the federal agency. GH is one of just three hospitals in the state to receive the highest rating.

Found on Medicare's Care Compare website, the CMS ratings provide consumers with a simple way to compare hospitals' quality and performance. The ratings are based on more than 40 quality measurements in five categories: mortality, safety of care, readmissions after treatment of common conditions, patient experience, and timely and effective care.

This year, only 13.8 percent of the 3,093 hospitals rated by CMS across the country earned a five-star designation.

MEDICAL STAFF CHANGES (August 2022)

There are no medical staff changes, as the Patient Safety and Clinical Quality Committee did not meet in August.

Officials break ground for YNHH Neurosciences Center

Yale New Haven Hospital broke ground recently on an \$838 million, 505,000 square foot project that includes construction of a new Neurosciences Center. The project will include two new patient facilities and focus on innovation in the neurosciences. The largest of its kind in state history, the project will feature 201 inpatient beds and provide a unique setting for patients seeking innovative care from movement disorders to neuro-regeneration. The new facility is scheduled to open to patients in 2027.

Save the date: Oct. 20 – next Trust Your Gut Digestive Health session

YNHHS and Yale Medicine host a 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.

Tune in for the next session on Thursday, Oct. 20 the topic will be a case study entitled a *Practical Approach to Diarrhea*. The topic for the following session, on Nov. 17, will be a case study on *Abdominal Pain: When to Image and Refer*.

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.cloud-cme.com. For questions, contact Joe Mendes, executive director, Clinical Program Development, Digestive Health at joseph.mendes@ynhh.org.

Newsletter Submissions

Deadline for submission of content for the October 2022 issue of *Medical Staff News* is Friday, Sept. 30, 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.