

Medical Staff News

Newsletter for the Medical Staff of Greenwich Hospital | October 2021

Yale
NewHaven
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Hospital

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Karen Santucci, MD

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From the desk of the CMO

Think 10-10-10

Karen Santucci, MD, Chief Medical Officer

Dear Mighty Team,

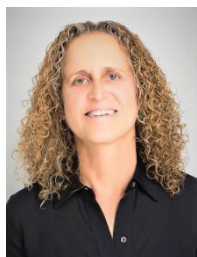
I wanted to share with you a message from a book I read many years ago. I actually didn't read it... because I would travel about a 100 miles a day, I listened to it while driving back and forth between New Haven, Norwalk and Greenwich. The title of the book is *10-10-10* and it was written by Suzy Welch. This is one of those books that changes your life forever. It presents a life-transforming concept: when faced with a difficult decision, imagine the consequences of that decision in ten minutes... ten months and... ten years. Exploring the impact of our decisions in multiple time frames invariably surfaces our unconscious agendas, fears, needs and desires and ultimately helps us to identify and live according to our deepest goals and values. This technique can be helpful in making decisions large and small, routine and radical. This idea can help us replace near chaos with consistency and even quite possibly confusion with clarity.

So try not to think only about how you feel in the moment, but also in ten minutes, ten months and ten years from now. This is a way to look past present circumstances and consider long-term consequences and hopefully make the right decisions. I have used what I have learned from this book on multiple occasions and feel it helps to ground some decisions and reduce a bit of stress. I hope you will find this perspective helpful.

Best,

Karen

Words on Wellness: Interview with Felice Zwas, MD



The life of a physician is spent caring for others, which can make it difficult to identify opportunities for self-care and recognize when they're needed. For Felice Zwas, MD, chief of staff, Greenwich Hospital, balancing wellness with the responsibilities of her work has been something she's battled her entire 36-year career.

"Wellness has always been difficult for physicians because we're always taking the job on full-steam," she said. "Another person's health or

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another person's life is so important to us that there are times when we all don't realize the physical and emotional loads that we've taken on. That's why it's so important to take time for yourself, even if it's just a few minutes, and reflect on how you're feeling."

Dr. Zwas explained that, for her, there is an acceptance that the job comes with an inherent demand that requires sacrificing personal time.

"So many of us feel like this is the role that we've taken on, we're equipped for it, we adapt to it and we're good," she said. "But deep down we get a little nervous because we know there is just so much a person can tolerate."

The stress of taking on a leadership position, while balancing a robust gastrointestinal practice, sometimes pushes Dr. Zwas to her limits. It's in those moments that she relies on her family and their support. That support has allowed her to excel, being recognized as among the best in her field by *Connecticut* and *New York* magazines.

"Taking time for myself has been an active, thoughtful process," she said. "We have a rule in our house that there are no phones at dinner, which helps create that separation from the job. Vacations are also very big for us. We love to travel and when we do, we travel far."

While she acknowledges that international travel may not be feasible for everyone, especially during a pandemic, Dr. Zwas said being somewhere that makes her fairly unreachable is key to allowing her to decompress and reconnect with loved ones.

"I also enjoy music and sometimes I'll just pick up my guitar and play, or I'll sing, which brings me a lot of peace," she added. "It's just that little break in between the chaos of the day that can be so impactful."

Improvement comes down to each person finding what works for them and making a concerted effort to utilize those resources and support systems, according to Dr. Zwas.

"It's certainly trial and error," she said. "For me, something as simple as walking the dog can be therapeutic. The important thing is that you connect with the people that are important to you over the things you love to do. Engage with that, because that takes your mind away from the stresses of the job."

Medical Staff launches DEI Council

Leaders introduced the GH Medical Staff Diversity, Equity and Inclusion (DEI) Council recently at the September medical staff meeting.

Led by co-chairs Ellika Mardh, MD, and Cassandra Tribble, MD, the Medical Staff DEI Council presented the results of the recent medical staff DEI survey (thanks to all who participated!) and an action plan based on the findings. The council's goal is to foster an environment in which differences and individuality are respected and inclusivity is intentional.

The council will promote awareness of diversity, equity and inclusivity, in order to encourage team building, engagement and cohesiveness among staff. The council is also committed to supporting equal opportunities for professional development and will educate leadership and serve as a liaison between medical staff, hospital staff and administration. All medical staff members should be seen and their voices heard!

At the meeting, the introduction of the council and its goals also included guest speaker Sheryl Battles whose address was entitled "A Conversation Whose Time Has Come: The Intersection of Diversity and Compassionate Care." In addition to being a member of Greenwich Hospital's Board of Trustees, Ms. Battles is vice president, Global Diversity, Inclusion and Engagement for Pitney Bowes Inc. In her presentation, she shared her vision, guidance and expertise in diversity, equity and inclusion.

Any medical staff interesting in joining the Medical Staff DEI Council should contact Ellika.Mardh@greenwichhospital.org.

The Care Signature – Qs and As

An interview with Deborah Rhodes, MD, vice president of Care Signature and associate chief medical officer, Yale New Haven Health, and internist, General Internal Medicine division, Yale School of Medicine.

What is a Care Signature?

Yale New Haven Health's Care Signature is its recognizable stamp of the highest-quality care delivered by every caregiver in our health system at every site, every day. It is our pledge to patients that no matter where they enter our doors and who delivers their care, they will receive our collective best practice.

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I saw many elements of Care Signature when I arrived here shortly after YNHHS' first COVID admission. I observed groups with representation from all of the health system's delivery networks meeting daily to review the evolving COVID evidence, share resources, streamline processes and reach and communicate consensus on how best to care for COVID patients.

Why is a Care Signature important?

Every patient's outcome depends upon a collection of many different clinical decisions and processes implemented by many different care providers. There is an enormous amount of variation in these decisions and processes. Some variation is necessary to provide individualized care that meets each patient's unique needs. But variation can be harmful if it leads to inefficiencies, excess costs or unsafe decisions. Standardizing the things that can and should be standardized is just as important in medicine as it is in other environments where lives are at stake – like the airline industry, which was among the first to embrace this.

How does having a Care Signature help healthcare professionals?

Medical advances happen so quickly, no clinician can absorb and recall all the knowledge necessary to make the many complex decisions involved in patient care. So we have to build a system – our Care Signature – to support the safest, most current processes. That system still embraces the judgment and experience of individual patients and clinicians. Our Care Signature must be built by and for our own care providers to harness our unique resources, processes and expertise.

What are Care Signature pathways?

Care Signature pathways are like the GPS for clinical navigation – they guide our clinicians and their patients safely and efficiently from diagnosis to treatment to monitoring. Pathways provide all clinicians – from those in training to seasoned experts – all the resources they need, when they're needed, right in Epic. Care Signature pathways can improve the quality and safety of care, promote patient education and equity, reduce unnecessary tests and consults (which saves time, money and the environment) and save clinicians time.

What is an example of a Care Signature pathway?

The ICU Clinical Consensus Group has developed multiple Care Signature pathways to guide care for patients requiring mechanical ventilation. The group comprised

physicians from different specialties, advanced practice providers, pharmacists, nurses, rehab services and respiratory therapists. They identified 15 steps involved in caring for mechanically ventilated patients, but found considerable variation in these steps across YNHHS. The group developed consensus statements on best practice for each of the care steps, which covered pain management, choice of sedative, ventilator settings and other aspects of care. The consensus statements were incorporated into the Care Signature pathway to guide care providers' orders and management going forward.

How have these ICU Care Signature pathways improved care?

Since going live in Epic a few months ago, the pathways have been used more than 600 times across YNHHS ICUs. Results include a 29 percent reduction in average sedation exposure and a 21 percent increase in the type of ventilation designed to protect the lungs. Both of these can help to reduce patients' time on the ventilator and improve their outcomes.

How are Care Signature pathways developed?

Each pathway begins by convening a Clinical Consensus Group with experts from every relevant specialty and service. This group includes members from every relevant site, including all YNHHS delivery networks with provider groups, such as NEMG, Yale Medicine and the Community Medical Group. The consensus group reviews all the medical evidence and guidelines for a particular condition, then maps each step in care. Mapping shows areas where we do not have consensus throughout the health system. To create the pathway, the consensus group builds evidence and consensus into each care step, adds whatever resources are needed to complete each step and works with Information Technology Services to incorporate the pathway into Epic.

Who is involved in developing Care Signature pathways?

We have a team of clinicians who are incredibly skilled at building these pathways and an army of experts who have generously given their time and expertise. We have built more than 100 pathways in about 10 months with input from more than 700 experts across YNHHS. We hope to engage everyone involved in patient care across the health system in identifying opportunities to promote Care Signature through pathway development and clinical redesign.

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What role do non-clinical employees play in ensuring a consistent Care Signature?

Care Signature is about much more than pathways. Each of us has an important contribution to make to the patients who entrust us with their care. The health system's current advertising campaign focuses on how YNHHS does things "... with the greatest of care." Care Signature helps to define what that 'greatest of care' is, so we can build it into everything we do for every patient.

GH represented on the new Advanced Practice Executive Council

As YNHHS recognizes the importance of advanced practice providers (APP), Beth Beckman, DNS, RN, chief nursing executive and Tom Balczak, MD, chief clinical officer, recently announced the formation of the Advanced Practice Executive Council (APEC). APEC will build upon the success of the Nursing Executive Council (NEC) and Physician Executive Council (PEC).

The APEC is a system wide council committed to inclusive innovation, excellence in APP practice and leadership. Their mission includes advancing YNHHS strategic objectives, with the vision to create a diverse and inclusive APP community that is innovative, inspiring and inquisitive.

Chief nursing officers and chief medical officers from across the health system selected the members of APEC, who represent the advanced practice professions in our system. Advanced practice professions represented on the APEC include nurse practitioners, certified nurse midwives, certified registered nurse anesthetists and physician assistants. **Lisa Henderson, APRN**, Pediatrics, represents Greenwich Hospital on the APEC.

APEC has started working on a strategy for enhancing advanced practice across our health system. If you have any questions or suggestions for the APEC, write to APEC@ynhh.org.

Congratulations Dr. Santucci!

The American Academy of Pediatrics (AAP) recently awarded the esteemed 2021 Michael Shannon Humanitarian Award to GH's own Karen Santucci, MD, chief medical officer. The award recognizes Dr. Santucci for her work as a pediatric emergency physician who best demonstrates the potential for emulating the career accomplishments and personal excellence of the late Michael Shannon, MD. Santucci was also honored for her involvement and dedication to the community through voluntary service, her demonstration of excellence in clinical care, mentoring of peers and trainees, didactic and bedside teaching and performance of scholarly activities. Well done!

Newsmakers

Physician leaders named safety officers



Christian Pettker, MD, and **Jonathan Siner, MD**, have been named chief patient safety officer and associate chief safety officer, respectively,

for YNHHS. Drs. Pettker and Siner will be the medical leadership responsible for overseeing patient safety programs across the health system, aiming to take high reliability, error prevention, and harm reduction to the next level.

Dr. Pettker served as chief of obstetrics for YNHH since 2014 and was named associate chief quality officer in January 2019. He has led various quality and safety initiatives such as the YNHH Significant Event Review Committee (SERC), the mortality improvement project, chaperone policy implementation, the surgical site infection reduction performance improvement team and most recently the COVID-19 Call Center, testing and vaccine enterprises.

Dr. Siner, having served as the clinical section chief for Pulmonary, Critical Care and Sleep Medicine since 2018, recently completed his term as director of the Medical ICU at YNHH. Through his roles as chair of the System ICU Committee and medical director of YNHHS Tele-ICU programs, Dr. Siner has successfully developed crucial data analytics and decision-support tools to facilitate quality and safety improvements in the intensive care units across the health system.

Melissa B. Turner named YNHHS chief human resources officer



Melissa B. Turner has been named senior vice president and chief human resources officer, Yale New Haven Health. She succeeds Kevin A. Myatt, who retired Oct. 1.

Turner was most recently vice president of Human Resources for Yale New Haven

Hospital, the Health Services Corp. (HSC) and Northeast Medical Group (NEMG). She was also vice president of Talent Acquisition for the health system.

Turner joined Greenwich Hospital in 2007 as director of Human Resources, and was subsequently promoted into executive roles with increasing scope and responsibilities. She served as vice president of HR initially for Greenwich Hospital, then for both Greenwich and Bridgeport hospitals. Turner's responsibilities expanded in 2016 when she was named vice president of Talent Acquisition for YNHHS, before also assuming the senior leadership role with YNHHS, HSC and NEMG.

Dayya published in UHM Journal



David Dayya, DO, internal medicine, is co-author of a study published recently in the *Undersea and Hyperbaric Medicine (UHM) Journal*. The article, "The effect of total compression time and rate (slope) of compression on the incidence of symptomatic Eustachian tube dysfunction

and middle ear barotrauma: a Phase II prospective study," may be found in the third quarter, 2021 issue.

Save the date – Breast Center Virtual Educational Day on Oct. 30

Tune in Saturday, Oct. 30 from 8 am - 12:30 pm via Zoom for the continuing medical education event "Breast Cancer Care: Body and Soul." Panelists include Barbara Ward, MD; Alyssa Gillego, MD; Tara Sanft, MD; Julia Foldi, MD; and Chaplain Eddie Lopez. The event is free of charge and offers 4.5 contact hours. For more information, contact elisa.o'brien@greenwichhospital.org. Register by Oct. 25, 2021 at https://ynhh.zoom.us/webinar/register/WN_iEV3uUm4TGWVZDE3cqQmYg.

Save the date: Trust Your Gut Digestive Health session Nov. 18

YNHHS and Yale Medicine have launched 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, Nov. 18, when the topic will be Gastroesophageal Reflux Disease (GERD). 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, email cme@yale.edu. 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 November 2021 issue of *Medical Staff News* is Friday, Oct. 29, 2021. 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 (September 2021)

Appointees



Kimberly Asante, MD
(Pediatrics)
Greenwich Pediatric Associates
8 West End Ave.
Old Greenwich, CT 06870
Phone: 203 637-3212
Fax: 203 637 3172



Gregory Berlin, PhD
(Psychology)
Greenwich Hospital – Center for Behavior & Nutritional Health
55 Holly Hill Lane
Greenwich, CT 06830
Phone: 203-863-2939
Fax: 203-863-3744



Mary Briggs, APRN
(Pediatrics)
Riverside Pediatrics, LLC
1171 East Putnam Ave.
Building 2
Riverside, CT 06878
Phone: 203 629 5800
Fax: 203 629 7960



Dante Brittis, MD
(Orthopedics)
Orthopaedic Specialty Group, PC
305 Black Rock Turnpike
Fairfield, CT 06824
Phone: 203 337 2600
Fax: 203-292-2127



Lauren Broch, PhD
(Psychology)
Greenwich Hospital – Sleep Lab
5 Perryridge Road
Greenwich, CT 06830
Phone: 203 863-3938
Fax: 203-863-4481



Frances Cheng, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
Mobile Heartbeat: 475-355-4483



Henry Chiu, MD
(Gastroenterology)
WESTMED Medical Group
Ridge Hill – 73 Market St.
Yonkers, NY 10710
Phone: 914 831 6820
Fax: 914 831 6821



Eunna Cho, DO
(Medicine)
Greenwich IM Hospitalist Services – Northeast Medical Group
5 Perryridge Road
Greenwich, CT 06830
Phone: 203 863-3840
Fax: 203-863-4738



Andrew Dhanasopon, MD
(Thoracic Surgery)
Yale Medicine
950 Campbell Ave.
West Haven, CT 06516
Phone: 203 937 5711
Fax: 203 937 3845



Allyson Driggers, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
Mobile Heartbeat: 203 927-7904



Richard Fazio, MD
(Gastroenterology)
WESTMED Medical Group
3030 Westchester Ave.
Purchase, NY 10577
Phone: 914-682-6466
Fax: 914 681 5222



Mark Fisher, MD
(Plastic Surgery)
Mark Fisher, MD
131 Kings Highway North
Westport, CT 06880
Phone: 203-557 6464
Fax: 203 557 6077



Zaneta Forson Dare, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
Mobile Heartbeat: 203 824 9672



Megan Gleason, MD
(Orthopedics)
Orthopaedic & Neurosurgery Specialists
6 Greenwich Office Park
Greenwich, CT 06831
Phone: 203 869 1145
Fax: 203 618-1721



Matthew Grossman, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
Mobile Heartbeat: 203-824-8507



Louis Hart, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
Mobile Heartbeat: 475 837-1246



Deborah Jue, MD
(Pathology)
Greenwich Hospital – Pathology Department
5 Perryridge Road
Greenwich, CT 06830
Phone: 203-863-3066
Fax: 203 863-3846



Manpreet Kaur, APRN
(Medicine)
Greenwich IM Hospitalist Services – Northeast Medical Group
5 Perryridge Road
Greenwich, CT 06830
Phone: 203 863-3840
Fax: 203-863-4738



Erika Krauss, DO
(Medicine)
Glenville Medical Concierge Care
7 Riversville Road
Greenwich, CT 06831
Phone: 203 531 1808
Fax: 203 531-8326



Amit Lahav, MD
(Orthopedics)
Northeast Medical Group Orthopedics
327 Riverside Ave.
Westport, CT 06880
Phone: 203-843-9108



Evan Levine, DO
(Cardiology)
WESTMED Medical Group
73 Market St. – Ridge Hill
Yonkers, NY 10710
Phone: 914 305 2700
Fax: 914-831 6881



Jaspreet Loyal, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
Mobile Heartbeat: 475 441 2333



Vincent Mase, MD
(Thoracic Surgery)
Smilow Cancer Hospital Care Center
5520 Park Ave.
Trumbull, CT 06611
Phone: 203 200 5864
Fax: 203 688 3501



Erik McDonald, MD
(Orthopedics)
Yale Medicine Orthopaedics
48 Wellington Road
Milford, CT 06461
Phone: 203 785 2579
Fax: 203-785-7132



Michael Medvecky, MD
(Orthopedics)
Yale Orthopaedics
260 Long Ridge Road
Stamford, CT 06902
Phone: 877-925 3637
Fax: 203 316 0539



Joan Mortarotti, APRN
(Palliative Care)
Greenwich Hospital – Palliative Care
5 Perryridge Road
Greenwich, CT 06830
Phone: 203-863-4628
Fax: 203 863-3824



Bethany Nelson, APRN
(Cardiology)
Yale Cardiology
226 Mill Hill Ave.
Bridgeport, CT 06610
Phone: 203 789 3350



Rachel Osborn, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
MHB: 773 988-1929



Jessica Patel, MD
(Rheumatology)
Greenwich Rheumatology – Northeast Medical Group
15 Valley Dr.
Greenwich, CT 06831
Phone: 203 302 4181
Fax: 475 240 8124



Allison Pressimone, DO
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
MHB: 704-778 5162



Alexis Rodriguez, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
Mobile Heartbeat: 475 434-8864



James Rossi, MD
(Infectious Diseases)
Infectious Diseases Consultants of Greenwich, P.C.
5 Perryridge Road
Greenwich, CT 06830
Phone: 203-869-8838
Fax: 203-863-3262



Cherise Rowan, MD
(Pediatrics)
Greenwich Hospital – Pediatric Hospitalists
5 Perryridge Road
Greenwich, CT 06830
Mobile Heartbeat: 203 858 2745



Angela Shao, MD
(Medicine)
WESTMED Medical Group
171 Huguenot St.
New Rochelle, NY 10801
Phone: 914 607 5820
Fax: 914 607 5821



Leeora Shiftteh, CRNA*
 (Anesthesiology)
 Greenwich Anesthesiology Associates
 5 Perryridge Road
 Greenwich, CT 06830
Phone: 203 863 3390
Fax: 203 863 3391
 *Appointment approved July 2021



Jonathan Simmonds, MD
 (Otolaryngology)
 WESTMED Medical Group
 210 Westchester Ave.
 White Plains, NY 10604
Phone: 914-848-8070
Fax: 914-848-8051



Aaron Steen, MD
 (Dermatology)
 WESTMED Medical Group
 3030 Westchester Ave.
 Purchase, NY 10577
Phone: 914-848 8840
Fax: 914-848-8545



Jeffrey Turner, MD
 (Nephrology)
 Yale Nephrology
 260 Long Ridge Road
 Stamford, CT 06902
Phone: 203 737 2048
Fax: 203 785 7603

Resignation/Non-Renewal of Privileges

Robert Attaran, MD (Cardiology)
Eleanore Black, MD (Medicine)
Henry Cabin, MD (Cardiology)
Lauren Chinn, PA (Plastic Surgery)
David Gutierrez, MD (Physical Medicine & Rehabilitation)
Avigail Itzkowitz, PA (Orthopedics)

Change in Status

Steven Glasser, MD (Medicine) was granted a change of status from Active to Honorary Staff

Roger Madris, MD (Medicine) was granted a change of status from Active to Honorary Staff

Ann Negrin, MD (Ophthalmology) was granted a change of status from Active to Honorary Staff

Office Move

Glenn Gandelman, MD
 (Cardiology)
Marcus Mayus, MD (Medicine)
 Greenwich Medical Associates
 81 Holly Hill Lane
 Greenwich, CT 06830
Phone: 203 869 5515
Fax: 203 869 5765

Catherine Joyce, MD
 (Medicine)
 Greenwich Medical Partners
 644 West Putnam Ave.
 Greenwich, CT 06830
Phone: 203 625 0333
Fax: 203 625 8331

In Memoriam

Samit Malhotra, MD (Pulmonary Medicine) a member of the Active Attending Staff passed away in September.