From the desk of the CMO

What’s New? Making a Difference.

Spike Lipschutz, MD, Chief Medical Officer

It is always newsworthy when members of our medical staff are recognized for their accomplishments and for making a difference in the lives of their patients. We were recently notified that Dr. Philip McWhorter is being honored by the Fairfield County Business Journal with its 2019 Doctors of Distinction Lifetime Achievement Award. Dr. McWhorter graduated from Cornell University Medical College in 1973 and completed his surgical residency and fellowship at New York Hospital and Memorial Sloan Kettering. He began his 42-year medical staff career at Greenwich Hospital in 1977 as an attending surgeon and became the chief of surgery over 20 years ago. Throughout his career, he served on almost every medical and administrative committee at our hospital including the chief of staff for three terms and the Greenwich Hospital Board of Trustees for nine years.

Dr. Romelle Maloney (Ob/Gyn) was honored at Greenwich Hospital’s annual ceremony for excellence in nursing as the 2019 recipient of the Physician Partner in Care Award. Other members of our medical staff nominated for this recognition at the ceremony were Patricia Calayag, Joseph Flynn, Alyssa Gillego, Peter Hung (one of our residents), Suresh Mandava, Tania Mariani and Marcus Mayus.

Dr. Maloney was the 2017 YWCA BRAVA awardee for her commitment within her profession and the community, and is a recipient of the Fairfield County Business Journal Doctor of Distinction Female Trailblazer Award.

On April 30, the Joint Commission surveyed our inpatient diabetes program, which was first certified in 2015 and was the first hospital in Connecticut to achieve this recognition. Once again, we received praise and commendations for our successes, especially work focused on early identification and aggressive treatment of hypoglycemia and hyperglycemia. Twenty-two percent of our hospitalized patients have a primary or secondary diagnosis of diabetes. It is the seventh leading cause of death in the United States, and had an economic burden of $327 billion in 2018. This coming year, our diabetes initiatives will focus on the education of our patients and families showing them and teaching them how they can make a difference in their own care.

Our medical staff continues to make a difference in minimizing opioid utilization in both morphine milliequivalents administered in the hospital and prescribed at discharge. We have set very aggressive goals for 2019 and I am delighted to report we are beating these targets in both categories. Please support these efforts in your outpatient practices as well,
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choosing non-opioid treatment when appropriate and prescribing lower quantities of opioids when possible. Together, we can make a difference in this continued struggle to counter this national epidemic.

Greenwich Hospital continues its journey of offering cerebral intravascular mechanical thrombectomy for patients with acute strokes secondary to large vessel occlusion. Thrombectomy is considered the indicated contemporary treatment for large vessel blockage. We are in the midst of installing the sophisticated biplane technology necessary to support this clinical intervention and are expecting to care for our first patient sometime this summer. Annually, there are over 500 patients with stroke disease from our primary and secondary service areas and now we will have the ability to make a difference in the lives of many of these patients.

In this issue, you will read about how Greenwich Hospital, our medical staff and the town of Greenwich are making a difference in the early diagnosis of breast and ovarian cancer. This inaugural program, the first of its kind in the country, is intended to impact the lives of many and may be a model eventually adopted in communities nationwide.

In our next issue we will highlight some of the many efforts by our medical staff and Yale New Haven Health in helping to prevent readmissions in patients with pneumonia and chronic obstructive pulmonary disease.

We will also highlight the results of our Wellness Survey and outline Greenwich Hospital and YNHHS initiatives to tackle yet another national epidemic – physician burnout. Before our next issue is published, all of you will be asked to take a Medical Staff Engagement Survey that will be sent to you by e-mail. This is a short survey meant to evaluate your engagement with our hospital, whether you are clinically active within the hospital or exclusively in community practice. Please participate in the Medical Staff Engagement Survey.

Finally, falling under both the what’s new as well as making a difference categories, are the Medical Staff Lounge renovations. Your input from our last Medical Staff Engagement Survey included suggestions about coffee, comfort and convenience. We have added a new television, furniture and rugs. You will also find more privacy for work stations and the revised set-up is more conducive for social time and relaxation. We hope the changes satisfy your requests and help to make a difference in your experience. Take advantage of the new look and feel and let us know of any suggestions you have.

Greenwich Hospital and Town of Greenwich partner in new program to screen earlier for breast and ovarian cancers

Greenwich Hospital launched a new physician education program to help all doctors recognize potential early signs of breast and ovarian cancer in an effort to diagnose both diseases much sooner. Called the MAT Education Program, the curriculum was developed by physicians at Smilow Cancer Hospital at Yale New Haven and Yale Cancer Center at the behest of Greenwich resident Kaile Josephs Zagger who lost her mother, Marilyn Ann Trahan (MAT) 20 years ago to ovarian cancer.

First Selectman Peter J. Tesei recognized the program launch by issuing a proclamation in support and declaring May 1 as MAT Education Awareness Day. The goal of the MAT educational program is to identify women at elevated risk of breast or ovarian cancer, or those who may show initial signs of the diseases sooner – at their primary care physician’s office or at a specialists’ office. Women often report vague signs and symptoms and with more education, non-oncology physicians can learn about the more unusual signs in order to prevent the diseases or at a minimum, reduce the number of women diagnosed at Stage 3 or 4.

Elena Ratner, MD, associate professor of Obstetrics, Gynecology & Reproductive Science at the Yale School of Medicine and clinical leader for the Gynecological Oncology Program at Smilow Cancer Hospital, developed the curriculum with her colleagues at Smilow Cancer Hospital, which she will roll out to Greenwich Hospital physicians during Grand Rounds.

In the U.S. last year, nearly 300,000 new cases of breast and ovarian cancer were diagnosed and of those 55,000 women died. Ovarian cancer is particularly difficult to recognize in its early stages and therefore the rate of death is the highest among all female reproductive cancers. Powered by Smilow Cancer Hospital’s Discovery to Cure, with the vision of Ms. Zagger and the support of Greenwich Hospital, this educational program will be offered free of charge to all Greenwich Hospital affiliated physicians.

Medical Staff Survey Underway

The leadership teams of Yale New Haven Health (YNHHS) and Yale School of Medicine (YSM) invite members of the
medical staff and faculty to participate in the joint 2019 Engagement Pulse Survey, currently underway through June 3. Administered by Press Ganey Associates, Inc., the confidential survey consists of a limited number of questions to help gauge engagement across the health system and School of Medicine.

To access the survey, follow the link included in an email sent directly from Press Ganey. All members of the YNHHS medical staff and YSM faculty are included in the survey, as are all clinicians, educators and researchers at YNHHS and YSM. New hires after April 8, 2019, are not included.

Note that medical staff members employed by NEMG and advanced practice providers employed by one of the hospitals or NEMG will be asked to take both the Medical Staff/Faculty Engagement Pulse Survey and the YNHHS Employee Engagement Pulse Survey.

Survey results will be disseminated to leadership by late summer. Anyone with questions or problems with the survey should contact Patti Yacavone at 203-867-3912 or patti.yacavone@greenwichhospital.org.

Reminder: CME made easy and accessible

In collaboration with the Yale School of Medicine, free Category 1 CME credits are available for member of the medical staff. There are a large number of CME offerings covering much of clinical care, including Connecticut mandated required CMEs.

All members of the Greenwich Hospital medical staff have FREE access to:

- Category 1 CME credit for ALL Yale CME online courses, including CT Mandates modules to help you fulfill the state-mandated requirements
- On demand access to your CME transcript – a list of all credits awarded to you by Yale CME
- Access to the courses continually being added to enhance Yale CME’s on-line, with Grand Rounds such as Internal Medicine, Surgery, Cardiology, and a number of other offerings
- Yale CME will work with you to develop CME programs and courses that are specifically aimed at meeting your educational needs
- Free access to targeted live courses – please call the Yale Office of CME when you have an interest in attending and they will assist with the registration process

If you have not already done so, please create your Yale CME Profile by going to CloudCME at https://yale.cloud-cme.com/aph.aspx. If you have any questions regarding the registration process, please contact Yale CME via email (cme@yale.edu) or 203-785-4578.

Facility and security emergency codes change to “plain language”

On May 1, Yale New Haven Health hospitals converted facility and security emergency announcements from color codes to plain language. The change provides clear and consistent messages during emergency events throughout the health system.

The plain-language changes do not apply to each hospital’s medical codes. These codes remain the same, but they’re now announced as medical codes, i.e., “Medical alert: Code Blue, Surgery B, Helmsley.”

The security and facility code plain-language changes are based on national best practice and a Connecticut Hospital Association recommendation. Plain-language codes have been shown to reduce confusion and provide more accurate information for staff, patients and visitors.

Examples of facility and security code changes include:

- Previous fire alarm activation: Code Red
  New code example: “Facility alert: Fire alarm activation, Cafeteria, Ground Level, Helmsley.”
- Previous disaster alert: Code D
  New code: “Facility alert: Greenwich Hospital’s Emergency Operations Plan has been activated due to flooding.”

Other plain-language facility emergency codes cover decontamination, evacuation/relocation, hazardous material release, mass casualty, utility/technology interruption and weather. Security plain-language codes cover active shooter/assailant, bomb threat, combative patient and suspicious package.

Check your department for flyers listing the new codes. Flyers can also be downloaded from the YNHHS Marketing and Communications intranet site: http://intranet.ynhh.org/hsc/marketing_communications. In addition, a

**YNHHS expands upon HRO safety efforts with “Just Culture”**

Yale New Haven Health embarked on its journey to become a high reliability organization more than five years ago.

While HRO efforts have significantly reduced events of unintended harm, we have the opportunity to reduce events further. YNHHS’ ultimate goal is zero serious safety events for patients and staff.

YNHHS is committed to eliminating all events of harm, for the patients we care for and for our dedicated employees and physicians.

Achieving this important goal requires an environment in which employees can receive coaching and support when reporting errors, or even near misses, without fear of retribution. Our next step on this journey is creation of a fair and just culture.

As a result, YNHHS is formally embracing the Just Culture model, which has a successful track record in other high-consequence, high-risk industries such as aviation and nuclear power. This model provides an environment where employees feel safe, and it is the first step toward reducing workplace stress. When stress is reduced, resilience increases.

The Just Culture model is consistent with YNHHS’ vision, mission and values because it emphasizes patient-centered care in collaboration with staff who share our values. It underscores our commitment to shared accountability.

The Just Culture model does more than ensure fairness in the workplace. It focuses on aligning employee and organizational values and expectations; learning from error; helping staff make better behavioral choices; and continually auditing and improving our systems through human factors engineering – all with the ultimate goal of producing better outcomes.

The model is a powerful driver to encourage high reliability behaviors and a catalyst to a robust, open, reporting and learning culture. It holds all staff accountable in a fair manner, but in an environment that promotes resilience and learning over punishment.

Watch for more information about YNHHS’ efforts to create a Just Culture, including training that will be provided to leaders from across the system over the next few months.

**Creating a Culture of Mobility**

*By Jim Shea and Sandy Fillion, co-chairs System Falls and Mobility Process Improvement Committee*

How many times in the past 10 years have you spent three consecutive entire days in bed when you were capable of getting up? In bed for the entire day means not even out of bed to use the bathroom, walk to the refrigerator or stand to look out the window. This is the state that too many of our inpatients experience.

We all know intuitively that getting up and moving around as much as possible, even when we are not feeling well, is a good thing. Numerous studies have been published that validate the rapid decline in functioning that occurs with each day of bedrest. Across the health system, there is growing concern that we have created a culture of unnecessary and prolonged bedrest that is working against our ultimate goal, to move patients towards an improved state of health.

With the work being coordinated through the newly established System Falls and Mobility Committee, strategies will be rolled out in the coming months to create a culture of mobility, where patients will be consistently assisted in mobilizing throughout the day, within their individual capabilities. As we begin this journey, there are a three important things that the medical staff can do to help:

1. Enter accurate activity orders and use bedrest orders only when indicated.
2. Set the expectation for patients that getting out of bed is important.
3. Each time you meet with the patient, follow up by asking about how much time they are spending out of bed.

The process to create this culture of mobility will require the efforts of everyone. The foundation of these efforts is in the medical staff establishing the expectation that mobility is important for all patients who are capable of getting out of bed.
Register to attend the 2019 Safety, Quality and Experience Conference

Register today for the 2019 Safety, Quality and Experience Conference slated for June 5 at the Oakdale Theatre, Wallingford from 7:30 am - 3:30 pm. The conference aligns the Joseph A. Zaccagnino Patient Safety and Clinical Quality Conference with the Yale Medicine Quality and Safety Symposium and the YNHHS Patient Experience Conference to create one dynamic day of learning and collaboration. Medical staff and employees across YNHHS, Yale School of Medicine and Yale Medicine can register online at http://sqe.ynhh.org.

Know Your Numbers Plus 2019 launches this month

The Know Your Numbers Plus wellness rewards program launches in May. In its seventh year, the program gives YNHHS employees, including employed physicians, the opportunity to earn up to $500 credit toward the cost of their 2020 YNHHS medical premium – and be healthier at the same time. Benefits-eligible employees received a brochure at home with details about this year’s program. Completion of a basic health screening, the core of the program, earns $350 in credit and screenings may be scheduled at an onsite location. Employees can earn up to $150 in additional credit by completing a resiliency survey. All program details are outlined in the brochure. For more information, visit the intranet or HRConnect. All Know Your Numbers Plus elements must be completed by August 30, 2019.

New appointments

Bruce McGibbon, MD, will join Smilow Cancer Hospital’s Greenwich Hospital Campus as the new medical director of Radiation Oncology effective in July. Board certified in radiation oncology, Dr. McGibbon is an assistant professor of Therapeutic Radiology at Yale School of Medicine. He has served as director of Stereotactic Radiosurgery and as medical director at the Trumbull Radiation Oncology Center, part of the Smilow Cancer Hospital network. He completed his medical degree and residency in radiation oncology at UCLA.

Alfonso Tagliavia, MD, has been appointed director of Anesthesiology and Perioperative Medicine. A graduate of SUNY Health Science Center at Brooklyn, Dr. Tagliavia completed his internship at New York Downtown Hospital and his residency and fellowship at Harvard University/Massachusetts General Hospital. A GH veteran of 21 years, Dr. Tagliavia can be reached at ext. 3364.

Newsletter submissions

Deadline for submission for the June 2019 issue of Medical Staff News is Friday, May 31. Please submit items for consideration to Spike Lipschutz, MD, at 203-863-3904 or spike.lipschutz@greenwichhospital.org or Myra Stanley, Yale New Haven Health, at 203-688-1531 or myra.stanley@ynhh.org.

Check yourself!

Remember STAR to help your brain catch up with what your hands are getting ready to do.

Stop – Pause for 1-2 seconds to focus on the task at hand.
Think – Consider the action you’re about to take.
Act – Concentrate and carry out the task.
Review – Check to make sure the task was done correctly and you got the correct result.

STAR reduces your chances of making an unintended mental slip or lapse by more than 10 times.

CHAMP for safety

High reliability organizations operate successfully in high-risk industries. For hospitals, CHAMP is a mnemonic used to help eliminate instances of preventable patient harm.

C – Communicate clearly
H – Handoff effectively
A – Attention to detail
M – Mentor each other
P – Practice and accept a questioning attitude
Medical Staff Changes (April 2019)

New Members

Affiliate Medical Staff

Tisa Adkinson, DO  
(Psychiatry)  
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Community Medical Staff

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Allied Healthcare Staff

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Nicole LaVette, APRN  
(Orthopaedics)  
Theodore Blaine, MD  
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Stamford, CT 06905  
Phone: 203 323 2348  
Fax: 860 247-3803

Office Move

Heather Erhard, MD  
(Plastic Surgery)  
David T. Greenspun, MD, PC  
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Resignation/Non-Renewal of Privileges

John Ciannella, MD (Pediatrics)
Gabriela Hayes, MD (Psychiatry)
Francis Lee, MD (Orthopaedics)
Hedi Leistner, MD (Pediatric Pulmonology)
Hsaio Lieu, MD (Obstetrics & Gynecology)
Allison Ostroff, MD (Internal Medicine)
Steven Smullin, DMD, MD (Oral Surgery)
Nicole Tyer, MD (Internal Medicine)
Raymond Walls, MD (Orthopaedics)
John Zawidniak, MD (Rheumatology)

Staff meeting topics?

Please contact Dr. Spike Lipschutz: 203-863-3904, spike.lipschutz@greenwichhospital.org