Good morning and welcome to Medical Grand Rounds. My name is Bob Aber and I currently serve as Chair of the Department of Medicine. This will be my twelfth annual State of the Department address, and I’ve subtitled it “Inspired to Improve – It’s Personal”.

First, I’d like to thank the many individuals who helped pull together the data and information I’ll be sharing with you this morning - my personal thanks to each of you. And a special thanks to Beth Diehm, Patty Shipton, and David Towery for coordinating the data collection and producing the slides, and to Mathea Jacobs for producing the video clips. I’d also
like to say once again what an honor and privilege it has been for me to serve as your Chair for yet another year. I continue to take great pride in our collective accomplishments, and we have much to celebrate again this year.

I recently finished reading “Knocking on Heaven’s Door – The Path to a Better Way of Death” by Katy Butler, a writer whose articles have appeared in *The New Yorker*, *The Best American Science Writing*, and *The Best American Essays*. She poignantly describes the struggle which she and her elderly parents experienced with our health care system during the final 10 years of her parents’ lives. In her words, “Why the most advanced medical care on earth, which saved my father’s life at least once when he was a young man, succeeded at the end mainly in prolonging his suffering”. Her father, a retired Wesleyan University professor, suffered a devastating left middle cerebral artery stroke at age 79 years leaving him aphasic and hemiplegic. Intensive rehabilitation resulted in some limited improvement, but failing vision and hearing as well as progressive dementia ensued over the following years, such that, he required almost total care by his wife only 2 years younger than he was. Getting timely and appropriate care and support for her struggling parents became Ms. Butler’s primary challenge despite living 3000 miles away in California. The book is well worth reading by anyone who works in our health care system, and it troubles me greatly that we have not yet figured out how to manage end of life care as well or better than we do acute emergent or intensive care. We need to learn more about what Ms. Butler refers to as the practice of “slow medicine” as opposed to our usual frenetic practice of “fast medicine”.

A little over a year after his stroke, Mr. Butler received a cardiac pacemaker for “asymptomatic bradycardia” at 35 beats per minute discovered during a preoperative evaluation for an abdominal hernia repair. A few years later, as his dementia and other disabilities progressed, Ms. Butler and her mother tried to get someone to deactivate the pacemaker which had “helped the heart outlive the brain” in her words. But no one – not the cardiologist nor the primary care physician would do so claiming it would be akin to “putting a pillow over his head to suffocate him” – a form of assisted suicide or euthanasia.

This caught my attention because I have an implanted cardioverter defibrillator (ICD) device of my own. Two years ago in this forum I described my witnessed out of hospital cardiac arrest and subsequent recovery in Boston. The event was allegedly triggered by a small non-STEMI heart attack, and a single lead ICD was implanted at that time. Over the ensuing two years, I was not aware that the device was doing anything except maybe occasionally pacing my right ventricle when my heart rate fell below 40 beats per minute. On the evening of this past July 8, I went to bed around 10:00pm and quickly fell asleep. I awakened at about 12:30am yelling “stop, stop” according to my wife. I thought I was being struck on the back of the neck with a blunt object as part of a nightmare. I got up, went to the bathroom, and returned to bed, but couldn’t sleep – presumably from a catechol surge during the event. As I was lying in bed, I did notice an odd feeling, not pain, on the inner aspect of my left arm. Eventually I fell asleep and awoke at 6:00am, got ready for work and came in at 7:00am or so. I thought the event was strange enough that I sent my cardiologist an e-message early that morning describing the “awakening”, and asked him whether this may have been a discharge from my defibrillator – which I had not experienced previously. Alas, my bedside home monitor had captured the event – “Torsade de point” followed by ventricular fibrillation followed by a 24.7 joule defibrillator shock followed by return of sinus rhythm. The device performed exactly as
programmed. I don’t know whether the ventricular fibrillation would have spontaneously converted to sinus rhythm or not, and I’d just as soon not have waited to find out. I experienced two additional defibrillator shocks in July as we were trying to ameliorate the exaggerated sinus bradycardia during sleep which allowed premature ventricular contractions to increase in frequency, and occasionally land on paced beat T-waves thereby initiating the Torsade sequence. Eventually, I had a second right atrial lead placed in August in the event I need to be paced more regularly.

Things seem to be working fine right now, but as I read Katy Butler’s story, I started to think more about how to plan for inactivating my own ICD in the event it is “helping my heart out live my brain” to paraphrase her words. Deactivation of defibrillators at the end of life is less controversial than deactivation of pacemakers, but both can become contentious issues among patients, family members, and providers. The American College of Cardiology, American Heart Association, and Heart Rhythm Society provided guidelines in 2008 which consider all cardiac devices as life-sustaining treatments and acknowledge that terminally-ill patients may request withholding or withdrawal of such treatments as part of patient-centered care. Furthermore, “honoring such requests should not be regarded as physician-assisted suicide or euthanasia”. The challenge comes in defining precisely when one is terminally-ill since death is an inevitable consequence of life – at least so far!

At any rate, I’m still thinking through my options, and will have a conversation with both my cardiologist and primary care physician about how to make deactivation of my device easier for me or my designated durable power of attorney than it was for Katy Butler and her family.

As an aside, I now also have a better appreciation as to why individuals who have experienced defibrillator shocks, inadvertently or not, may develop fear or avoidance of “triggering” events. My three events occurred during sleep when my heart rate dropped into the low 40’s per minute, so for several weeks after the last shock in July, I was fearful of going to sleep, and would be monitoring my pulse for premature beats as if to somehow prevent the next electrical discharge.

Now, I’d like to begin moving through broad areas I’ve covered in past years. These broad areas include Leadership and People; Faculty; Finances and Administration; Education; Research; Clinical Affairs; and Quality Improvement and Patient Safety. I’ve included four brief videos again this year to highlight some of our accomplishments, and as always, I solicit and will appreciate any feedback you might have as to how to make this presentation more helpful to you.

Leadership and People

I owe an apology to Michelle Del Pizzo, MBA, FACHE for failing to recognize her last year as our Administrator liaison to the C-suite since July, 2013. She is also the Medical Center’s Interim Chief Administrative Officer since Matt Wain’s departure in September, 2013. A belated welcome to the Department of Medicine Michelle!
Raymond Hohl, MD, PhD (Hematology/Oncology) joined the Department on March 1, 2014, and is the new Director of the Penn State Hershey Cancer Center. Dr. Hohl came to us following a distinguished career at the University of Iowa. Welcome Ray!

Randy Young, MD (Pulmonary, Allergy & Critical Care Medicine) will be joining us officially on December 1, 2014, as Professor and Chief of the Division of Pulmonary, Allergy and Critical Care Medicine. He joins us from Albert Einstein Medical Center in Philadelphia where he is chairman of the Division of Pulmonary and Critical Care Medicine. Welcome Randy!

I’d be remiss if I didn’t thank Herbert Reynolds, MD (Pulmonary, Allergy & Critical Care Medicine) and Peg Wojnar, MD (Pulmonary, Allergy & Critical Care Medicine) once again for their respective service as interim Chiefs of the Division during the search for Randy. Some of you may know Dr. Young was a fellow in Pulmonary Medicine when Dr. Reynolds was section Chief at Yale – New Haven Hospital – reminding us how interconnected the world of academic medicine can be.

Joe Drabick, MD (Hematology/Oncology) recently agreed to serve as Interim Chief of the Division of Hematology and Oncology following Wafik El-Deiry’s departure. Thank you Joe – Dr. Hohl and I will try to expedite the search for a new Division Chief.

Erin Harding is now the Financial Liaison to the Department of Medicine following Bob Stager’s retirement this past summer. Welcome Erin!

Abraham Mathew, MD (Gastroenterology & Hepatology) now holds the Graham H. Jeffries Professorship in Medicine in honor of our founding Chairman. As you may know Abraham is Professor of Medicine in the Division of Gastroenterology and Hepatology, and was also a recently elected to membership in Alpha Omega Alpha Honor Medical Society. Congratulations Abraham!

Hamid Al-Mondhiry, MD (Hematology/Oncology) received the prestigious Lifetime Achievement Award from the Iraqi-American Medical Science Association this past May. Congratulations Hamid!

Ted Bollard, MD (General Internal Medicine) received the College of Medicine’s Distinguished Educator Award this past year. Ted has also served on the National Board of Medical Examiners Step 1 testing Committee for several years. Congratulations Ted!

Dwight Davis, MD (Cardiology) received the College of Medicine Alumni Society’s Cheston M. Berlin Service Award during the Alumni Reunion Weekend this year. Congratulations Ike! Past recipients from the department include Graham Jeffries, Ted Bollard and yours truly.

Brian McGillen, MD (General Internal Medicine) joined us in August 2014 as Director of our Hospitalist Program in the Division of General Internal Medicine. He came from Rhode Island Hospital and Brown University. Welcome Brian!

Lisa Sherwood, MD (General Internal Medicine) was selected Director of Foundational Clinical Skills this past year, and hence, has a major role in shaping the curriculum for our medical students.
Heather Stuckey, DEd (General Internal Medicine) was recently selected Director of Critical Thinking and Problem Solving for our Medical Student Curriculum. Congratulations Heather – another “critical” role assumed by one of our faculty!

Four of our faculty – Karen Krok, MD (Gastroenterology & Hepatology), Abraham Mathew, MD (Gastroenterology & Hepatology), Brian Reeves, MD (Nephrology), and Soraya Samii, PhD (Cardiology) participated in the second Penn State Leadership Academy recently, sponsored in conjunction with Penn State’s Smeal College of Business. I’m waiting to hear what you learned! Last year 4 of our faculty participated also.

Three faculty – Jed Gonzalo, MD (General Internal Medicine), Paul Haidet, MD (General Internal Medicine), and Eileen Hennrikus, MD (General Internal Medicine) – are participating in the Harvard Macy institute program for Educators in the Health Professions this year.

Manny Williams, MD (Gastroenterology & Hepatology) was the Keynote Speaker during the 2014 Student Clinician Ceremony this past summer, and Meghan Lembeck, MD (PGYIII) received a Humanism and Excellence in Teaching Award from our medical students.

Nurses working in areas of the hospital typically occupied by Medicine service patients have also been recognized for outstanding service. Sue Briel, RN (Hemodialysis), Marie Hospodavis, BSN, RN-BC (6 Acute Care), and Camille Melville, BSN, RN (MICU) received DAISY Awards for delivering skillful, compassionate care to our patients. Liz Bajc, BSN, RN (MIMCU), Keri Blouch, BS, ASN, RN-BC (6 Acute Care), Leandra Davis, BSN, RN-BC (6 Acute Care), Linda Fackler, BSN, RN (MICU), and Paula Shaeffer, RN (General Internal Medicine) all received excellence awards in various areas.

The Medical Intensive Care Unit nurses received the American Association of Critical Care Nurses Gold-level Beacon Award for Excellence – one of only four at the time to receive
this highest level award of 22 units in Pennsylvania. Congratulations to all our nursing colleagues for a job well done!

Amanda Kane (Financial Analyst, Medicine) and her sister Ashley Kane, MS (Manager, Child Life Program, PSH Children’s Hospital), participate as volunteers for the Capital Area Chapter of Girls on the Run, a not-for-profit organization which encourages confidence and friendship among school girls in third to eighth grades.

The Department’s Rewards and Recognition Committee has continued to sponsor quarterly employee recognition breakfasts, and will continue to sponsor an Ice Cream Social
each August. Staff were once again recognized for their commitment and service to the Department. Congratulations to our special employees and to the great work of the committee.

The Department of Medicine’s Employee Honor Roll for outstanding service has expanded to include Mary Maiolo (Administrative Associate, Gastroenterology & Hepatology), Rhonda Shaffer (Administrative Secretary, General Internal Medicine), Denise Shenigo, LPN (Nephrology), Laurel Shissler (Administrative Secretary, Gastroenterology & Hepatology) and Heather Skonier-Baer, RN (Gastroenterology & Hepatology). Thanks to each of you for all you do every day for our department!

Six department staff members were recognized as Service Excellence Ambassadors – Beth Butsko (Administrative Secretary, Gastroenterology & Hepatology), Carol Creter (Administrative Secretary, Endocrinology), Beth Diehm (Administrative Associate, Medicine Chair), Tracey Erickson (Administrative Associate, Nephrology), Amanda Kane (Financial Analyst, Medicine), and Gail Long (Data Administrative Coordinator, Hematology/Oncology). Thank you for representing our department so well.

Eight department members received the Salute a Hershey Hero Award at the Service Excellence Celebration in October 2013 - Matt Brennan, MD (PGY-6), Hematology/Oncology), Bill Davidson, MD (Cardiology), Larry Jones, MD (General Internal Medicine), Becky Masters, MD (General Internal Medicine), Vince Pinelli, DO (PGY-3), Eric Popjes, MD (Cardiology), Soraya Samii, MD, PhD (Cardiology) and Denise Shenigo, LPN (Nephrology) – all heroes in many ways in my humble view!

Two staff were recognized for 30 years of service to the Medical Center – Gail Long (Data Administrative Coordinator, Hematology/Oncology) and Anne Weaver, PA-C (General Internal Medicine). We hope you each continue to be here for as long as you want!
Kim Leitzel, MSc (Research Technologist Support Associate Experimental Oncology Research Lab) in Allan Lipton’s lab was recognized for 35 years of service – congratulations Kim!

**Faculty**

Our faculty size has leveled off over the past 3 years. We have 218 total faculty, including 188 clinicians and 30 non-clinical faculty primarily engaged in research or education.

Jose Stoute, MD (Infectious Disease & Epidemiology) was promoted to Professor and awarded tenure this year – congratulations Jose!

Two senior faculty – John Field, MD (Cardiology) and Allan Lipton, MD (Hematology/Oncology) – received Professor Emeritus designation by Penn State this past year following distinguished careers here. Congratulations John and Allan!

Colleen Rafferty, MD (General Internal Medicine) was promoted to Associate Professor. Congratulations Colleen!

Former Chief Residents Brian McAllister, MD (General Internal Medicine) and Simon Mucha, MD (General Internal Medicine) were promoted to Assistant Professor. Congratulations Brian and Simon!

Two members of the Department continue to serve on the College of Medicine’s Promotion and Tenure Committee – Bill Kovacs, MD (Endocrinology, Diabetes & Metabolism) and Leslie Parent, MD (Infectious Diseases & Epidemiology) and Leslie is chairing it again this year.
There are four new members of the Department’s P & T Committee this year – Nasrollah Ghahramani, MD (Nephrology), Phillipe Haouzi, MD, PhD (Pulmonary, Allergy & Critical Care Medicine), Tom McGarrity, MD (Gastroenterology & Hepatology), and Witek Rybka, MD (Hematology/Oncology). Witek will be filling the remainder of Wafik El-Deiry’s term this year. Jerry Naccarelli, MD (Cardiology) continues to chair the committee.

Thirty-two new faculty have joined the department since my State of the Department update last year, including one in State College, and three Chief Residents. Please stand and be recognized if you are with us this morning – Edward Balaban, DO (Hematology/Oncology), Ricardo Bedoya, MD (General Internal Medicine), Jay Chintanaboina, MD (General Internal Medicine), Amy Corcoran, MD (Palliative Care Medicine), Matt Evans, MD (Hematology/Oncology), Drew Foy, MD (Cardiology), Deepa Gopavaram, MD (General Internal Medicine), Nicole Hancock, MD (General Internal Medicine), Ray Hohl, MD, PhD (Hematology/Oncology), Sarah Hussain, MD (Cardiology), Nick Inverso, MD (Gastroenterology & Hepatology), Ray June, MD (Rheumatology - Welcome back Ray!), Raj Karnatak, MD (General Internal Medicine), John Levenick, MD (Gastroenterology & Hepatology), Jerry Luck, MD (Cardiology - Welcome back Jerry!), Ravilla Mahidar, MD (Cardiology), Poonam Mathur, DO (Chief Resident), Brian McGillen, MD (General Internal Medicine), Amy Meoli, MD (Pulmonary, Allergy & Critical Care Medicine), Muhammad Mir, MD (Hematology/Oncology), Laurie Nelson, MD (General Internal Medicine), Neil Palmisano, MD (Hematology/Oncology), Marcela Perez Acosta, MD (General Internal Medicine), Hyma Polimera, MD (General Internal Medicine), Sunita Ray, MD (Nephrology), Melissa Sasso, DO (General Internal Medicine - Welcome back Melissa!), Meredith Schade, MD (Infectious Diseases & Epidemiology), Neil Sinha, MD (General Internal Medicine), Michael Stefanski, MD (Chief Resident), David Yoder, MD (General Internal Medicine - Welcome back David!) and Jeffrey Yourshaw, MD (Chief Instructor).

Michelle Freeman’s, primary appointment is in the Department of Pediatrics, but as a Medicine-Pediatrics trained physician with a special interest in Palliative Care, she will be spending nearly half her time in adult Palliative Care Medicine.

Please join me in welcoming these colleagues to our Department!

Two faculty completed the Junior Faculty Development Program this past year, Christopher Gilbert, DO (Pulmonary, Allergy & Critical Care Medicine) and Jed Gonzalo, MD (General Internal Medicine), and I had the pleasure of hearing their project presentations at the end of the year. Congratulations to each and well done!

Seven faculty – Paul Haidet, MD (General Internal Medicine), Faoud Ishmael, MD, PhD (Pulmonary, Allergy & Critical Care Medicine), Jennifer Kraschnewski, MD (General Internal Medicine), Abraham Mathew, MD (Gastroenterology & Hepatology), Thomas Riley III, MD (Gastroenterology & Hepatology), Eileen Moser, MD (General Internal Medicine), and Ronald Williams, MD (General Internal Medicine) - served as mentors to participants in that program last year. Our thanks to each of you for doing so.

Six faculty are currently enrolled in the Junior Faculty Program – Tariq Ali Ahmad MD (General Internal Medicine), Rachel Drew, PhD (Cardiology), Guofeng Gao, MD, PhD (Nephrology), Sheldon Holder, MD, PhD (Hematology/Oncology), Monika Joshi, MD (Hematology/Oncology), and Hong Zheng, MD, PhD (Hematology/Oncology) and four faculty
are or will be serving as mentors to junior faculty in the program this year - Paul Haidet, MD (General Internal Medicine), Jed Gonzalo, MD (General Internal Medicine), Edward Gunther, MD (Hematology/Oncology), and Urs Leuenberger, MD (Cardiology) - Thank you for doing so.

**Finances and Administration**

The high level financial picture of the Department was quite acceptable last year, and we finished within $100 thousand dollars of our budgeted bottom line with $70 million of gross revenue, $22 million net revenue, and $37.4 million of expenses.

There continues to be significant support of the Department from the Hershey Medical Center through a clinical support payment (CSP) of $15.4 million last year rising to $17.9 million budgeted for this academic year reflecting our many contributions to the success of the hospital and medical center.
This clinical support payment to the Department has been increasing each year since FY11, but the CSP per clinical FTE has remained relatively flat indicating most of the increase has been due to new faculty growth.

I remain concerned, however, that if our institutional funds flow model changes for some reason, the Department may be at risk financially.
As in the past, approximately 85% of our expenses are for faculty, staff and housestaff salaries and benefits, and HMC is funding our residency and fellowship programs to the tune of $6.3 million dollars. However, the department continues to pay more than $800 thousand dollars each year from AEF reserves to support a portion of our fellows’ salaries and benefits, and this is not sustainable in my view and I recently addressed this issue with Dean Hillemeier, Mr. Brechbill and Mr. Zolko, and it looks like we will get relief from this burden going forward – I am grateful to them for making this decision.

We continue to make clinical incentive payments to our physicians each year, and have budgeted approximately $1.7 million for this year. Each of the past 3 years we have also had Department faculty receive part D incentive payments as well. We also paid approximately $56,000 dollars in research incentives this past year (FY14).
Our AEF reserves have been impacted again this past year because of commitments to new faculty as startup funds, retention or bridging of existing faculty, and the added expense of supporting fellows, nearly $4.6 million since FY09.

The primary sources of renewing AEF reserves each year is the Chairs tax of 4% on net professional revenue, and gain-sharing according to an agreed upon formula when the Medical Center has a net positive bottom line as it did this past year. So we’ll likely see something to the tune of $900 thousand come back to the AEF reserves very soon. Our annual spend rate the
past couple of years has been between $1 to 2 million dollars per year, so I remain very concerned about the future of our reserves, and have discussed this with Medical Center leadership as well. They have indicated the Department will be getting additional financial support to continue supporting our academic missions. But it is also important to seek out opportunities to grow philanthropic support and endowments every year. We are working with our colleagues in University Development on new endowments to support palliative medicine, geriatrics, and inflammatory bowel disease. I encourage each of you to identify colleagues or patients who may be interested in supporting your work or someone else’s work in the Department or Medical Center, and to provide such information to our University Development liaison who is currently Kelly Atland.

**Education**

As mentioned last year, there have been substantial changes in the leadership of our educational programs in the Department, and there are also substantial challenges to deal with in the coming years.

Starting with graduate medical education, Simon Mucha, MD, (General Internal Medicine) has joined the team as Assistant Program Director, and we are seeking an Assistant Program Director to work with Andreas Achilleos, MD, (General Internal Medicine) in the ambulatory care setting.

We did reduce our PGY-1 resident complement by 2 last July – one categorical and one preliminary position. We also reconfigured our inpatient teaching and non-teaching services, and our block rotations for residents as 6 weeks inpatient/consultative services followed by 2 weeks of ambulatory care amongst our general medicine and subspecialty services. This has represented a major overhaul of our residency program, and our program leadership and chief
Residents are to be congratulated! There will be more changes coming as we effectively lose 1 PGY-2 next year, and a PGY-3 the following year. We have not yet heard whether further reductions in our residency or fellowship programs will be requested by new leadership.

We are also implementing the ACGME’s Next Accreditation System which has moved to semi-annual assessment of each resident’s and fellow’s progress by our Clinical Competency Committees toward meeting the 22 Milestones (23 for fellows) in preparation for the independent practice of internal medicine. We must now submit these semi-annual assessments of each resident to the Internal Medicine Residency Review Committee. The ACGME will continue to conduct periodic surveys of residents, fellows, and teaching faculty to assess the status and progress of our programs. Site visits by the RRC for accreditation will now be on a 10 year cycle following a self-assessment during year 9 much like the LCME cycle and process for medical school accreditation.

All of this means more work for faculty and staff involved in our residency and fellowship programs, and we have to figure out how to support this effort in coming years.

The Jeffries Educational Mentors and Scholars program implemented last year is continuing this year, and several additional faculty are participating bringing the number to 23 - Tariq Ahmad, MD (General Internal Medicine), Shirley Albano-Aluquin, MD (Rheumatology), Adam Albert, MD (Lebanon VA), Edward Bollard, MD (General Internal Medicine), Carolina Candotti, MD (General Internal Medicine), JayaKrishna Chintanaboina, MD (General Internal Medicine), Barry Clemson, MD (Cardiology), Amy Cox, MD (Endocrinology, Diabetes & Metabolism), Mathew Evans, MD (Hematology/Oncology), Michael Evans, MD (Hematology/Oncology), Christopher Gilbert, DO (Pulmonary, Allergy & Critical Care Medicine), Jed Gonzalo, MD (General Internal Medicine), Eileen Hennrikus, MD (General Internal Medicine), Jennifer Kraschnewski, MD (General Internal Medicine), Karen Krok, MD (Gastroenterology & Hepatology), Michael MaCauley, MD (Lebanon VA), Jennifer McCall-Hosenfeld, MD (General Internal Medicine), Laurie Nelson, MD (General Internal Medicine), Amy O’Gurek, MD (Lebanon VA), Michael Pfeiffer, MD (Cardiology), Eric Popjes, MD (Cardiology), Timothy Steckel, MD (General Internal Medicine), and Emmanuelle Williams, MD (Gastroenterology & Hepatology). These faculty serve as mentors, focused-educators, advisors, and evaluators for 3 or 4 residents over the entire period of training.

Dan Wolpaw, MD (General Internal Medicine) leads this program and is working to assess its impact on resident recruitment and support, satisfaction, and success over time. He has provided several examples of the types of interactions through meetings or email exchanges which are occurring, including goal setting, time management, and clinical decision making.
Vince Pinelli, DO (PGY-III, General internal Medicine) and Gurdeep Singh, MD (PGY-VI, Endocrinology) in Endocrinology, received Innovation in Medical Education Training Grant Awards this year – the first time such awards have been available to residents or fellows at Penn State Hershey.

Nas Ghahramani, MD (Nephrology) and Nicole Swallow, MD (General Internal Medicine) lead the way in the number of resident candidates interviewed again this past year, but thanks to everyone who participates in the interview process – it is extremely important to ensure the recruitment of excellent students to our residency program. We will start interviews tomorrow for our next group of residents.

Turning to undergraduate medical education, the medical school curriculum is continuing to evolve, and the “ask” for faculty participation has increased this year. I am deeply appreciative of all faculty who have responded to the call for participation, and want you to know the Department of Medicine has led the way in helping to meet the teaching needs.

Our third year clerkship recently scored outstanding evaluations from the most recent group of students surveyed, including 100% who rated the overall quality of their educational experience as good or excellent!

Thirteen faculty serve as Society Advisors this year - Shana Bomberger, MD (General Internal Medicine), Carolina Candotti, MD (General Internal Medicine), Umar Farooq, MD (Nephrology), Gisoo Ghaffari, MD (Pulmonary, Allergy & Critical Care Medicine), Eileen Hennrikus, MD (General Internal Medicine), Stacy Hess, MD (General Internal Medicine), Lawrence Jones, MD (General Internal Medicine), Michael Katzman, MD (Infectious Diseases & Epidemiology), Laurie Nelson, MD (General Internal Medicine), Ariana Pichardo-Lowden, MD (Endocrinology, Diabetes & Metabolism), Efren Rael, MD (Pulmonary, Allergy & Critical Care Medicine), Lisa Sherwood, MD (General Internal Medicine) and David Silber, MD (Cardiology),
and two - Stacy Hess, MD (General Internal Medicine) and Lisa Sherwood, MD (General Internal Medicine) – continue to serve as Society Heads.

Sue Glod, MD (General Internal Medicine/Palliative Care Medicine) has introduced a required “Wiki” sharing experience for clerkship students, and I’ve been following the entries for several months now. I’ve been impressed with the quality and thoughtfulness of the student postings during this time – an excellent way to share knowledge and learning with each other.

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Carolina Candotti, MD (General Internal Medicine) and Mike McCauley, MD (Lebanon VA) were recently recognized as the Medicine Clerkship HMC and Affiliate Site Teachers of the Year by our students – congratulations to both!

I mentioned that Ted Bollard, MD (General Internal Medicine) received the College of Medicine’s Distinguished Educator Award this past Spring, bringing our total number to thirteen so far – James Ballard, MD, Gregory Caputo, MD, Timothy Craig, DO, Dwight Davis, MD, Paul Haidet, MD, Graham Jeffries, MD, Michael Katzman, MD, Philip Masters, Barbara Ostrov, MD, Michael Verderame, PhD, Robert Zelis, MD and John Zurlo, MD - although Phil Masters has left us and Barb Ostrov is virtually 100% Pediatrics now.
Michael Katzman, MD (Infectious Diseases & Epidemiology) is now the President of the Society of Distinguished Educators. Congratulations Michael!

Ten faculty received the Dean’s Award for Excellence in teaching this past year - Andreas Achilleos, MD (General Internal Medicine), Cynthia Chuang, MD (General Internal Medicine), Bill Davidson, MD (Cardiology), John Field, MD (Cardiology), Jed Gonzalo, MD (General Internal Medicine), Edward Gunther, MD (Hematology/Oncology), Eileen Hennrikus, MD (General Internal Medicine), John Kelleman, MD (Cardiology), Karen Krok, MD (Gastroenterology & Hepatology), and Leslie Parent, MD (Infectious Diseases & Epidemiology) – and were recognized at Fall Convocation. Congratulations to each!
Four faculty received inaugural Scholarship in Education Awards this year at a recent education retreat luncheon – Sue Glod, MD (General Internal Medicine/Palliative Care Medicine), Jed Gonzalo, MD (General Internal Medicine), Eileen Hennrikus, MD (General Internal Medicine) and Michael Katzman, MD (Infectious Diseases & Epidemiology) – congratulations to each!

Paul Haidet, MD (General Internal Medicine) received the inaugural (2014) Faculty Research Recognition Award during the Spring Dean’s Lecture – congratulations Paul!
Bill Davidson, MD (Cardiology), John Field, MD (Cardiology), and Karen Krok, MD (Gastroenterology & Hepatology) received the Department of Medicine’s Education Recognition Award based upon outstanding evaluations from students, residents, and fellows. Congratulations to each!

Andreas Achilleos, MD (General Internal Medicine) received the Department’s Distinguished Teaching Award for Excellence in Housestaff Teaching this past year – congratulations Andreas!
Jed Gonzalo, MD (General Internal Medicine) and Dawn Strohecker (Administrative Secretary, Clerkship Coordinator) received our Special Recognition for Education Leadership and Service Award. Congratulations to both.

Cynthia Chuang, MD (General Internal Medicine) and Leslie Parent, MD (Infectious Diseases & Epidemiology) received the Department’s Excellence in Mentoring Award – congratulations to both!
Charlie Chambers, MD (Cardiology) received the Cardiology Teacher of the year Award from our Cardiology fellows.

Congratulations to Gisoo Ghaffari, MD (Pulmonary, Allergy & Critical Care Medicine), Efren Rael, MD (Pulmonary, Allergy & Critical Care Medicine), Herbert Reynolds, MD (Pulmonary, Allergy & Critical Care Medicine), Larisa Buyantseva, MD (PGY-V, Allergy/Immunology), Vinithia Reddy, MD (PGY-V, Allergy/Immunology), Jose Zaragoza-Buxo, MD (PGY-V, Allergy/Immunology), and Jonathan Zipkin, MD (PGY-III, Med/ Peds) for having had the best attendance at Medical Grand Rounds during the past academic year.

Lastly, it appears the faculty successfully “educated” the housestaff again in the recent softball game with a stunning 19-15 comeback victory – some are still recovering from sore muscles, and assorted aches and pains. Will there be another “lesson” next year? Time will tell!

Research

Turning to the research mission,
the story is more mixed - total sponsored research funding dropped again to $36.4 million as of June 30, 2014, and we currently have proposals totaling another $29 million pending review. This is not surprising given the continued funding challenges from NIH and other sources as well as the loss of several funded investigators in the past 2 years.

Research expenditures of faculty having their primary appointment in the Department of Medicine, also fell to $21.3 million in FY14.
We submitted 60 fewer research proposals than the year before, but we are 6 proposals ahead of last year as of October 1, 2014.

Given the challenges of the current funding environment, it is important to continue to increase the number of proposals as well as the variety of agencies and organizations to which they are being submitted. I renew my plea that each clinician-investigator, physician-scientist, and scientist in the department should be submitting 3 to 5 proposals each year in order to secure or maintain adequate extramural funding for your research effort. Start up and bridge funding is limited – both are largely dependent upon our dwindling AEF reserves.
Despite the tightening climate for getting grants, six faculty had 2 or more NIH awards during FY14 – Wafik El-Deiry, MD, PhD (Hematology/Oncology), Mark Kauffman, PhD (Cardiology), Leslie Parent, MD (Infectious Diseases & Epidemiology), Brian Reeves, MD (Nephrology), Christopher Sciamanna, MD (General Internal Medicine) and Larry Sinoway, MD (Cardiology) making a total of 19 NIH sponsored faculty.

Nine faculty have gotten or received notice of new NIH awards this year – Wafik El-Deiry, MD, PhD (Hematology/Oncology), Susan Hafenstein, PhD (Infectious Diseases & Epidemiology), Phillippe Haouzi, MD, PhD (Pulmonary, Allergy & Critical Care Medicine), Kebin Hu, MD, PhD (Nephrology), Leslie Parent, MD (Infectious Diseases & Epidemiology), Liza Rovniak, PhD (General Internal Medicine), Jose Stoute, MD (Infectious Diseases & Epidemiology), Heather Stuckey, DEd (General Internal Medicine), and Song Guo Zheng, MD, PhD (Rheumatology).
It is very likely that Andrea Manni, MD (Endocrinology, Diabetes & Metabolism) and his colleagues will bring a new Program Project Award to the College during this academic year. This is still subject to final approval by the Director of the National Cancer Institute – so we keep our fingers crossed!

Six faculty have active individual NIH K awards – Nasrollah Ghahramani, MD (Nephrology), John Hustad, PhD (General Internal Medicine), Faoud Ishmael, MD, PhD (Pulmonary, Allergy & Critical Care Medicine), Jennifer Kraschnewski, MD (General Internal Medicine), Nezia Raja-Elah, MD (Endocrinology, Diabetes & Metabolism) and Heather Stuckey, OEd (General Internal Medicine).
Two graduate Students – Darrin Bann, PhD (M4, Parent lab) and Rebecca Kaddis (G6, Parent Lab) – and MD/PhD Student – Steven Steinway (G4, Loughran Lab) – had active NIH awards during FY14.

Cynthia Chuang, MD (General Internal Medicine), Nas Ghahramani, MD (Nephrology) and Heather Stuckey, DEd (General Internal Medicine) all have active awards from the Patient Centered Outcomes Research Institute. Thank you for your hard work.
Three faculty had Non-NIH Federal Awards during FY14 – Edward Gunther, MD (Hematology/Oncology), Jose Stoute, MD (Infectious Diseases & Epidemiology) and John Zurlo, MD (Infectious Diseases & Epidemiology).

Four faculty received Foundation Awards during FY 14 - Jed Gonzalo, MD (General Internal Medicine), Susan Hafenstein, PhD (Infectious Diseases & Epidemiology), Paul Haidet, MD (General Internal Medicine), Kebin Hu, MD, PhD (Nephrology) and Lauren Van Scoy, MD (Pulmonary, Allergy & Critical Care Medicine).
Phillippe Haouzi, MD, PhD (Pulmonary, Allergy & Critical Care Medicine) and Jennifer Kraschnewski, MD (General Internal Medicine) received 2014 CTSI Awards, and Ray Hohl, MD, PhD (Hematology/Oncology) and John Zurlo, MD (Infectious Diseases & Epidemiology) received awards from the Commonwealth of Pennsylvania.
Five faculty received new Tobacco Settlement CURE awards during FY14 – Rebecca Bascom, MD (Pulmonary, Allergy & Critical Care Medicine), Chandra Belani, MD (Hematology/Oncology), Wafik El-Deiry, MD, PhD (Hematology/Oncology), Susan Hafenstein, PhD (Infectious Diseases & Epidemiology), and Jose Stoute, MD (Infectious Diseases & Epidemiology).

Forty-three faculty had 221 clinical trials or industry sponsored awards totaling $28 million last year, and 4 faculty are PI’s on 10 or more such awards – Chandra Belani, MD.
Ed Gunther, MD (Hematology/Oncology) received the 2014 Faculty Research Recognition Award this past spring, and his research was featured on the cover of Nature. Congratulations!

Also, Cynthia Chuang, MD (General Internal Medicine), Rebecca Bascom, MD (Pulmonary, Allergy & Critical Care Medicine), Jennifer Kraschnewski, MD (General Internal Medicine), Jerry Naccarelli, MD (Cardiology), and Chris Sciamanna, MD (General Internal Medicine).
Medicine) were recognized with the Innovation in Team Science Award at the same ceremony. You previously heard from Cynthia about the PATH Program.

Susan Hafenstein, PhD (Infectious Diseases & Epidemiology) received the Distinguished Early Stage Investigator Award as well. Congratulations Susan!

In a different venue, Alaa Awad, MD (Nephrology) received the Penn State Hershey Inaugural Innovator to Watch Award last fall, and Nate Dolloff, PhD (Hematology/Oncology), Wafik El-Deiry, MD, PhD (Hematology/Oncology) and Abraham Matthew, MD (Gastroenterology & Hepatology) received Penn State Innovation Awards the same evening.
Two faculty received the Department’s Junior Faculty Excellence in Research Award last June – Susan Hafenstein, PhD (Infectious Diseases & Epidemiology) in basic research, and Liza Rovniak, PhD (General Internal Medicine) in clinical research.

The Department’s Housestaff Excellence in Research Award went to Giselle Baquero, MD (PGY-I, Cardiology) and Ronald Maag, MD (PGY-IV, Gastroenterology & Hepatology). Congratulations to both!
Rhian Davies, DO (PGY-III), Ankita Tandon, MD (PGY-III), and Vinithia Reddy, MD (PGY-V) were recognized as top poster presenters during the Medical Center’s 2014 Annual Resident/Fellow Research Day. Congratulations to all three!

Rebecca Kaddis (G6, Parent Lab) was a graduate Exhibition winner during the forum for students in the Penn State University graduate programs. Congratulations Rebecca!
Finally, 3 faculty mentored medical students who were selected to make oral presentations during the 2014 Medical Student Research Symposium. Paul Haidet, MD (General Internal Medicine) mentored Ashleigh Kruger, Jennifer Kraschnewski, MD (General Internal Medicine) mentored Michael Stengel, and Chester Ray, PhD (Cardiology) mentored Alison Thompson. Let’s congratulate all of our investigators, and mentors for a job well done!

Clinical Affairs

It looks like inpatient discharges have leveled off at 5,500 after more than a decade of steady annual growth. This should give us a chance to catch our breath and right-size the number of providers we need to care for these patients. Our hospitalist group has been growing as well, including 2 nocturnists now, but there have been many periods of mismatch with respect to supply (of caregivers) and demand (from patient needs). I am deeply indebted to the core group of faculty who have kept our inpatient and Medical Intensive Care services running despite such mismatches and times of stress.

As many of you know, I’ve been making rounds with one of our teaching teams on Thursday mornings for a couple of years now, and I have witnessed several changes during this time which I believe bode well for both patient care and learner education. Teams are getting to the bedside sooner – instead of standing endlessly in the hallways to present the daily update, discuss diagnosis and further testing, and plan the day’s management, this is being done much more frequently at the bedside, and there is increasing evidence that patients and family members appreciate being included in such discussions. Secondly, bedside nurses are being engaged in daily rounds more frequently. Best practice is to designate a team member to alert
or find the patient’s bedside nurse as the team enters the room, and to solicit the nurse’s input during each discussion. Thirdly, use of the whiteboards as a communication vehicle has increased, although I still occasionally encounter boards which have not been kept up to date. Best practice is to assign a team member to update the whiteboard each day, and for the attending physician or senior resident to make sure it is updated before leaving the room. Fourth, infection control practices are now approaching 100% compliance – hand hygiene, gowns and gloves, and masks when appropriate. It is very clear folks have integrated these behaviors into their patient care practices. Fifth, the quality and quantity of teacher-learner interactions has improved in my judgment, and likely is related to some extent to patient census and learner numbers on the teaching teams. When teams get too large and too busy, time available for teaching and learning becomes less – there is a “sweet spot” for balancing these things and we have to discipline ourselves to find and support it.

![Outpatient Visits](image)

We continue to struggle to achieve our budgeted visits in the outpatient clinics despite adjusting our budgeting methodology each year. Overall, outpatient visits have increased since a decade ago, but not consistently despite adding more physicians and advanced practice clinicians. This past year, our 88,089 visits was nearly 1000 fewer than the previous year, and more than 8,000 short of budget. We budget visits based upon a providers’ templated expected number of half-day session for 42 weeks each year allowing 4 weeks for vacation, 2 weeks for CME, and 4 weeks for other reasons a provider may not be able to be in clinic. We also make adjustments for folks who eliminate or modify clinics while attending on an inpatient service. What we can’t predict is absences for other reasons – often on short notice – and loss of providers due to illness or departure during the year. We are a large department with lots of moving parts and commitments, but I need for each of you to take your commitment to your scheduled outpatient clinics seriously, and make up what you miss if it is humanly possible. I am asked to explain our variance from budget to the Board of Governors of the Medical Group more often than I’d like to.
On the other hand, selected procedures – GI endoscopy, bronchoscopy and sleep – are increasing again, and I realize that, in some instances, efforts have been re-directed from clinic to achieve the growth in procedures.

Our Palliative Care program received Center of Excellence designation within the Penn State Hershey Health System this year. Thank you Maggie for a job well done!
Thirty-five faculty were included among the 2014 Best Doctors in America: James Ballard, Noel Ballentine, Rebecca Bascom, Michael Beck, Chandra Belani, Sandra Blosser, John Boehmer, Edward Bollard, Gregory Caputo, Charles Chambers, David Claxton, Timothy Craig, William Davidson, Dwight Davis, W. Christopher Ehmann, Steven Ettinger, Joseph Gascho, Ian Gilchrist, Mario Gonzalez, Mark Kozak, David Leaman, Allan Lipton, Thomas Loughran, Thomas McGarrity, Debra Miller, Gerald Naccarelli, Barbara Ostrov, Ann Ouyang, Eric Poppers, Witold Rybka, David Silber, Lawrence Sinoway, Cynthia Whitener, Deborah Wolbrette, and John Zurlo. Congratulations to each of you.

Twenty-five of our faculty scored above the 90th percentile for patient satisfaction nationally in Press Ganey surveys: Hamid Al-Mondhiry, Sharon Banks, Rebecca Bascom, Charles Chambers, Leah Cream, W. Christopher Ehmann, Jason Fragin, Ian Gilchrist, Jennifer Goldstein, Michael Green, Paul Haidet, Stacy Hess, Graham Jeffries, Lawrence Jones, Kathleen Julian, Edward Liszka, Rebecca Masters, Abraham Mathew, Eileen Moser, Michael Pfeiffer, Soraya Samii, Lisa Sherwood, Giampaolo Talamo, Deborah Wolbrette, and Crystal Zalonis. They represented 35% of all HMC providers in this highest tier of patient satisfaction.

And three of our Advanced Practice Clinicians achieved such scores as well: Christine Bruce, PA-C, Kimberly Jacobs, PA-C, and Angelique Scicchitano, PA-C. Congratulations to all!

Several inpatient units were among the highest scoring groups in overall HCAPS ratings and doctor/nurse communication scores – including the Heart and Vascular Progressive Care Unit, the Heart and Vascular Institute Critical Care Unit, the Heart and Vascular Outpatient Unit, and the Medical Intermediate Care Unit.

And 2 outpatient sites were among the groups exceeding the 90th percentile satisfaction – Penn State Hershey Heart and Vascular Nyes Road and Internal Medicine East at Hope Drive.

I periodically receive letters or emails praising or, in some cases, criticizing patient care provided faculty, residents, fellows, or other providers, and I want to acknowledge just a few who have received such praise during the past year – Andreas Achilleos, Noel Ballantine, Ted Bollard, Shana Bomberger, Cynthia Chuang, Harold Harvey, Stacy Hess, Michael Katzman, Brian McAllister, Jennifer McCall-Hosenfeld, Eileen Moser, Laurie Nelson, Lisa Sherwood, Anne Weaver, Peg Wojnar, and Jennifer Zangardi. Congratulations to each of you.

**Quality Improvement/Patient Safety**

Hershey Medical Center only achieved one of its’ 8 goals this past year – 13 of 19 inpatient units on which primary service doctors rounded with nurses at least 80% of the time as assessed by trained observers. The Department only achieved this goal in 1 of our 3 primary inpatient units, the MICU, indicating we have an opportunity to improve this communication strategy.
The organization improved, but did not achieve target in another 4 goals – 3 related to preventing infections and 1 related to scheduling follow up appointments within 7 days of discharge prior to discharge.

The Department however achieved the organizational targets in 2 of 3 prevent infection goals – we reduced our overall rate of health-care related infections to 2.43 per 1000 inpatient days, and achieved 98% directly-observed adherence to appropriate hand hygiene.
The Department also reduced the rate of catheter-associated urinary tract infections from 3.24 to 1.65 per 1000 catheter-days. Another way to express this is that we reduced the number of CAUTIs from 20 in FY13 to 7 in FY14 on 6 acute care, MICU and MIMCU combined – this is a 65% reduction and deserves commendation to all involved.

Each of our inpatient units has celebrated substantial periods of no CAUTIs!

We also reduced the number of central line associated bacteremia’s from 18 in FY12 to 3 in FY13, an 83% reduction, and we have not had a Ventilator-Associated Pneumonia (VAP) in the MICU for over 2 years – also a reason to commend everyone involved for such an outstanding effort!

While we’re talking about health-care related infections, I should also point out the substantial effort which led to a reduction in the number of Clostridium difficile infections on 6 Acute Care this past year, resulting in a reduction from 8 infections in 6 months to only 1 infection in the subsequent 10 months. This was a combined effort of nursing, housekeeping, infection control, caregivers and dietary services, and deserves congratulations to all involved!

Now our challenge is to sustain, and even intensify, our efforts so as to achieve even greater reductions this year.
As an organization, we failed to make progress toward targets in the remaining 3 goals – hospital re-admissions within 30 days, HCAPHS patient satisfaction scores, and overall patient satisfaction in our outpatient practices. The Department did better than the organization in the last goal, but also failed to make progress in the former 2 goals.

Organizational goals have changed somewhat for FY15. This is, in part, a consequence of ongoing internal discussions, a response to external organizations and pressures, new
leadership in patient safety and quality improvement, and direction from our Board of Directors and its Quality Committee.

There are 7 goals – 3 safety, 1 mortality, 2 effectiveness, and 1 patient centeredness. HMC baselines and targets have been established for all but the patient centeredness goal as we have just switched to a new vendor, National Research Corporation, for assessing patient satisfaction. It is not clear to Cindy Whitener or me how we will determine Department targets for a couple of these goals so stay tuned – you’ll be hearing more from us about our progress toward reaching these goals.

Also new this year are the Unit-based Accountable Care Teams, or U-ACTs, which are now responsible for optimizing patient safety and quality outcomes for each inpatient unit. We have established teams for 3 Acute Care, 6 Acute Care, Medical Intermediate Care, and Medical Intensive Care units. The teams are meeting weekly, reviewing available unit-specific data, and formulating projects designed to improve care. I’d like to see each of the 3 teams complete at least 2 or 3 improvement projects during the next 8 months.

Department faculty are continuing to participate in a number of institutional projects as shown on this slide.

Of special note, the Bone Marrow Transplant Program received another 3 year accreditation from the Foundation for the Accreditation of Cellular Therapy recently – congratulations to Dr. Rybka, MD (Hematology/Oncology) and his team!
Finally, I want to recognize the enormous effort that Cindy Whitener, MD (Infectious Diseases & Epidemiology), Michelle Del Pizzo, MBA, FACHE (Administrator, Medicine), Kathleen Julian, MD (Infectious Diseases & Epidemiology) and many other individuals have directed toward our preparedness in the event of Ebola virus exposure or infection among patients or staff. Our sincere thanks to all involved for a job well done during very trying times!

In closing, let me remind you that the inspiration to improve in each of our missions is a personal responsibility we all share. I am inspired by all we accomplish each year while at the same time recognizing we still have plenty of opportunity to be even better!

Thank you for your time and attention once again this year.