Symposium Builds on Tradition of Excellence

Over 100 physicians from current, past, and future classes enjoyed two days of thought-provoking discussions at this year’s Physician Leadership Symposium. Contemporary perspectives on how physician leaders will be affected by some of the sweeping changes engulfing today’s industry were delivered by PEMBA alums and their co-workers, who focused largely on challenges for physician leaders, likely impacts of reform, and innovations across the healthcare spectrum.

First up was Dr. Joel Gradowski (2014), who described his success in turning around a flagging health system in rural Pennsylvania by contracting with physicians, then by adding incentives and accountability measures that transformed the system’s considerable deficit into a substantial profit and saved it from near-certain closure.

Dr. Ghazala Sharieff (2011) described her coaching program for improving physician-patient interactions at Scripps in California. By working with individual physicians to evaluate their patient engagement style, then suggesting how to improve outcomes, her interventions have raised patient satisfaction scores for multiple physicians in the Scripps system, and have enhanced the physicians’ satisfaction with their work. The doctor also demonstrated her extraordinary ability to adapt to adversity when the power went out during her presentation! She barely missed a step as she carried on, undaunted, in her always-engaging and energetic manner.

Dr. Bill Kelly (2012) described his work as the Midwest Regional Medical Director at NorthStar Anesthesia, a group of some 1600 anesthesiologists serving more than 150 facilities in 20 states. Dr. Kelly’s work in quality management has spanned the entire company, and he shared the challenges he faced enlisting physicians and other providers in these efforts.

Dr. Julianna Lindsey (2012) reviewed how data can be used to effect change and helped us better understand how clinical and business metrics can best drive improvement in organizations.

At lunch, Dr. Suzanne White (2010) envisioned the future of health care as she sees it. Two days after graduating from PEMBA, Suzanne was promoted to CMO of Detroit Medical Center (DMC) where she was charged with creating one of the first Accountable Care Organizations (ACOs) in the United States. The Detroit market was severely disadvantaged, financially and health-wise, but she soon assembled and led a team that created one of the highest performing Pioneer ACOs in the nation. Dr. White led a discussion of the massive changes in U.S. health care and of how these may...
impact the future. Her session continued after lunch as she described DMC’s Pioneer ACO and its formula for managing the patient population across the continuum of care.

The remainder of Friday afternoon was devoted to discussing the Medicare Access and CHIP Reauthorization Act (MACRA) including the monumental effects it will have on healthcare payments. **Mr. Glen Champlin** from Premier meticulously described the law’s intricate program of cost management and incentives for performance, generating a great deal of discussion about, and even amazement at, how profoundly MACRA is changing Medicare reimbursement.

**Dr. Anup Sharma** (2009) followed in like mode by describing Humana’s extensive “population health program approach” to managing the tremendous paradigm shift that physician leaders face in the next five years.

Impervious to the drenching rain on Saturday, the symposium turned its attention to creating change through innovation. **Dr. Geogy Thomas** (2015) presented his inventive approach to managing mothers and babies who suffer from neonatal abstinence syndrome (NAS), a condition that stems from the mother’s use of addicting substances (particularly opioids) during pregnancy. Triggered by a large increase in NAS in upper East Tennessee, Geogy used his OAP in 2015 to develop a business plan and launch a detoxification center that treats not just pregnant women using illicit drugs, but also manages the baby and the women’s partners who contribute to the drug abuse. Early results are promising, and the project has garnered a great deal of attention from payers and other professionals.

**Dr. Akhil Saklecha** (2005), a venture capitalist in California for the past several years, shared his extensive knowledge of new ideas and inventions in 10 different healthcare sectors; these ranged from a “liquid biopsy” to 3-D printing, revealing the breadth of innovations that promise to help the industry cope with its current state of seismic shifting. Switching gears, **Dr. Chris Garrison** (2001) reviewed his work to improve the relevance of Maintenance of Certification (MOC) for specialty certification and to extend the effort to satisfy ongoing educational requirements for practitioners. Using MOC “portfolios,” Chris demonstrated how his organization used these recertification requirements to also fulfill educational and quality improvement requirements in the workplace.

Saturday afternoon was devoted to information technology, and **Dr. Suresh Nekuri** (2003) discussed his new website hadora.net, which allows physicians and other health professionals to candidly share their experiences with employers. The goal of the site is to provide a platform for providers to rate their employers and influence employer treatment of doctors, nurses, and ancillary staff. Dr. Nekuri’s work as a physician-attorney greatly impacted the site’s design, which is available to professionals online.

The final presentation, delivered by **Dr. Walter Rayford** (2011), detailed the extensive capabilities of his website transilienceHD.com. Developed in conjunction with UT PEMBA faculty member **Dr. Randy Bradley**, the site was originally designed to improve collaboration between physicians and enhance patient care, but it has evolved substantially to include a number of educational and practice management features such as online faxing capabilities. Dr. Rayford closed his presentation by inviting his PEMBA colleagues to join the Transilience HD community.

By all accounts, 2016’s Physician Leadership Symposium not only underscored the astounding intellectual capital held by PEMBA alumni, but also celebrated the remarkable achievements that continue to emerge from their success stories. **FOCUS** congratulates the 2016 presenters and urges all alums to make plans now for 2017!

---

Editor’s note: **FOCUS** is indebted to Dr. Don Lighter for sharing his chronicle of this year’s Annual Physician Leadership Symposium.
BRADLEY NAMED HIMSS FELLOW

Hearty congratulations go to PEMBA Core Faculty member Dr. Randy Bradley, who was recently named a Fellow of the Health Information and Management Systems Society (HIMSS).

According to the HIMSS, The purpose of the advancement program is to recognize those members who have provided substantial service and contributions to HIMSS, with an emphasis on the member’s professional growth and participation. In addition, the HIMSS advancement program recognizes members for their contribution of knowledge and experience to the healthcare industry as a whole. Clearly, “Fellows” are considered to be leaders within HIMSS and the healthcare IT industry, as this honor is earned by virtue of their service, professional participation, job experience, publications, and presentations.

To date, of the 52,000+ HIMSS International members, only approximately 676 have been designated Fellows. FOCUS is delighted to announce this well-deserved recognition of Dr. Bradley’s exemplary achievements!

“Linking In” with PEMBA . . .

Dr. Jaclyn Van Nes (2016) noted her favorite quote from an article on physician leadership and burnout: The deep understanding of medical practice requisite to leading and guiding physicians often necessitates that the leaders themselves are physicians. See http://www.mayoclinicproceedings.org/article/S00256196(15)00713-3/abstract to read the entire article.

Here’s a link to Dr. Geogy Thomas’ TV appearance about his ground-breaking work with drug-addicted mothers: http://wate.com/2016/02/25/jellico-obgyn-clinic-working-to-develop-clinic-to-help-drug-addicted-moms/

Dr. Gregory Antoine found a video of his 2012 class’ “getting ready for graduation ceremonies” (below). Should FOCUS have a column devoted to an alum video in every issue? If you’d like to see one, please share -- “all that’s fit to print” anyway!

TRIVEDI ACCEPTS NEW CHALLENGE

Sheppard Pratt Health System based in Towson, MD, has tapped Dr. Harsh K. Trivedi (2012) to serve as its new President and CEO, effective 1 July 2016. Trivedi is currently CEO of Vanderbilt Psychiatric Hospital in Nashville.

Sheppard Pratt Health System is the largest private provider of mental health and substance use services in the nation, with two free-standing psychiatric hospitals, 12 special education residential and day schools, and 38 outpatient locations across Maryland.

Said Dr. Stephen Sharfstein, Trevedi’s immediate predecessor at Sheppard Pratt: "Harsh is respected in the field both for his work in behavioral health as a psychiatrist associated with Harvard, Brown and Vanderbilt universities, and as an administrator. He is absolutely the right person for the job, and we're excited to see him bring new energy and vision to the health system."

His colleagues at Vandy also voiced high praise for Dr. Trevedi. Said Stephan Heckers, M.D., William P. and Henry B. Test Professor and Chair of the Department of Psychiatry: “I am sad to see Harsh leave, but I understand and respect his decision. The position at Sheppard Pratt will allow him to continue his career path as one of the most promising physician administrators in the U.S. today.”

Trivedi joined Vanderbilt in March 2010 as associate professor of Psychiatry and as the executive medical director and chief of staff at VPH. He is widely acclaimed for his role in transforming the Behavioral Health administrative team and has nurtured the careers of several faculty who are now in leadership positions at VUMC.

On behalf of the PEMBA family, FOCUS extends congratulations to Dr. Trevedi, and wishes him all the best in his new role!
Emran Rouf (2015) will join Scott and White Health Plan in Temple, Texas, as a part-time Medical Director, effective June 13, 2016. Charged with improving quality metrics for cardiovascular conditions, Dr. Rouf will assume a variety of relevant administrative duties whilst maintaining part-time clinical practice at Baylor Scott and White internal medicine.

Vince Sevier (2010) is the new Vice President and Chief Quality Officer at Methodist Hospitals in the Chicago Metro Area.

John B. Pracyk (2015) has been named Franchise Medical Director, Spine at DePuy Synthes Companies of Johnson & Johnson.

Lily Otolorin (2014) was recently named a 2016 Baldrige Examiner.

In addition to his other notable achievements, Dr. Keith Gray (2014) is now an Assistant Professor at UT Medical Center and recently completed a year in the prestigious Leadership Knoxville group.

Thomas Tobin (2013) was recently elected to the Board of Directors of the American Academy of Emergency Medicine (AAEM).

Myhidin (Dini) Shehu (2012) is now the Chief Medical Intern at Metropolitan Hospital, Tulare CA.

Nancy Schuster (2009) is the Medical Director of Aetna’s National Accounts Care Management Solutions Team.

Congratulations to Neeraj R Desai and Edward Diamond (2016) for their recent publication in CHEST entitled “Developing and Interventional Pulmonary Service in a Community-Based Private Practice: A Case Study.”

Speaking of milestones! This just in from Michael Marks (2001): I was in Akron, OH, presenting a communications workshop to the orthopaedic residents in Akron (Akron General and Summa) and had the opportunity to catch up with my PEMBA classmate Tim Stover, now President of Akron General Hospital. We were classmates in PEMBA 2001. Hard to believe it was 15 years ago!

Berta Briones (2002) is never shy about exploring the proverbial road not taken, especially when she feels it is the right thing to do. Recently, two of her journeys converged in what she calls a “crescendo of fulfillment.” Her unique Jane Doe books series goes live on audio this summer! This series is a group of novelettes that address major health problems of our era and approaches them with integrated Eastern and Western modalities. Somewhat akin to this collection is Dr. Briones’ signature RE series, intended to help readers survive the 21st century by learning to utilize energy medicine modalities to Repair, Restore and Renew (RE) health. Examine these intriguing works at amazon.com/author/bertabriones and at the www.medicalrejuvenationinstitute.com website.

Ram Raju (2000) President and CEO of NYC Health & Hospitals, recently received the Booker T. Washington Award from the National Minority Quality Forum (NMQF) for his efforts to advance diversity in the field, reduce health care disparities, and provide equitable care to all patients. Dr. Raju accepted the award on April 11 at NMQF’s "Leadership Summit on Health Disparities and Congressional Black Caucus Spring Health Braintrust” in Washington, D.C. Said Raju: I am honored to accept this award on behalf of all the staff at NYC Health Hospitals who work every day to provide exceptional health care and a positive patient experience to over one million patients each year, regardless of their ability to pay and regardless of their immigration status. We proudly reflect the gorgeous mosaic of the City and consider cultural and linguistic diversity among our greatest assets.

Editor’s Note: We’ve given the “PEMBA BRAG BOOK” a new and hopefully more appropriate title, MILESTONES, for celebrating our PEMBA family’s life events. Thanks to all who enabled this change!
In Memoriam

Dr. Todd Lang
PEMBA Class of 2012

The PEMBA family is deeply saddened by the sudden and unexpected passing of Dr. Todd Lang, a member of the class of 2012. Dr. Lang was raised in Oregon and received his undergraduate degree at Linfield College. He then attended medical school at Johns Hopkins University and completed a family medicine residency at Altoona Family Physicians in Altoona, Pennsylvania. Dr. Lang was devoted to emergency medicine, working in positions of increasing responsibility in emergency departments in Arizona, Washington, and Tennessee. In late 2015, he continued his rise in hospital administration when he moved his family to Macon, Georgia for the position of Chief Medical Officer at the Coliseum Medical Center.

Dr. Lang’s PEMBA classmates remember him as a kind and passionate person who had an ironic sense of humor. He was perceptive, reliable, and wonderfully down to earth - character traits that made him an outstanding physician leader. He loved to challenge himself both intellectually and physically, and was an avid cyclist, runner, and triathlete. Dr. Lang leaves behind his wife, Teresa, and three young children about whom he often spoke during his time at PEMBA. In keeping with his passion for improving healthcare for all, his family asks that donations be made to Doctors Without Borders https://donate.doctorswithoutborders.org

Dr. Lang will be profoundly missed by his PEMBA colleagues.

(FOCUS is grateful to Dr. Lang's classmate, Dr. Shari Spunt, for having composed this tribute.)
**Patel: Being “Neighborly”**

*Neighbors Health System*, a free-standing Emergency Department founded by PEMBA alum Dr. Setul Patel (2008), is growing by leaps and bounds! And no wonder. According to Patel, who serves as his company’s CEO, freestanding ER clinics that operate 24/7 and aren’t connected to hospitals provide more sophisticated emergency services than typical urgent care facilities, and transfer dire cases to hospital ERs. Moreover, “waits are shorter and patients get more personal attention.”

Originating in Houston, Texas, *Neighbors* soon expanded to Austin, El Paso, and Midland. *Neighbors* has also broken ground on several sites in Colorado and recently received approval to begin building locations in Rhode Island. Predictably, however, this futuristic endeavor has not been free of controversy.

In Rhode Island, for example, representatives of medical centers near the newly-proposed *Neighbors* locations objected. Critics argued that freestanding ERs drive up the overall cost of health care because they bill more than urgent cares while often providing similar care. And they questioned *Neighbors’* ability to join in state efforts to better coordinate the care of patients, as well as its commitment to those whose insurance is inadequate.

Thus, to enter Rhode Island’s healthcare market, Patel & Company are bound by a litany of operational mandates that include, among other things, not sending any unpaid bills to collection services, billing patients for the difference between what insurance pays and what *Neighbors* charges, reporting on the charity care it provides in Rhode Island, and agreeing to accept Medicaid and Medicare if and when the federal government begins allowing same. *Neighbors* must also reach out to patients’ primary care doctors before transferring them to a hospital or upon discharge after treatment at the freestanding emergency department.

Still, *Neighbors* is not deterred from its vision: a nationwide expansion leading to an IPO, perhaps even as early as the end of 2017. Stay tuned as FOCUS follows this story -- yet another of the many exciting tales from the lives of PEMBA grads!

---

**Elbow-Aid “Locks Up” 1000**

*Hunter Medical, LLC* is happy to announce that the 1000th surgical procedure was recently performed with its ElbowLOC Positioning System, the OAP-brainchild of Dr. Alton (Lee) Hunter (2009).

This milestone occurred just shy of a year from the device’s introduction to the medical designs marketplace. Procedure 1000 was a “Terrible Triad” right elbow fracture/dislocation on a 40-year-old male and was performed by one surgeon with one assistant and was greatly simplified by use of the ElbowLOC, according to a company press release.

Hunter, a board-certified orthopaedic surgeon who specializes in surgery of the upper extremity, particularly the elbow, wrist and hand, founded Hunter Medical in 2013 to market ElbowLOC.

Driven by the ever-increasing need to streamline operating room processes that yield more efficient, predictable and cost-effective surgery, the mission of Hunter Medical, Inc. is to improve the lives of patients and their surgeons by introducing to the global marketplace novel products and solutions for unanswered problems in Orthopaedic Surgery.
Dr. Culliford Inaugurates PEMBA Book Club

PEMBA Colleagues,

I am starting a hospital leadership book club, if you will, of important business/workplace minded books that will improve our practices. The books we read will be both about American healthcare system per se and, separately, leadership and efficient business practices.

The first book that came to my mind was one I encountered in PEMBA – Sutton’s The No Asshole Rule. I love that book and have had so many colleagues at work read it; their response is always positive in some manner.

Other books I have enjoyed include:

The Creative Destruction of Medicine (Topol)
Practicing Positive Leadership (Cameron)
Lead, For God's Sake (Gongwer)
Catastrophic Care (Goldhill)
Do No Harm (March)
Not applicable to this book club but just a cool book by a London neurosurgeon. A book that could never be written by an American surgeon with lawsuits etc.
America's Bitter Pill (Brill)
Good to Great (Collins)

I don't want to drone on, but if anyone has a book or two that you would like to have the other hospital leaders read I would be very interested in any book suggestions. Thanks for your time.

Alfred Culliford (2014)

MedEd Bullying: Lit Review

The problem of bullying in the workplace has not spared the medical field, according to an abundance of current literature compiled by Dr. Heather Leisy (2015) and published in Altering workplace attitudes for resident education (A.W.A.R.E.): discovering solutions for medical resident bullying through literature review (27 April 2016, BMC MEDICAL EDUCATION).

Leisy and co-author, Dr. Meleha Ahmad’s summation suggests that impediments to the educational process due to medical resident mistreatment by bullying remain highly prevalent in training [physicians] today. Given that residency shapes the skills and values that will percolate to patient care and professional character, this collection of research should be of utmost importance to medical educators and training institutions especially.

Healthcare Executive Education at the Haslam College of Business is going social!

Follow us on Twitter at @HaslamUT_HCbiz and join our LinkedIn Group, Healthcare Executive Education at the Haslam College of Business.

Among other things, these venues will enable us to instantly share alumni celebrations and milestones, as well as commentary on hot industry topics and new course information. Here, we will also be able to travel alongside current PEMBA and EMBA-Healthcare Leadership students and instantly post photos from their onsite residency periods!

This is a great way to stay connected to the program as well as to other alums! Join us!
AT LEFT: The Hamad Medical Corporation team, comprised of physicians, nurses, administrators, and frontline supervisors discuss with UT’s Lean Healthcare team how to improve patient flow in Qatar’s emergency departments. (Photo used with the permission of the participants).

When Hamad Medical Corporation (HMC) in Doha, Qatar began thinking about how to better manage each year more than 200,000 ED visits, approximately 70,000 births, and nearly 50,000 surgeries at its national hospital, their thoughts turned to Tennessee. Following an extensive search for business and academic partners who could help improve efficiencies and enhance patient safety, HMC selected The University of Tennessee’s Lean Healthcare team in the Haslam College of Business as its educational anchor to partner with Stantec (Canada) and Essentia (England) in a yearlong, process improvement that aims, among other things, to decrease patient wait times, improve surgical suite turnover, and enhance general outcomes and attitudes of patients, families and employees alike.

The massive project began with planning meetings and the UT team’s site visit to the facility in Doha, Qatar in January 2016; soon thereafter, the UT team returned to Doha and delivered its custom-designed Lean for Healthcare course that included a three-phase simulation for 25 selected physicians, nurses, quality professionals, inpatient services administrators, and frontline supervisors. The classroom and simulation area were decked in UT orange, much to the delight of the participants.

The project was so successful that more courses for 2016 are being discussed along with a new process improvement course cohort for 2017. Hospital administrators were especially impressed by the fact that challenges they had anticipated – such as language barriers, cultural differences, inattention, poor continuous attendance – did not materialize. As one participant enthused: This is the best course I have ever been to. I have been nailed to my seat from start to finish. I would recommend this without hesitation to other organizations.
PARTING SYMPOSIUM SHOTS: Les Bon Temps Rouler!

SPECIAL THANKS TO SHAWN MILLSAPS FOR GENEROUSLY CONTRIBUTING THE SYMPOSIUM PHOTOS