



ROCHESTER
GENERAL HOSPITAL
MEDICAL & DENTAL STAFF

OCTOBER 2009

Forum

A NEWSLETTER ESTABLISHED AND COMPLETED BY THE THE MEDICAL & DENTAL STAFF OF ROCHESTER GENERAL HOSPITAL.
MORE OF YOUR MONTHLY UPDATES CAN BE FOUND AT <http://www.rochestergeneral.org/MDS>

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**2009 Quarterly
Staff Meetings**
12/18

7:30 - 9:00 a.m. Twigg Auditorium

50% attendance recommended
for all attending Physicians

PRESIDENT'S MESSAGE

As we approach the height of the baseball season with the playoffs and World Series coming up quickly and as we are approaching the height of the political season with debate over healthcare reform, I thought we should enlist the opinion of a well known philosopher and pragmatic thinker as we move ahead. Many have an opinion regarding who will win the World Series and even more have opinions on healthcare and reform. Who better to advise us on both than Yogi Berra. Over the years he has uttered a variety of statements that I think have application to healthcare reform. See what you think.

Yogi has uttered many memorable things, but none more memorable than "I knew I was going to take the wrong train so I left early". Many feel that healthcare reform is moving too quickly and that although necessary, we aren't really at the point where we could make final decisions and any artificial time deadlines or goals represent leaving early, but perhaps on the wrong train.

The application of this one of Yogi's quotes is remarkable "If you don't know where you are going you will end up somewhere else". In healthcare reform we certainly don't know where we are going and many don't even recognize where we want to be. A good number of individuals are happy right where they are.

Yogi once said "You better cut the pizza in four pieces because I am not hungry enough to eat six". Many people feel that the changes we are making in healthcare will reapportion the pieces of the pie, but not make it any smaller and may not make it any better. We all recognize that we cannot afford the rise in healthcare that we have experienced, but all want to be sure the changes we make will be meaningful in reducing costs and along those same lines, Yogi's statement "A nickel isn't worth a dime today", does raise the specter of how we'll pay for our current standard of healthcare in the future or costs under a new program.

I think all of us fear creating a new healthcare system that misses the mark and even those things that have "slam dunk success" written all over them, may not be. Who could have envisioned that the very "successful" "Cash for Clunkers" program would lead to a significant impact on the used car and automotive repair business? Along these lines Yogi warns "90% of putts that are short don't go in".

Yogi's quote "This is like deja-vu all over again" seems made for healthcare reform when one considers what happened to the Clinton healthcare reform of the early to mid 90s. It certainly does seem that many of the occurrences of that decade are being experienced again. And lastly, with remarkable logic, Yogi states "Nobody goes there anymore, it's too crowded". Certainly the healthcare reform field is crowd-



Richard Constantino, MD
President

Continued on page 3.

Message from Mark Clement, CEO Rochester General Health System

W. Edwards Deming, credited by many as the father of the evolution of quality control, many decades ago said, rather sarcastically, *"It is not necessary to change. Survival is not mandatory."*



One of our modern day business guru's, Jack Welch, is equally emphatic about the importance of change and the consequences if organizations fail to embrace it, saying *"If change is happening on the outside faster than on the inside, the end is in sight."*

It is clear today that change is occurring throughout our system, at a time when the hospital and health care industry is preparing for possible widescale change due to the healthcare reform debate taking place in Washington and throughout our country. Just as it is visible in our surrounding environment thanks to the beautiful Fall colors, we can also see very important and remarkable signs of change throughout Rochester General Health System. Thanks to your hard work, talent and engagement in achieving our vision of becoming One Great Health System, the priorities that you have helped identify and the investments we have made in our facilities, technology and our most important resource – our people – are beginning to bear fruit.

Some of those accomplishments are very obvious – and some are not. In just the last several weeks, we have celebrated the exciting addition of state-of-the-art clinical space that will further enhance the level of care we provide our patients:

- At Independent Living for Seniors, we recently celebrated the opening of renovated space for physician offices and rehabilitation services offered to program participants, dramatically improving the experience for our medical staff and the seniors who need and depend on our services.
- In mid-September, many of you joined us as we formally dedicated the spacious, state-of-the-art B.Thomas Golisano Pavilion and Emergency Center. Housing a new, spacious ED on the first floor that offers increased efficiency and patient privacy - and important upgrades to our already nationally recognized RHI on the second floor - the Golisano Pavilion provides us with a

modern and beautiful physical environment that better represents the very high quality of care offered by our skilled and talented physicians within.

- We also joined the Sands Family to celebrate the dedication of our brand new Cardiothoracic Intensive Care Unit which, thanks to their wonderful generosity, will allow us to achieve better efficiency, provide even better patient care, and offer more convenience, comfort and amenities for family members and other visitors. In the weeks ahead, we will invite the Przynsinda Family to join us for the dedication of the new Cardiac Catheterization and Electrophysiology Labs their generous gift has helped make possible. Both of these important components of RHI are designed to deliver the highest levels of quality care – safely and efficiently.

The philanthropic support these generous individuals and families have provided our health system demonstrate their faith in our commitment and ability to provide exemplary care to their family, friends and neighbors in our community. It is a wonderful affirmation of the trust and respect that they have for our skilled and passionate medical and dental staff.

There are a number of other, less obvious signs of the very positive work and change underway within our system that will help us achieve our vision of becoming the healthcare provider of choice within our community:

- Our transformation to a culture that will allow us to be quick and nimble in response to rapidly changing outside forces, including proposed federal healthcare reform initiatives, continues to evolve. Our leaders are working with staff to accelerate this change, encouraging input and initiative that promotes greater effectiveness and efficiency, and creating an environment that makes RGHS an even better place to practice medicine. Our Chiefs and medical directors have been an important part of this process, and I am extremely grateful for their commitment and support.
- Satisfaction scores continue to rise for all of our principal stakeholders, including physicians, patients and team members.

The most recent team member satisfaction survey shows that we have made a remarkable leap to the 80th percentile, up from the 10th percentile in the second half of 2005. More than 80% of our team members participated in the survey, and that high level of participation, combined with the great gains made in satisfaction levels, indicates that our team members are supportive of and engaged in our cultural transformation...all of which will help us become a better health system for our community.

- The talent and skill of our physicians has also helped us achieve significant growth – despite a still challenging economy - in a majority of our service lines, across all of our affiliates. Just a few examples include increases in surgical volumes of 7.5% and 8.8% at RGH and NWCH, respectively, with dramatic increases in general and orthopedic surgeries at Newark-Wayne; a 3.6% year to date increase in outpatient visits at RMHC; Diagnostic Imaging volumes that exceed budget figures by 8.2% at RGH; occupancy rates at DeMay Living Center that are above the year to date projections; an upward trend in the number of participants at ILS; and a 3% increase in admissions system-wide.

Again, thanks to your support, partnership and engagement in the work underway, we are making exciting progress in our journey to become the healthcare system of choice for patients and families throughout the greater Rochester region!! We are also preparing our system for the wide-scale changes that health care reform will likely bring by becoming a more patient centered, team member engaged and adaptive culture. Without you and your commitment to that vision, we could not have achieved the important milestones we have reached over the past two years.

As always, thank you for the world class care you provide to each patient, each and every day. I could not be more proud of what we are accomplishing together. I look to the future with excitement and great confidence that, working together, we will accomplish the vision we share of becoming One Great Health System that is recognized by all as the very best in our region!!

Mandatory Influenza Vaccination

Evidence Must Be Submitted by 11/30/2009 to Maintain RGH MDS Membership

In mid-August, New York State enacted an emergency regulation that requires health care personnel to receive annual flu vaccinations. The new regulation requires that both paid and unpaid health care personnel who have direct patient contact, or, who have frequent contact with direct care providers, be immunized against the flu virus. Like all other mandatory requirements for health care personnel (e.g., annual updates, MMR and TB skin test), this immunization is a condition of employment and working in the hospital.

The flu is a deadly disease that is responsible for about 36,000 deaths and 226,000 hospitalizations in the U.S. every year. Since healthy adults can be contagious as early as one day before onset of their symptoms, vaccination is important to patient safety.

- The regulation mandates that health care personnel (including faculty, staff, students, volunteers, and physicians with admitting privileges) who have direct patient contact, or, who have frequent contact with direct care providers, be immunized against the flu virus as a condition of employment or affiliation. This regulation also extends to include special pandemic vaccines (e.g., H1N1), pending availability of adequate supplies.

Vaccination must be completed by Nov. 30th.

- There is no cost to you to receive vaccine(s).
- **The only allowable exemptions to this new regulation are specific medical contraindications recognized by**

the Centers for Disease Control (CDC) such as severe egg allergy or history of Guillain Barre Syndrome within 6 weeks of a previous influenza vaccination. A New York state licensed medical provider (MD or NP) must certify the existence of a contraindication. The official form is listed on the RGHS website.

Medical staff who receive vaccine elsewhere must show proof of immunity. Documentation must be presented that includes the date, site of administration, type of vaccine, dose, manufacturer and lot number of the vaccine, reactions if any, vaccine information statement given, and the name of the person administering the vaccine(s). (Sample form is posted on the RGHS website)

- To view the regulation in its entirety, visit <http://bit.ly/rwzuc> (link to New York State Department of Health Web site).

We are holding a number of flu clinics (clinics schedules are posted on the web site).

This will offer you convenient ways to receive this vaccine while at work. At this point, we are unable to provide you with details concerning the scheduling of H1N1 vaccinations. If initial supplies of the vaccine are limited, we may prioritize which groups of health care personnel will receive this vaccine first, consistent with CDC and New York state guidelines.

Shawn Stephens Announced Medical Director for Women's Services

By Elysa Fabian, Executive Administrator, Rochester General Medical Group
Richard J. Gangemi, MD, Senior Vice President, Academic and Medical Affairs, Chief Medical Officer

The Rochester General Medical Group is pleased to announce that Shawn Stephens, MD, assumed the position of Medical Director for Women's Services on September 1. Dr. Stephens did his OB/GYN residency at RGH and joined the faculty in November 2007. In his brief time on the faculty, he has shown a keen interest in resident teaching and a desire to be involved in physician leadership. He has demonstrated a willingness to be a collaborative leader and at the same time an ability to be creative. He is a great addition to RGMG's physician leadership team.

Dr. Stephens will be filling the position previously held by Dr. Jeffrey Gordon who will be stepping down as Medical Director to assume a greater role in leading OB/GYN services at Newark Wayne Community Hospital. Jeff's contributions to the growth of women's services in RGMG have been immense. He has been a mature leader for our young residents and a mentor to our younger faculty. Jeff will continue to play a vital role in the promotion and clinical integration of women's services within RGHS.

Please join me in thanking Jeff for all he has done and for making a difference.



President's Message, cont.

ed with many opinions, biases, thoughts, proposals and agendas. Rather than following along like lemmings or withdrawing from the entire arena because of its complexity and emotionality, I hope we'll all remain involved in our thoughts, opinions and desire to influence healthcare reform to create the best healthcare system we can. I know most of us wish that political agendas were less evident in proposals and debate. I know most of us believe that all Americans should have basic health coverage and when it comes to our politicians I hope they will work together in a nonpolitical way. I almost hear Yogi exhorting our leaders "Let's play ball".

Florence Nightingale “Zapper Award”

By Mark Clement, President and CEO, RGHS

Just two months ago, I introduced an award that recognizes leaders, within our system, who display the courage and tenacity to break down the barriers that do not support our vision of becoming One Great Health System and/or prevent us from providing the exemplary level of care that we want to provide to each and every patient, each and every day. The “Florence Nightingale Zapper Axe” award is named in honor of the most celebrated nurse in history. During the Crimean War, Florence Nightingale literally used an axe to break into facilities holding supplies that she knew were needed to better care for soldiers wounded on the battlefield.

The first winner of the Zapper Axe Award, **Cheryl Sheridan**, was honored at a Leadership Development Institute meeting in June. Cheryl was recognized for demonstrating exceptional courage and determination in guiding a transformational change in nursing at RGH – just six weeks prior to a Magnet recertification visit!

The tradition continued just recently, when **Robbin Dick, MD**, Interim Chief of Emergency Services at RGH, was recognized for his efforts in challenging the status quo and leading the ED team to dramatic improvement including reductions in Code Red hours, better Patient Satisfaction scores, and important improvements in core measures such as door to EKG and door to balloon times.

Thank you for your commitment to accelerating change within our health system, and for your willingness to slash through the barriers that challenge our vision of *One Great Health System*.



Cheryl Sheridan, CNO



Robbin Dick, MD

Off-Pump Coronary Artery Bypass Surgery and Acute Kidney Injury

By Sagar U Nigwekar MD, Praveen Kandula MPH; MD, John K Hix MD, Charuhas Thakar MD

Acute kidney injury (AKI) after coronary artery bypass grafting (CABG) is associated with significant morbidity and mortality. Whether an off-pump technique can reduce post-CABG AKI is debatable. In this issue, Nigwekar et al perform a systematic review and meta-analysis of randomized controlled trials (RCTs) and observational studies comparing off-pump CABG (OPCAB) with conventional CABG (CAB). 22 studies (6 RCTs and 16 observational studies including 27,806 adult patients not on long-term renal replacement therapy [RRT]) met the inclusion criteria. The pooled effect from both study cohorts showed a significant reduction in overall AKI and AKI requiring RRT in the OPCAB group compared with the CAB group. In RCTs, overall AKI was significantly reduced in the OPCAB group; however, no statistically significant difference was noted in AKI requiring RRT (though sensitivity analysis restricted to good-quality studies revealed a significant reduction in AKI). In the observational cohort, both overall and AKI requiring RRT were significantly less in the OPCAB group. In a related editorial, Bainbridge and Martin discuss the rationale for off-pump bypass surgery, provide an overview of the evidence for improvement in a number of clinical outcomes, and discuss the clinical implications.

RGHS CORPORATE COMPLIANCE HOTLINE

Rochester General Health System has a confidential Hotline for employees and physicians who wish to anonymously or confidentially report suspected violations of our standards of conduct, policies, or laws and regulations. Employees and physicians should call the Hotline number to report compliance issues such as suspected fraud, waste, abuse, or violations of patient privacy.



The Hotline number is a channel available to you 24 hours a day, 365 days a week. It is operated on our behalf by National Hotline Services, Inc., an independent firm.

The toll-free Compliance Hotline number is

1-877-647-6725

RGHS's Compliance Office can also be reached directly at

(585) 922-9436

CHANGES TO YOUR RGH DIRECTORY

For those of you who have access to the ViaNet, don't forget the on-line directory in Departments and Medical & Dental Staff. For those of you who do not have access to the ViaNet, there is a monthly excel directory available for you upon request. Contact Mary Lou McKeown at 922-4259 or marylou.mckeown@rochestergeneral.org

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Mervyn Weerasinghe, MD
Sushma Yalamanchili, MD
Haresh Yalamanchili, MD



Join Us!



INFORMATION SERVICES & TECHNOLOGY



Tech Fair



Thursday, October 22, 2009

9:00 a.m. – 5:00 p.m.

RGH Atrium



See our technologies in action & new technologies!



IS&T Teams & Vendors—Demos, "Ask the Expert", Raffles, Refreshments, Information & More!

The Office of Physician Services at Rochester General Health System

Invites you to join us for a Medical and Dental Staff

Fall Physician Social

Wednesday, October 7, 2009

5:30-8:30pm

Irondequoit Country Club

4045 East Ave, Rochester, New York 14618

Get reacquainted with colleagues and meet the newest members of the Medical and Dental Staff.

Enjoy delicious hors d'oeuvres, pasta, carving stations and desserts.

Please RSVP to Arianna Parris at 922-2955 by September 28, 2009

ATTENTION PROVIDERS
Choose the number
Make the call
2-7333



For Consultations

GI, VASCULAR, NEUROLOGY, DIRECT ADMISSIONS