

Before the Board

The Alumni Association's Board of Directors invites colleagues from across the institution to brief them on important and interesting developments in their fields. The central themes of this season's Alumni Board of Directors meeting were growth, innovation and the beneficial outcomes that stem from a team approach to patient care.



Preventive health screenings benefit minority men.

Fighting Health Care Disparities

Charles Modlin, MD, MBA
Founder, Director
Minority Men's Health Center

According to **Charles Modlin, MD (U/RT'96)**, a Cleveland Clinic kidney transplant surgeon and urologist, far too many minority men have serious health issues because they are less likely than others to visit a doctor for regular checkups.

"Minority men lag when it comes to healthcare for a variety of reasons, some genetic, but most related to socioeconomic factors," said Dr. Modlin. He is founder and director of the Minority Men's Health Center in Cleveland Clinic's Glickman Urological & Kidney Institute. "We must take more pragmatic steps to educate and encourage them to seek medical support on a regular basis."

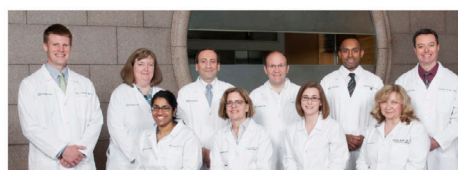
That is why Dr. Modlin established the Cleveland Clinic's Minority Men's Health Fair. Since the annual event's inception in 2003, more than 15,000 men have attended and received a total of more than 42,000 free screenings for prostate cancer, blood pressure, cholesterol, diabetes, kidney function, heart disease, Hepatitis C, HIV and more, and have

undergone physical examinations and received valuable health information to empower them to live healthier lives.

"The state of minority men's health will become an increasing concern in the years to come as the minority population becomes the majority by 2045," Dr. Modlin said. "Those of us in the medical community can be of service by striving to establish a more trusting relationship with minority men, becoming more sensitive to their medical conditions and bridging cultural divides through their own participation in such outreach efforts as health fairs and lectures," Dr. Modlin said.

Questions? Contact Charles Modlin, MD, FACS, Director of the Minority Men's Health Center of Cleveland Clinic's Glickman Urological Institute, at modline@ccf.org. ■

Pulmonary Vascular Program as a Model of a Highly Subspecialized Destination Program



Neal Chaisson
PH in Lung and
congenital heart dis.
PH education

Kristin Highland
PH with ILD

Adriano Tonelli
PH in Liver Diseases
PAC

Joseph Parambil
PH in
PH with ILD

Gustavo Heresi
CICPH
PERT

Miriam Jacob
PH in left heart Disease

Certified Nurse Specialist:
Nancy Bair

Registered Nurse:
Mindy Rivera
Doug Pederson

Clinical Coordinator:
Kasi Timmerman

Research Coordinators:
Mary Beukemann
Bryan Poynter
Jennie Newman

Members of the Institute's Pulmonary Vascular Program, a highly subspecialized area of training.

World-Class Care, Clinical Expertise

Raed Dweik, MD, MBA
Interim Chair, Respiratory Institute

"At Cleveland Clinic's Respiratory Institute, we provide world-class patient care by combining our strengths in clinical expertise, research and education," said **Raed Dweik, MD, MBA (PULMCC'96)**.

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Tomislav Mihaljevic, MD

‘Sometimes Leading Means Listening’

Tomislav (Tom) Mihaljevic, MD
President, Chief Executive Officer
Cleveland Clinic

As Cleveland Clinic President and CEO, **Tom Mihaljevic, MD (CCF’04)**, nears the end of his first year at the helm of the institution he understands more than ever that leadership is as much about listening as directing. “Most people think the CEO knows exactly what needs to be done, and when. I knew that to succeed, I learn what the rest of the organization felt were our top priorities,” Dr. Mihaljevic says.

Organizationally

Dr. Mihaljevic began his year by meeting with over 100 leaders. Herb Wiedemann, MD, was appointed Chief of Staff, and Ed Sabanegh, MD, was named President of the Main Campus and Ohio Regional hospitals. He appointed James Young, MD, former Executive Dean of the Cleveland Clinic Lerner College of Medicine, to the newly created role of Chief Academic Officer. Next, he established an Office of Caregiver Experience to guide enhancements to working environment.

Above all, Dr. Mihaljevic stressed that any organizational change must serve to reinforce Cleveland Clinic’s essential culture, beginning with trust between provider and patient,

quality of care, and patient safety. “These can never be sacrificed to change,” he says.

CCF Culture: What you can do

“What can Cleveland Clinic caregivers do to advance the institution’s goals?” Dr. Mihaljevic likes to ask. “First, we must ask ourselves, ‘What is my job, really?’

“Every caregiver must realize their job is multi-faceted,” he says. “Your job is to take care of your patients, your fellow caregivers, your organization and your community – and you can’t opt out of any one of them. When caregivers treat every patient and colleague as a family member and treat Cleveland Clinic as their own, the institution moves forward.”

Internationally

Dr. Mihaljevic reported that within three short years, Cleveland Clinic Abu Dhabi has solidified its expertise in complex procedures, including groundbreaking heart, liver and kidney transplants, robotic-assisted surgery, and other programs new to the region.

In London, plans are on track to serve the first patient January 2021 at Cleveland Clinic London. The new facility will open 100 years after we saw our first patient on Euclid Avenue.

Challenges ahead

For those who would say that the healthcare challenges of today are insurmountable. “When people talk like that, I always ask, ‘Compared to when?’ Instead, I see opportunities all around us. So long as we concentrate on clear communication, realistic expectations and absolute accountability for our performance, we will do fine. We have to continue to grow in a way that is sustainable.”

Dr. Mihaljevic praised Cleveland Clinic’s alumni for their continued contributions to the organization.

“Your support, your referrals, your philanthropy are all remarkable,” he said. He invited all alumni to attend Cleveland Clinic centennial celebrations in 2021. ■

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Before the Board

Care Delivery Transformed

Gregory Rosencrance, MD
Chairman, Medicine Institute

The fundamentals of care delivery are being transformed and the Medicine Institute is changing along with it, said **Gregory Rosencrance, MD (CCF'14)**, Medicine Institute Chairman.

Health care is shifting from a focus solely on individual patients to a focus on populations; from single encounters to holistic long-term relationships; from episodic care to care along a continuum; from individual providers to care teams; and, from in-office visits to multi-modal encounters between patients and their team of caregivers.

The emphasis today is on value-based care, Dr. Rosencrance said. Success in value - based care requires providing access for patients, showing improved and sustained quality metrics, reducing unnecessary and ineffective care while providing a patient experience that is second to none.

Reducing the total cost of care while improving the quality and patient experience can be achieved when all members of the caregiver team are aligned and have a clear vision of shared outcomes along with the tools and resources to ensure success. Important tools that have been developed and implemented within Cleveland Clinic are the STAMP program (Strengthening Teams in the Advanced Management of Populations) and E-Consults. The STAMP initiative has allowed for the integration and build out of our teams, understanding who our patients really are and equally importantly allowing the management of the care not only when they are in the office but in their homes and communities. E-Consult allows physicians to consult with one another through the Electronic Health Record providing a returned consult within 3 business days. This is a more efficient and effective use of time and care provision for both the patient and caregiver.

Goals

The key future priorities will focus on the education of the next generation of physicians and caregivers to both learn in, practice and provide personalized and populations-based healthcare, research the changes and innovations that we develop in the healthcare continuum and to lead in the innovation of the value based care model. ■

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Ranked No. 3 in the country by *US News and World Report* for Pulmonary care, Institute staff treat over 200,000 patients annually. With more than 170 pulmonologists, allergists/immunologists, infectious disease experts and critical care specialists, the Institute diagnoses and treats a wide range of lung, allergy and breathing-related conditions.

Staff expertise and experience attracts patients from all over the world who seek a definitive diagnosis and leading-edge treatment.

Model of Care

As a “group practice” model, physicians at Cleveland Clinic are full-time, salaried employees. They get paid the same regardless of how many procedures they perform or how many patients they see. This practice eliminates incentives to perform unnecessary tests or procedures and encourages physicians to consult with colleagues and spend the time necessary to practice excellent medicine. This approach also allows physicians to devote time for education and research activities.

Our physicians and staff collaborate on a daily basis to research and develop new diagnostic and treatment options, shortening the gap between the laboratory discoveries of today and the patient care of tomorrow.

Treatment Programs and Centers

Patients receive comprehensive, individualized patient care through unique clinical programs and centers. These programs bring together teams of specialists within the Respiratory Institute, as well as from many other institutes and departments across the Cleveland Clinic including cardiothoracic and vascular surgery, thoracic imaging, and pulmonary pathology, to provide an integrative, multidisciplinary approach to patient care.

“What does all this mean to the patient?” Dr. Dweik asked. “It means they will have access to the broadest possible range of solutions from skilled, experienced doctors, nurses and technicians. Options they may not have in their home town – or anywhere else in America.” ■



The staff of Cleveland Clinic's Education Institute in an "E," "I" pose.

Education: An Integral Element Of Our Vision

James Stoller, MD, MS
Chairman, Education Institute

The Education Institute oversees many of the world-class training programs offered to physicians, nurses, medical students, residents and fellows, allied health professionals and outside healthcare executives.

The Institute serves the needs of the many educational audiences of the Cleveland Clinic community. We seek excellence in advancing education through the values of teamwork, quality, integrity, compassion, innovation and service.

From Cleveland Clinic's earliest days, education has been an integral element of our vision, emblazoned on the walls of the original Cleveland Clinic building: "Care of the sick, investigation of their problems, and further education of those who serve." Embodying that vision, the Education Institute has been organized into three functional units around core activities. They are:

Student and Faculty Development. This unit is organized around teaching students along with developing our faculty so that they can become better teachers. Among its resources is the Cleveland Clinic Lerner College of Medicine. It offers a Graduate Medical Education Program that offers residents and fellows the chance to see rare and complex cases in addition to routine medical problems, and also offers training in the health sciences.

Professional Development and Knowledge Resources. This unit focuses on the further education of practicing healthcare professionals. Continuing medical education is offered through this unit, and also offers training through its Simulation and Advanced Skills Center.

Technical and Education Resources. This unit provides the necessary resources and training to help support educational initiatives.

The Institute's Center for International Medical Education provides healthcare professionals from around the world (128 countries to date) the opportunity to come to Cleveland Clinic to discover innovations in medicine and surgery and to learn how the institution operates, with the goal of taking their new knowledge back to their home countries.

In collaboration with Case Western Reserve University's Weatherhead School of Management, the Institute offers an executive MBA (EMBA) degree — Cleveland Clinic-Weatherhead School of Management Executive MBA — designed to give high-potential healthcare professionals the opportunity to advance their leadership and management skills. Also offered is a Master of Education in Health Professions Education in collaboration with Cleveland State University.

Leadership Development

The Education Institute collaborates closely with the Global Leadership and Learning Institute to provide leadership development to healthcare executives from around the world. As an example, the Samson Global Leadership Academy for Healthcare Executives offers one- and two-week immersion courses in leadership development and systems thinking, and has attracted healthcare leaders from more than 26 countries. A 2-day leadership course is offered annually to all Chief Residents as well. ■

Before the Board



Edward Horvath, MD, brought good medicine to bad places during his time in the U.S. Army.

Good Medicine In Bad Places

Edward Horvath, MD
Staff Physician, Veteran Affairs

Edward Horvath, MD (CCF'93), had long thought there was something missing in his life. It was a desire to serve his country while, at the same time, caring for the injured with the skills he acquired as a doctor. He brought good medicine to bad places during his three tours of duty in Iraq as a member of the Army Reserve Medical Corps. There he sought to treat

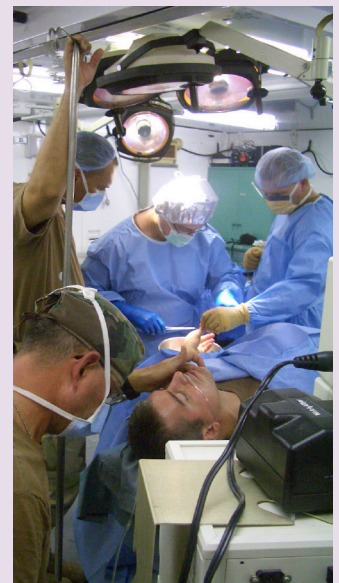
the injured, to heal their wounds and, in the process, to mend himself.

"I felt it was unfinished business," Dr. Horvath said. "Although I'd served honorably in the Navy during the 70's, I was never sent to Vietnam. I had missed 'my war', and somehow thought less of myself for having done so. This was my chance to make up for it."

He did.

Dr. Horvath hopes to take his story public next year with the release of a book on his experiences in Iraq, both the good and the bad.

He recalls vividly such moments as when he first treated a wounded terrorist. He felt anger and wondered how he could



Mobile combat hospitals are busy places with the injured often brought in by helicopter, then rushed to surgery. During less hectic times, medical personnel interact with locals and enjoy communicating with the children.

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care for such a person, who turned out to be only a teenager. But he treated him as if he were an American soldier. Later, he was rebuked by an Iraqi interpreter who demanded to know why the boy had not been killed outright.

He remembers the sadness of not being able to give water bottles to Iraqi children who ran toward U.S. military convoys as they rolled by. “We couldn’t stop. We couldn’t risk it,” Dr. Horvath said. “The enemy sometimes placed IED’s (improvised explosive devices) along the road and detonated them when children and military forces came together.”

And, he will never forget his chance encounter at an airport

when a woman told him her son had been hospitalized in Iraq after falling from a helicopter, and had been saved by an Army doctor. After a brief conversation, Dr. Horvath remembered the soldier as one he’d treated while stationed with the 325th Combat Support Hospital near Tikrit, Iraq. Incredibly, the woman standing before him was the soldier’s mother. “I took care of your son that day. How is he doing?” Dr. Horvath asked. She responded with a tearful expression of gratitude, “You saved my son’s life. My little boy came home to me because of you.”

Dr. Horvath was honorably discharged from the Army on his 68th birthday, August 9, 2014, with the rank of full Colonel. He received a standing ovation from the Board following his presentation. ■

Before the Board



Cleveland Clinic's main campus in Weston.

Cleveland Clinic Florida, Always On the 'Grow'

Wael Barsoum, MD
President, Chief Executive Officer
Cleveland Clinic Florida

Boil down the Cleveland Clinic Florida story to one word and it would be "Growth."

Wael Barsoum, MD (CCF'95), returned to that theme repeatedly as he updated Alumni Association board members on the "Cleveland Clinic Florida Story."

"We're busy, we're above capacity," he said, "but being busy doesn't mean you can't be good. I would say we are both."



Personnel

"We have found our niche among our competitors," said Dr. Barsoum. "We are becoming known as the 'go-to-place' in our region for the treatment of complex cases, including transplants."

He said the new doctors Cleveland Clinic hires for its Florida operations come from some of the best hospitals around. "And,

obviously, we're linked to all the other great Cleveland Clinic experts on main campus, and elsewhere," he said.

Professionalism

Cleveland Clinic Florida has become a high-achieving, award-winning facility with *US News and World Report* specialty awards in 13 medical areas and also named it the No. 1 Hospital in the Miami-Ft. Lauderdale area. The hospital and main campus are rated at the top of all U.S. hospitals in patient experience scores.

Facilities

Cleveland Clinic Florida today consists of eight South Florida locations, including its integrated medical campus in Weston with a 155-bed hospital, emergency and outpatient service and a new 75-bed tower. Expansion plans call for the organization to take on four additional community hospitals north of Cleveland Clinic's Weston location. ■



VeloSano: "Swift Cure"

Dale R. Shepard, MD, PhD
Vice President, Cleveland Clinic Alumni Association
Co-Medical Director, VeloSano

The VeloSano bike ride is a year-round, community driven fundraising initiative with the mission to advance lifesaving cancer research at Cleveland Clinic, **Dale R. Shepard, MD, PhD (IM'06, H/O'09)**, stated. He is Cleveland Clinic's co-medical director for the ride.

The event takes place each July. All money raised through VeloSano directly supports the cause. In just four years, more than \$12.5 million has been raised through an event that attracts over 2000 riders.

In his overview, Dr. Shepard said corporate and foundation partners provide valuable assistance to the event, offsetting operational expenses.

Here are the steps to follow if you are interested in participating:

1. REGISTER at velosano.org

First, register. Join an existing team, start a new team or register individually.

2. RAISE

Ask your friends, family and network to donate to your fundraising commitment.

3. RIDE

There is an option for everyone! Choose from 12 or 25 mile Fun Rides, 50, 75 or 100 mile Challenges or the Two-Day Ultimate Challenge.

One can learn more about the event at velosano.org ■

End-of-Life Care Is Project's Theme

Chelsea Garcia, MD

PGY-4, Internal Medicine

Alumni-Funded Michener Grant Recipient

The need for hospice and palliative care in her home country of Trinidad Tobago was the subject of Chelsea Garcia's research (MD., PGY-4) under the Alumni Association's Michener Grant.

Established in 2006, this award is given to an individual whose peers and teachers identify, in him or her, those attributes that embody true leadership qualities.

The awardee has demonstrated a commitment to learning, superior communication abilities and a mastery of medical skills. The awardee also embodied the courage, integrity and compassion that represent the highest ideals of clinical medicine. ■

Philanthropy Update

Nelson Wittenmyer, Vice Chair, Philanthropy Institute, spoke on the importance of philanthropy at Cleveland Clinic. To provide a perspective, he shared information on the history and range of contributions compared to the Clinic's publicly reported net income. With many questions from the Board, there was an informative discussion about the different types of donors, why they give and the various types of gifts the

Clinic receives. Nelson emphasized the ways physicians can assist in our philanthropic campaign, without affecting the patient-physician relationships, simply by identifying to our fundraisers those grateful patients who express an interest in giving back in some form, in appreciation for the care they have received. ■



Khaldoun Tarakji, MD, announces that a new physician locator application should be ready for rollout soon.

Alumni Connect Is On the Way

Khaldoun Tarakji, MD MPH

Alumni Connect Project Manager

Soon, finding a Cleveland Clinic-trained physician anywhere in the world will be only a few computer keyboard clicks away, reported **Khaldoun G. Tarakji, MD, MPH (IM'04, CARD'09, CARD/E'11)**, Alumni Connect Project Manager.

Now in its final phase of testing, the new computer application is the result of many months of data-gathering and filtering to come up with the most comprehensive locator of Cleveland Clinic-trained physicians across the globe.

"One of the biggest challenges was staying up-to-date with the contact information of our alumni. Through the app, alumni all over the world can update their information directly," said Dr. Tarakji.

Within the next several months the Alumni Connect software will be available and rolled out, along with instructions on how to use it. ■