

(Editor's note: The following is a condensed version of presentations made before the Alumni Association's Board of Directors at its most recent meeting held on March 23–24, 2018.)

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.



Francis Papay, MD, presides over face transplant surgery in the OR.

How Facial Reconstruction Benefits From Innovation

Francis Papay, MD
Chairman, Dermatology & Plastic Surgery Institute

The Dermatology & Plastic Surgery Institute offers patients a full range of dermatologic, reconstructive and aesthetic services aided by new standards of innovation, says **Francis Papay, MD (OTO'89, PS'91)**, Institute Chair. The Institute already offers the most up-to-date procedures performed by specialists in state-of-the-art facilities.

The Institute's research staff is working on such projects as orbital transplants, normothermic perfusion for allotransplant transportation, wound healing and breast implant drug delivery systems for biofilm eradication and regional tumor control, and neuromodulation for cluster migraine headaches and sleep apnea.

Much in the news for its face transplantation work is the Institute's Department of Plastic Surgery that includes 16 surgeons, making it one of the largest such departments in the

country. These specialists have significant expertise in all areas of aesthetic and reconstructive plastic surgery, cosmetic and reconstructive breast surgery, pediatric craniofacial surgery, upper extremity surgery, reconstructive microsurgery, and plastic surgery research.

Some may remember eight years back when teams of Cleveland Clinic surgeons and assistants spent 22 hours in the OR successfully reconstructing the face of a young woman who had sustained a shotgun blast. It was the first procedure of its kind in the United States. The woman now feels comfortable in public again, is socializing and is engaged to be married.

The Institute's third – and most recent – facial transplant involves a young woman whose case will be the subject of a *National Geographic* report in August. It has been a very complex procedure, explains Dr. Papay, involving reconstruction of most of her face and three-quarters of her lower jaw.

Innovative technology

But even as Institute doctors tackle these multifaceted and intricate challenges, they are doing so with more sophisticated technologies to assist them, Dr. Papay says. Better surgical planning and positive outcomes have been made possible through the use of such approaches as 3D modeling, precise templates and both virtual and augmented reality. It is often pioneering teamwork, Dr. Papay says, but he is used to that since he was once a NASA engineer. He credits Cleveland Clinic's own team approach to achieving successful outcomes in difficult cases.

"Through innovation and collective action you can get something great done," he says. ■

'Through innovation and collective action you can get something great done.'

— Francis Papay, MD



The new Health Education building continues to take shape on the main campus.

Cleveland Clinic Continues Growth As It Seeks Greater Connectivity

Marc Petre, PhD
Executive Director, Clinical Engineering
Division of Operations

In just the next year or two Cleveland Clinic will open a \$515 million Health Education building on main campus, a \$49 million emergency room expansion at Akron General, a \$230 million Phase II to its Florida hospital in Weston, a \$53 million family health and ambulatory surgical center in Coral Springs, Florida, and a six-story, 198,000-square-foot, 200-bed hospital in London, among other projects.

They will be among the newest buildings to become part of Cleveland Clinic's expanding landscape across an international geography, says Marc Petre, PhD, Executive Director, Clinical Engineering. Most will glisten with the latest technology. But technology alone isn't the key driver to success in this modern age of medicine. The answer lies in interconnectivity.

Where Interconnectivity Connects

Weston Phase II will be important to a rapidly expanding patient population. But it is interconnectivity that will enable scores of ICU beds in Florida to be supported remotely at night from Northeast Ohio.

And Cleveland Clinic London inpatient hospital, set to

What To Do With Used Medical Equipment

Marc Petre says he is often asked what Cleveland Clinic does with used medical equipment that is no longer useful to the healthcare system.

His answer: "We work with external organizations that match available equipment to the needs of local and distant community members." One such organization is Medwish. The organization welcomes both one-time and regular donations from hospitals, medical clinics, nursing homes, manufacturers and other healthcare organizations throughout Northeast Ohio. Supplies, some of them which are refurbished, then go to healthcare providers in need located around the world. For more information, go to MedWish.com.

open in 2021, will have eight operating rooms; a full imaging suite; endoscopy and catheterization labs; day case rooms for surgery; and a full neurological suite with rehabilitation. The facility will offer specialty services focusing on general surgery, cardiology and neurology. But, it is through interconnectivity that Cleveland Clinic London will also use an electronic medical record operated through integrated medical devices that eliminate slower, manual entries.

"This new generation of electronic interconnectivity brings real clinical and operational value to the organization," Petre says. "It aids the caregivers and improves the patient experience, as well," says Petre. "Interconnectivity, combined with new technologies, is what will advance patient care and operational efficiency as we move forward with our plans for a more integrated health system network."

Advances, however, can come with complications, Petre warns. For example, the importance of security in device design, selection, and operation continues to grow. ■

Before the Board



South Pointe Hospital to put its best face forward.

South Pointe Hospital Gaining Momentum

Margaret McKenzie, MD
President, Cleveland Clinic South Pointe Hospital

How do you change the image of a community hospital, improve its workplace pride and earn employee buy-in to management objectives?

Ask **Margaret McKenzie, MD (CCF'95)**, newly appointed President of South Pointe Hospital in Warrensville Heights. She will tell you to concentrate on the enterprise's goals and priorities, follow the four parts to Cleveland Clinic's CARE program that covers patients, caregivers, community and organization, and focus on transparency both in leadership behaviors and decision-making.

Recently, Dr. McKenzie has already seen some turn-arounds, including:

- The hospital has been acknowledged with kudos from J. Stephen Jones, MD, Cleveland Clinic's President of Regional Hospitals & Family Health Centers, for having had zero serious safety events in 2017, which may be a first, he says
- Its nurses have earned Magnet Status for Nursing Excellence, a tribute bestowed by the American Nurses Credentialing Center and a top national honor
- Community involvement is expanding through programs such as diabetes education and cancer screening

It is just the beginning of more changes to come, the doctor says. "We can do a better job of raising our public profile by means of enhanced marketing," she says. "Right now," she says, "we don't even have the name 'South Pointe' on our building. It just reads 'Cleveland Clinic.' Let's talk more about all the good things going on here and let everyone know of the quality care we provide." ■

Epic Upgrade Is At Hand

Allison Weathers, MD, FAAN
Associate Chief Medical Information Officer

A wide-spread Epic upgrade is to be implemented this month with rollout planned for April 28. It will contain a variety of enhancements to aid physicians and others in keeping medical records accurate and easier to record, says **Allison Weathers, MD, FAAN**, Associate Chief Medical Officer and staff neurologist.

Among the upgrade's features are:

- New functionality that takes the critical information obtained from other sources (outside EHRs) and integrates it with Cleveland Clinic's encounter information, creating one interwoven clinical picture of the patient.
- A new advance care planning module will support improved coordination of care. It will provide guidance about decision-maker surrogacy and a form to guide critical, yet often difficult to have conversations with patients and their families.
- New problem list tools will help providers more quickly and accurately reconcile the list at discharge.
- After visit summaries (AVS) will have a cleaner, streamlined look that more clearly call out the next steps the patient should follow. The AVS will also be available in other languages, including Spanish, Cantonese, Arabic, and Russian to better serve patients.

Enhancements abound

A number of other enhancements will enable Cleveland Clinic to provide the safest and highest quality care and to better capture the world-class care provided at Cleveland Clinic. For example:

Continued on page 4

The Alumni Association voted in 2013 to contribute to the Education Institute and Lerner Research Institute annually to support eligible residents and fellows in graduate medical education, along with eligible LRI post-doctorate fellows. Recipients use these awards to pursue professional development opportunities. The funds help to offset expenses to attend medical meetings, forums and seminars in support of their vocations. These grants are made possible through the gifts of Cleveland Clinic alumni.

Alcoholic Liver Disease Progression Studied

Kyle Poulsen, PhD
Post-doctoral Research Fellow
Alumni-funded Grant Recipient

Kyle Poulsen, PhD, a Cleveland Clinic post-doctoral research fellow, thanked the Alumni Association for the grant he received that allowed him to travel in support of his medical career. “Many of the most eye-opening moments in my medical education have come from attending professional seminars where new ideas are expressed and where we are free to speak with peers involved in related research endeavors of their own,” he says.

He went on to present his study involving “The Macrophage Migration Inhibitory Factor, A Multifaceted Cytokine that Contributes to Alcoholic Liver Disease Progression.” It was presented earlier at a symposium on novel mechanisms of inflammation in alcoholic organ injury.

One Consultation Can Reduce Some Diabetic Blood Readings

Khawla F. Ali
PGY-4, Endocrinology
Alumni-Funded Grant Recipient

With thanks to the Alumni Association, Khawla F. Ali, presented her team’s findings after researching this topic: “A Quality Assessment of the Impact of Endocrinology Consultation at the Cleveland Clinic on Global Diabetes Care.”

The objective of the study was to examine the clinical characteristics of global patients referred to Cleveland Clinic’s Endocrine and Metabolism Institute for diabetes management, and to assess the impact of Cleveland Clinic’s consultations on these patients’ glycemic control. Cleveland Clinic alone has received over a thousand global patient referrals. Nevertheless, limited data exist regarding the clinical outcomes for these patient-sought referrals at U.S. institutions, she reports.

In comparisons between both study and control groups, results were that global patients referred for diabetes management had a significant drop of nearly 1 point in HbA1C even after only one endocrinology consultation.

- Warnings will fire for medications that are contraindicated in certain ages or where dosing information is unavailable. If an order is made for an extremely high dose, a critical dose warning will appear
- Bedside procedure documentation will be completed through easy, fast, point-and-click templates

Many other enhancements are available through this upgrade, as well, all designed to help clinicians spend more face time with patients and less time capturing and documenting other aspects of the doctor-patient encounter.

No classroom training is required to use the new upgrade features; however, there are IT videos and podcasts available, along with traditional training resources and elbow support at the time of the upgrade. More information can be found at the MyPractice upgrade page. ■

Healthcare Quality: Yesterday, Today, Tomorrow

Cynthia Deyling, MD, MHCM, FACP
Chief Quality Officer

Healthcare has changed significantly recently with the introduction of electronic medical records, care paths, care access, retail health clinics, and virtual visits. “The medicine of today looks a lot different than it ever did before,” says **Cynthia Deyling, MD (IM’87)**, Chief Quality Officer.

“As health care organizations take on increasing financial risk tied to quality performance and outcomes and the total cost of care, we’re focused on quality first, ensuring excellent

Continued on page 5

Before the Board

access, care coordination and efficient use of resources,” Dr. Deyling says.

The Roadmap For Improvement

Empowering caregivers to directly participate and lead improvement work is important. They should ask such questions as: Does everyone have clarity on what matters most? Does everyone know how they’re doing in the areas that matter most? Does the area have an effective way to solve these problems? Are the best practices that get implemented then get locked in as the foundation for future improvement? Do we learn from each other and share best practices with other areas?

There also must be a leadership commitment to zero harm, empowering staff to speak up in support of a culture of safety, and robust data-driven, improvement processes, Dr. Deyling emphasizes.

Committing to transparency is one way to inform patients and the public as they make their health care decisions, says Dr. Deyling. Cleveland Clinic publishes outcomes (the good and the bad) in its annual outcomes book. “We’re taking this a step further this year with a new digital platform that will provide more timely results reporting, filtering results and linking to informational health articles.”

‘Does everyone have clarity on what matters most?’

— Cynthia Deyling, MD
Chief Quality Officer

Clinic is also using technology and real-time decision support in its electronic health record to improve documentation.

Access is the next frontier in healthcare. “Our patients can schedule appointments by phone, online, or walk in to an express care center,” she says. “We’re also seeing a big growth in virtual visits. Meanwhile, telemedicine goes beyond virtual visits. These visits are being used across our health system to bring specialists, like neurologists, to stroke patients in our regional hospitals,” the doctor says.

“All of this change can be difficult to manage, but we’re outperforming national benchmarks on safety culture and caregiver engagement,” Dr. Deyling adds. “But it is your innovation, ideas, engagement and passion that will help Cleveland Clinic remain a health care leader and maintain its competitive advantage.” ■



Khaloudoun Tarakji, MD, announces that a new physician locator application should be ready for rollout this summer.

Alumni Will Connect Through New App

Khaloudoun G. Tarakji, MD, MPH
Alumni Connect Project Manager

An exciting and versatile physician locator application will soon be available to Cleveland Clinic doctors that will permit them to locate alumni across the world by use of last name, medical specialty or geography. It is to be called Alumni Connect.

The app was developed as an answer to requests from staff to find Cleveland Clinic trained physicians wherever they may be to assist with referrals and second opinions and from patients who seek to get the doctors they want to help them with their treatment and follow-up care.

“It is the fastest and easiest way to network with fellow alumni anywhere in the world,” says **Khaloudoun Tarakji, MD (IM’04, CARD’09, CARD/E’11)**, who originally proposed the idea and is now leading the project with a team from Alumni Relations and the Education Institute. “The network combines your Alumni profile with other information you have shared with Alumni Relations to create one powerful tool that allows you to find Cleveland Clinic alumni from any specialty and from any location you choose.”

Through its feature-laden options, physicians and current trainees will find ways to:

- Reconnect with former colleagues, classmates and co-residents

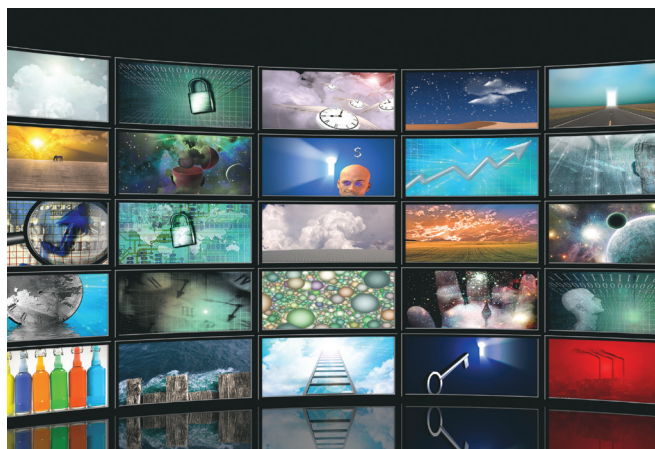
Continued on page 6

- Expand their business reach and referral base
- Explore this network of 17,000 world-class physicians, researchers and trainees from among hundreds of medical specialties
- Update your professional information (moved, switched jobs, been promoted?) as well as to continue receiving our alumni newsletter, event information and other important news

Functionality will be straightforward, Dr. Tarakji says. A user will first be prompted to create an account. His, or her email address will serve as the user name. A password is then created for future access to the site.

Users will then be asked to verify the pre-populated information added to their profiles and to make any additions or corrections. They can even upload a photo of their choice, add a short bio or include social media links.

The Alumni Connect app should be ready for rollout this summer. ■



One example of what Cleveland Clinic's Centennial Wall might look like.

Status Report on The Centennial Wall

Leonard H. Calabrese, DO
Centennial Wall Project Director

With approval given to proceed with next steps, attention now turns to fund-raising, site selection, size, content and features for Cleveland Clinic's Centennial Wall, an interactive, electronic display designed to tell the institution's story of innovation, discovery and success.

Leonard Calabrese, DO (IM'78, RH'80), Centennial Wall Project Director, says the project has received endorsements from many Cleveland Clinic leaders who feel the institution needs "a physical presence" to celebrate its heritage, message and spirit and to serve as a guidepost leading the organization into its second century as one of the world's top healthcare systems.

Recent recommendations about wall features include adding patient testimonials and a suggestion that the wall be constructed in such a way as to make it portable for transport to sites wherever showcasing Cleveland Clinic's story would prove informative, valuable and compelling. ■

Cleveland Clinic Children's Seeks New Treatment Approach

Rabi Hanna, MD
Pediatric Hematology & Oncology
Director, Pediatric Bone Marrow Transplantation

A new approach to pediatric medical treatment is the goal of **Rabi Hanna, MD (CCF'10)**, Director of Pediatric Bone Marrow Transplantation.

His advocacy comes just as Cleveland Clinic Children's is set to open its new outpatient building on Euclid Avenue.

What Dr. Hanna supports is something he calls "personal care coordination," where Cleveland Clinic Children's would present "One Cleveland Clinic" to pediatric patients and their families.

"We want to offer one organized network of caregivers who will deliver optimal access, outcomes and value to our patients," he explains.

"The plan is to integrate multiple disciplines according to a specific disease 'program.' A cancer program, for instance, would aim to remove some of the obstacles that come from having multiple institutes care for the patients," he says. "Instead, we want each cancer 'program' to reach across Institutes and create more of a cancer service line. We could even create a multidisciplinary group, or committee, that would help to push forward those cancer program initiatives that offer the most benefit to the patients."

The results he hopes for are better patient outcomes and a better patient experience.

One major step toward improved care and a more satisfying patient experiences is the much-anticipated, \$28 million

Continued on page 7

Before the Board

Cleveland Clinic Children's outpatient building. It is set to open in September on main campus along Euclid Avenue between E. 89th and East 90th streets.

Putting primary and specialty care services in one center will enhance multidisciplinary collaboration to improve patient care and outcomes, Cleveland Clinic announced. It will allow hundreds of doctors, nurses, therapists and other caregivers to work side-by-side to enhance the care and experience of every child. ■

Among the many features of the new Cleveland Children's outpatient building are:

- Outpatient facility dedicated to children
 - Children's retail pharmacy
 - Pediatric lab services
 - Pediatric radiology services including x-ray and ultrasound testing
 - Family focused education center
 - Pediatric and family friendly café
 - Expanded front entrance on Euclid Avenue
 - New technologies focused on enhancing the care and experience for patients, families and caregivers
-

Communications, Membership Update

Pauline Kwok, MD

Secretary of Alumni Membership

The roles and responsibilities of the Specialty Director were explained to new members by **Pauline Kwok, MD (TRS'95, DR'00, ABI'01)**, Secretary of Alumni Membership.

Within their roles as Specialty Directors, they are asked to:

- Promote association benefits among members
- Engage in and vote on actions impacting the Alumni Association
- Offer support, attend graduation events and welcome receptions
- Encourage alumni giving
- Nominate alumni for various awards

The fall Board of Directors meeting will be held in September to recognize winners of the Distinguished Alumni Award, Special Achievement Award and Service Award, along with new Centennial Legacy Society members. ■



Tour of Simulation Center: *'It's an incredible resource'*

Alumni Association Board of Directors members were given a tour of Cleveland Clinic's Simulation and Advanced Skills Center (SASC) on main campus that brings together a full realm of simulation activities. Individuals and caregiving teams from all medical specialties train within a variety of scenarios, including emergencies.

All of the SASC's simulations use techniques that integrate protocols for patient hand-offs and interdisciplinary communication. Reactions from Board members included such remarks as: "Incredible," "Impressive," and "Valuable."

"The center is an incredible resource for Cleveland Clinic and other healthcare providers," says **Dale R. Shepard, MD, PhD (IM'06, H/O'09)**, Vice President/President-Elect of the Alumni Association's Board of Directors. "The center provides practical skills training with expert instruction and both audio and video feedback to reinforce learning. This is an opportunity for nurses, physicians, or multi-disciplinary teams to hone their skills on everything from simple bedside procedures to complex surgeries using interactive mannequins – all to support our mission to provide safe, high-quality care to our patients," says Dr. Shepard.

Board members toured simulation rooms created for OR training, as well as ICU care rooms and patient rooms, too.

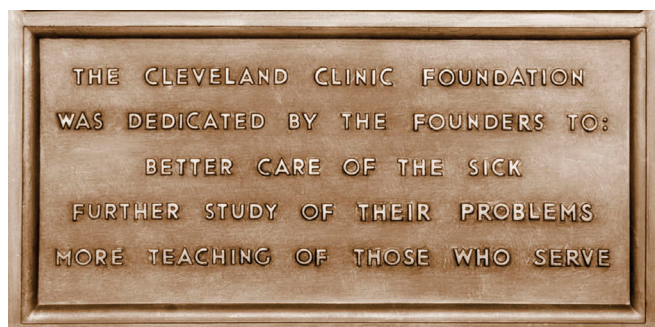
"I was impressed by how detailed the simulation rooms were," says **Conrad H. Simpfendorfer, MD, FACS (S'04, MIS'05, S/HEP'06)**, President of the Alumni Association. "It was like being in the real thing. The mannequins are able to simulate

Continued on page 8

so many life-like scenarios,” the doctor says.

“The Sim lab is an extremely valuable resource for the training of residents, nurses and hospital staff,” Dr. Simpfendorfer says, “especially in these days of quality measures and valued care towards patients. The old adage of ‘see one, do one, and teach one,’ is replaced by ‘see one, sim one, then do one.’”

The center has earned accreditation through the Society for Simulation in Healthcare (SSH), a peer-reviewed evaluation of healthcare simulation programs. Earning SSH accreditation demonstrates excellence and confirms the center’s commitment to multidisciplinary training of caregivers and strengthening of patient safety. ■



BUSINESS MEETING, SATURDAY, MARCH 24, 2018

Centennial Legacy Society Report

Gary H. Dworkin, MD
Chairman, Philanthropy Committee

Recent donors to the Centennial Legacy Society (CLS) at the Visionary level (\$20,000+) include Drs. Walter and Isabella Laude, reports **Gary H. Dworkin, MD (CATS'92)**, Chairman, Philanthropy Committee. They had already been donors at the Founder level (\$10,000-\$19,999), but in their passing left a \$50,000 gift to the Alumni Association from their estate.

Since the CLS was launched in 2016, a total of 86 members have donated \$680,000 to the society which exists to celebrate Cleveland Clinic’s heritage and to ensure the continuation of its high quality training for tomorrow’s students, residents and fellows.

Dr. Dworkin was followed by Mindy Stroh, Senior Director, Alumni Relations, who introduced new Board members to

details of the Centennial Wall project, its intended look and feel, how the CLS is raising funds for its development and how the wall could be mobile and serve Cleveland Clinic campuses in Greater Cleveland, Florida and Las Vegas. The wall has the potential to serve audiences including patients, visitors, staff, alumni and donors. ■

Other Business

Katie Eurich, Development Associate for Alumni Relations, spoke of how the department’s membership has grown to 17,500 Cleveland Clinic alumni world-wide in nearly every state and 80 other nations along with 2,291 current medical students, residents, fellows and scientists and offers 107 accredited training programs. She also described various Alumni Association awards and grants, spring receptions and how the Alumni Relations office can help departments fashion their reception invitations.

Tara Fenner, Assistant Director, Alumni Relations, talked about communications revamping, including reducing issues of *Alumni Connection* from three issues per year to two and publishing its Before the Board coverage electronically instead of the newsletter. An E-blast template has been developed to permit specialty directors to send Before the Board to their departments along with a customized message of their own. She also itemized other alumni services provided by her office. ■

Executive Committee Terms Change

Mindy Stroh
Senior Director, Alumni Relations

Terms of the five-member Alumni Association Executive Committee were extended to three years from their previous two-year provisions. Board terms were set to expire this September. Discussion revealed some Executive Committee members felt the requirements should be extended in order for them to have enough time to finish projects they were working on. The motion was approved unanimously. ■