Opening Grand Rounds:
Looking Ahead 2016-2017
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Looking Ahead 2016-2017

David S. Stephens, MD
Chair, Emory Department of Medicine

James Spivey, MD
Vice Chair of Clinical Affairs

Nathan Spell, MD, FACP
Vice Chair for Quality and Clinical Effectiveness

Wendy Armstrong, MD, FIDSA, FACP
Vice Chair for Education and Integration

Kathy Griendling, PhD
Vice Chair for Research and Faculty Development
Chair’s Welcome & Address

David S. Stephens, MD
Department of Medicine FY 2016

- 20+ locations
- 141,000+ square feet
- 614 faculty
- 234 WOC faculty
- 66 PhDs
- 256 clinical FTEs EHC, 69 clinical FTEs Grady, VA
- 339 staff
- 179 residents
- 160 fellows
- 65 post-docs
- 191 principal investigators
- Set a departmental record of more than $104M in research awards (not including VA funding)
## Diversity and Inclusion FY16

<table>
<thead>
<tr>
<th>Gender</th>
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<th>Ethnicity</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Men</strong></td>
<td><strong>Women</strong></td>
<td><strong>White</strong></td>
</tr>
<tr>
<td>Faculty</td>
<td>57%</td>
<td>43%</td>
<td>59%</td>
</tr>
<tr>
<td>Staff</td>
<td>16%</td>
<td>84%</td>
<td>50%</td>
</tr>
<tr>
<td>Residents</td>
<td>56%</td>
<td>44%</td>
<td>45%</td>
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Thank you

Chief Residents FY16

Paul Hammonds  Chris Rayburn  Kevin Andrews  Aviana Ingram  Sarah Zirkle
Congratulations, DOM Investigators

- Research funding in FY16 – Health Services Research; Ks and R01s
- Expanded funding in Cardiology; Digestive Diseases; Endocrinology; General Medicine and Geriatrics; Hospital Medicine; Infectious Diseases; Rheumatology; and Renal Medicine
- Research proposals up 4%
- Research Day a major success
- National and International recognition
- High-impact publications
Welcome

Lorenzo Di Francesco, MD
Associate Vice Chair of Education,
Associate Chief of Medicine at Grady

Doug Morris, MD
Associate Vice Chair of Education

Karen Law, MD
Associate Vice Chair of Education,
Program Director of the J. Willis Hurst
Internal Medicine Residency

• **Melinda Ogilvie**: Infectious Diseases Division Administrator
• **Ryan Clarke**: Gastroenterology Clinical Administrator
• **Aaron Lee**: Human Resources Administrator
• **Tomeika Forde**: Human Resources Operations Support Specialist
• **Hannah Joy**: Assistant Program Coordinator in Faculty Development
Welcome

- **69** new faculty members in 2016
- **64** new residents and **45** new fellows (as of July 1)
- **45** new staff members
FY16 Accomplishments

- Completed DOM Five-Year Strategic Plan
- Stabilization of Finances
  - Implemented FSA I, II, III principles and practice into FY16 and FY17 budgets
  - SaLaD – More than $1.1M awarded from FY15 research efforts
  - SOUP – Distributed this fall
- Updated comprehensive Space assessment with metrics
- Continued success and support from the Research Administration Service (RAS) unit
- Continued success of Department of Medicine Data Analytics and Biostatistics Core
- New Education restructuring and initiatives – Wendy Armstrong, MD
FY16 Accomplishments

- Emory Saint Joseph’s Hospital – progress in Cardiology, GI, and Pulmonary
- Successful planning for 4th Dialysis Center
- Successful opening of renovated Clinic A floors
- Rheumatology consolidation in Clinic A
- Primary Care Continuum
- GI Strategic Plan, Heart & Vascular Initiative
- Expansion of Endocrinology program at EUHM; DM Management
- Designed Clinical Distinctions Program
FY16 Accomplishments

- 36 National awards
- 32 Atlanta Magazine “Top Doctors”
- **Wendy Armstrong, MD**: 2016 “Health Care Heroes” Physician Award (Atlanta Business Chronicle)
- **H. Kenneth Walker, MD**: Lifetime Achievement Award (Georgia Hospital Association)
- **Sam Lim, MD, MPH**: Distinguished Service Award (American College of Rheumatology)
- **Madeleine Hackney, MD**: Selma Jeanne Cohen Lecture Award (Fulbright Association)
- **Joyce Doyle, MD**: Jane F. Desforges Distinguished Teacher Award and Mastership (ACP)
- **Maura George, MD**: Volunteerism and Community Service Award (Georgia ACP Physicians)
- **Carlos del Rio, MD**: Ohtli Award (Government of Mexico)
- **Team Ebola of the EUH Serious Communicable Disease Unit**: Georgia Hospital Heroes Award (Georgia Hospital Association)
FY16 Accomplishments

- 18 Faculty promotions to Professor or Associate Professor
- Communications
- Program enhancements at Grady – Renovation of space
- VA Quality Scholars Program and Department of Medicine Quality Conference
- U.S. News & World Report national rankings
  - Cardiovascular – 16th, Geriatrics – 27th, Diabetes and Endocrinology – 50th
- Top 20 Internal Medicine Residency Program – Doximity
FY16 Goals

• Financial strategic alignment (I, II, III) ✔
• Emory Medicine alignment ✔
  • Primary Care Continuum ✔
  • Cardiology ✔
  • Hematology/Oncology
• Leadership Team ✔
• Department of Medicine administration ✔
  • Exec Administrator, Academic Affairs and Administration
  • Exec Administrator, Clinical Affairs and Administration
• Space – Woodruff Memorial Building, Emory University Hospital, Grady Memorial Hospital
• Development ✔
• Revise Department of Medicine Strategic Plan ✔
FY16 Goals

- IT/Informatics
- Emory Saint Joseph’s Hospital, Atlanta VA Medical Center, and Grady Memorial Hospital
- Research ✔
  - Clinical trials ✔
  - Health Services Research – Recruit faculty ✔
  - Partner in immunology, immuno-engineering, and drug-discovery initiatives ✔
  - Diabetes initiative – Basic Science faculty leader
  - Recruit leader in heart failure
  - Antimicrobial resistance initiative
- Education ✔
  - Implement changes to internal medicine residency, curriculum, and recruitment ✔
FY17 Goals – A Lot to Do

• Financial strategic alignment (SOUP, SaLaD)
• Development
• WHSC/Emory Medicine alignment
  – Population Health and Clinical Network Strategy
  – Hematology/Oncology
• Faculty compensation models
• Space – Woodruff Memorial Building, Emory University Hospital, Grady Campus
• Begin implementation of Department of Medicine Strategic Plan
• IT/Informatics
• Emory Saint Joseph’s Hospital, Atlanta VA Medical Center, and Grady Memorial Hospital
• Executive Park planning
• Implement Clinical Distinctions Program
• Research
  – Diabetes Initiative – basic science faculty leader (P-30 implementation)
  – Health Services Research – new faculty
  – Recruit leader in heart failure
  – Antimicrobial resistance initiative
  – Partner in microbiology immunology and drug-discovery initiatives
  – Clinical trials
• Education
  – Continue to implement changes to internal medicine residency, curriculum, and recruitment
Strategic Plan 2017-2021

Values
Integrity, Respect, Trust, Compassion, Innovation, Collaboration, Inclusion, Quality, Accountability, Excellence

Our Mission
Advancing health through discovery, education, and care.

Vision
To become a destination academic community that promotes innovation in discovery, education, and health care.
Strategic Plan Goals

Quality
- Reduce Unnecessary Variation
- Performance Improvement
- Capacity
- Assess Population Health

Clinical
- Expansion
- Regional Provider of Choice
- National & International
- Use of APPs
- Clinical Marketing Planning
- Physician Leadership Structure

Education
- Enhance Residency Program
- Increase Med Student Interest
- Culture of Teaching
- Enhance Collaborations
- Career Development in Academic Medical Education

Administrative Ecosystem
- Administrative Team
- Influence IT Decision-Making
- Research Space Productivity
-Philanthropic Support
- Innovation Support Structure
- Implement Strategic Plan

People
- Faculty Engagement
- Sense of Community
- Align Clinical and Academic Communication
- Mentoring & Career Development
- Hiring Processes
- Staff Feedback Program

Research
- Expand Extramural Funding
- Administrative Infrastructure
- Health Services Research
- Collaboration & Interdisciplinary Research

Strategic Plan 2017-2021

www.bitly.com/dom-sp17
Clinical Affairs

James Spivey, MD
Clinical Strategic Initiatives

DOM providers already provide care at expanding network of outpatient facilities, including ESAs:

- Growing need for primary care providers

Provide care at multiple hospital sites:

- EUH
- EUHM
- EUHSJ
- EUHJC
- Atlanta VA Medical Center
- Grady Memorial Hospital
  - Improved access and quality at VA and Grady

Executive Park acquisition/strategic plan

- Growing need for specialty care providers
Increasing Patient Volume

Inpatient volumes grew by 15% between FY13 and FY15

Outpatient encounters by DOM providers increased by 22% to more than 700,000 visits in FY15
Despair or Opportunity?

“Survey shows Georgia health care is 6th worst”

—Wallet Hub
Clinical Strategic Initiatives

• **Provide improved health care to 1 million people locally**

• **Influence the health of 3.5 million people regionally**
  - Stratus Healthcare affiliation
    • Improved access or preservation

• **Become a leading resource for specialized care nationally and internationally:**
  - Expand footprint of primary care
  - Expand/improve utilization of APPs
  - Provide input for clinical marketing
  - Ensure DOM participation in executive leadership of Emory Healthcare
Quality & Clinical Effectiveness

Nathan Spell, MD, FACP
2015-2016 Highlighted Accomplishments

VA Quality Scholars Program
- 9 peer-reviewed publications
- 16 scientific presentations at national meetings

Grady
- Discharge times – improving patient flow
- Improved monitoring of diabetic patients

The Emory Clinic BP control
- 71 → 75 → 81% as of August 2016

UHC Quality and Accountability Rankings
- EUH among top 10 academic hospitals for 5th consecutive year
- EUHM in top quartile
- TEC 5th among academic group practices
DOM Strategic Plan Quality Goals

1. **Optimize care through reducing unnecessary variation**
   - Identify opportunities, actions, projects

2. **Increase/enhance performance improvement capacity**
   - EHC Quality Academy
   - SOM Faculty Development in Quality Improvement
   - VA Quality Scholars Program
   - VA Chief Resident in Quality and Patient Safety
   - IM residency curriculum and Distinctions program

3. **Improve population health**
   - Medical homes at TEC, Grady, VA PACT
   - Emory Healthcare Network shared savings contracts
VA Quality Medicine Section

Section Chief: Anne Tomolo, MD, MPH

Section Programs:

VA Quality Scholars Advanced Fellowship Program
- Two-year interprofessional training program in quality improvement, health systems, quality-related research, and leadership

Medicine VA Chief Resident in Quality & Patient Safety
- One year post-internal medicine residency training position in quality improvement, health systems, and patient safety
- Responsible for teaching residents in quality and safety and leading quality improvement initiatives
- 2015-2016  Blake Anderson
- 2016-2017  Jonathan Gandhi
- 2017-2018  Sara Levy
High priority targets

- Unnecessary variation
  - Using dx-specific order sets (e.g., sepsis)
- Hospital-acquired infections
- Hand hygiene
- Discharge time/coordination
- Documentation improvement to capture patient complexity
DOM Quality Council

- Abhi Goyal (Cardiology)
- Steve Keilin (GI)
- Patrick Bowen (Endocrinology)
- Anne Tomolo (VA-GIM)
- Hasan Shabbir (Hospital Medicine)
- Dave Murphy (Grady-Pulm)
- Jason Higdon (TEC Primary Care)
- Jay Varkey (Infectious Diseases)
- Jason Cobb (Nephrology)
- Aliza Lipson (Rheumatology)
- Nurcan Ilksoy (Grady GIM)
- Resident/Fellow members?
Education: A Critical Part of the Academic Mission

Wendy S. Armstrong, MD
Vice Chair for Education and Integration
Restructuring

Associate Vice Chairs of Education

Karen Law MD: Program Director,
J. Willis Hurst Internal Medicine Residency
DOM Strategic Plan – Educational Goals

1. Enhance the quality and reputation of the J. Willis Hurst Internal Medicine Residency

2. Increase interest among medical students in careers in internal medicine

3. Enhance the culture of teaching across the Department of Medicine

4. Enhance education collaboration within and beyond the Department of Medicine

5. Expand opportunities and mentorship for career development in academic medical education
A Legacy of Teaching
Mission Central: Culture

Enhance the culture of teaching across the DOM:

✓ Bedside teaching
✓ Medical decision-making
✓ Cost-conscious care
✓ Grand Rounds
✓ Prioritizing education for trainees
Focus on the Residency Program

**Emory is a unique training environment**, a world-class academic institution with a deep commitment to community, addressing health care disparities, and caring for patients as people.

**Challenge:** Increasing workloads threaten the teaching environment for our trainees and our physicians.

Team N: Special thanks to **GIM-Grady**.

Karen Law, MD
Program Director
Our faculty is our greatest asset

• Recruitment
  • Grady Noon Conference
    • M/W/F 12:30 – 1:30
    • Oct. 26 – Jan. 13
  • Interviewers for candidates
  • Talk to Emory medical students you know

• Be passionate!
• Tell the chiefs when you catch people doing great things
Innovative Medical Student Innovation

**IM Clerkships**
- **3rd year** - Richard Pittman (Director) and Karen Law (Associate Director)
- **Sub-Internship** – Michael Lubin
- **Adult Ambulatory** – Eva Rimler

**Essentials of Patient Care** – Lisa Bernstein/Martha Ward

Module Directors, Society Advisors

Strong group of Emory medical students

- **39 applicants** to IM categorical programs
Collaboration and Mentorship

1. Academy of Medical Educators – Steve Gorbatkin

2. Fellows Medical Education course – David Schulman

3. Faculty Development – Academy, Education Community, among others

4. School-wide education leadership group
Research & Faculty Development

Kathy Griendling, PhD
DOM Research Funding FY06 – FY16

Research Dollars (Million)

51.5  55.2  62.1  66   73.7  76.6  81.7  88.5  79.5  92.8  104.6

191 PIs in FY16  CTSA included  VA and AREF: $9.4 million
# 2016 Research Accomplishments

## Department of Medicine Research Productivity

<table>
<thead>
<tr>
<th>Division</th>
<th>Number of Publications, June 2015-May 2016</th>
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<tbody>
<tr>
<td>Cardiology</td>
<td>202</td>
</tr>
<tr>
<td>Digestive Diseases</td>
<td>33</td>
</tr>
<tr>
<td>Endocrinology, Metabolism and Lipids</td>
<td>66</td>
</tr>
<tr>
<td>General Medicine and Geriatrics</td>
<td>49</td>
</tr>
<tr>
<td>Hospital Medicine</td>
<td>9</td>
</tr>
<tr>
<td>Infectious Diseases</td>
<td>173</td>
</tr>
<tr>
<td>Nephrology</td>
<td>55</td>
</tr>
<tr>
<td>Pulmonology</td>
<td>87</td>
</tr>
<tr>
<td>Rheumatology/Immunology</td>
<td>22</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>700</strong></td>
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Signature Programs and Events:

- Data Analytics and Biostatistics (DAB) Core (52)
- Grant writing support program with Janet Gross (11)
- Consult Program: grants and manuscripts (2)
- CDA Committees (32)
- 8th annual Research Day (285 registrants – 10% increase)
- Quality Day (177 registrants)
- Blue Sky Groups (19 groups – 4 new in FY16)
Research Goals

**FY17:**

- Develop additional resources to enhance funding
- Implement Emory FIRST faculty information system
- Complete DOM HSR strategic plan
- Increase number of Blue Sky Groups

**Five-year goals (2017-2021):**

- Maintain and expand extramural funding base through innovative discovery
- Improve research and clinical trials administrative infrastructure
- Enhance health services research
- Enhance collaboration and interdisciplinary research
9th annual

Department of Medicine Research Day

Friday, October 28
8 a.m. to 5 p.m.
Cox Hall Ballroom

Keynote speaker:
Kenneth Covinsky, MD, MPH (UC San Francisco)

Registration required:
2016 Faculty Development Accomplishments

• Developed PATHS, a new tool to help guide faculty to career success

• Reached 405 faculty with our signature programs

• Successfully supported 22 faculty appointments and promotions and coached 37 other faculty on promotion readiness

• Revised and updated website to increase accessibility to our many resources
2017 Faculty Development Goals

- Expand mentoring program
- Improve the faculty on-boarding experience and enhance faculty engagement
- Provide leadership development opportunities for mid-career faculty
- Continue to facilitate successful promotions in the Department of Medicine
- Implement new Clinical Distinctions program to better recognize efforts of our clinically engaged faculty
Upcoming Events

• **Research Resources 101 – BioRAF**
  Thursday, 9/15 from 12-1 p.m.

• **New Faculty Orientation**
  Thursday, 9/22 from 12-5 p.m.

• **School of Medicine New Faculty Orientation**
  Friday, 9/30

• **Research Resources 101 – SaLaD and SOUP**
  Thursday, 10/20 from 12-1 p.m.

• **Department of Medicine Research Day**
  Friday, 10/28 (all day)

• **Clinical Skills Refresher Course**
  Friday, 11/4 from 9 a.m. to 1 p.m.