A Message from the Medical Staff President

Dear Friends -
We’ve known for a long time that there are many heroes among us at University Hospital. On Oct. 24th, we had a chance to celebrate them at the first Hero’s Ball.

It was a moving experience.

More than 500 people gathered to celebrate and share stories about the exceptional care they had received at UH—from nurses, physicians, housestaff, and employees in every area of the hospital. Patients, community members, clergy and other supporters expressed their gratitude for our work. It was a time to give thanks, to reconnect with our mission, to remember the privilege of serving our patients, and to celebrate together the gratitude that we all feel about being part of our remarkable UH community.

Too often, in the midst of the busy-ness and stress that comes with life in a major urban trauma and tertiary care center, we forget the remarkable work that our team carries out, and the gratitude that so many people feel for it. The Hero’s Ball offered us a chance to reconnect with this dimension of our work. Many thanks to the Foundation for University Hospital and everyone who worked so hard to make it a success.

In other news, the refurbishment of the Doctor’s Lounge will begin soon as a shared project between UH Administration and the Medical Staff Organization. We are excited about this joint venture and look forward to our new and improved surroundings.

On behalf of the Governing Council, I wish all happy and healthy holidays and New Year.

And The Beat goes on....
Lisa Dever, MD

Hero’s Ball

The Foundation for University Hospital hosted the first ever Hero’s Ball on Thursday, October 24th. The gala was held on the plaza between New Jersey Medical School and School of Dental Medicine, and brought together over 500 people to celebrate the tremendous care provided at University Hospital.

(More on Page 6)
I had the pleasure to meet with Dr. Shereef Elnahal in a 1:1 conversation where he shared his experience, insight and vision for change at UH.

**AS: Where were you born?**

**SE:** I was born in Arlington, Virginia and I grew up in New Jersey. We moved here when I was 4 years old, and I stayed here through high school, and then I went to college in Baltimore and then did my whole grad school experience between Boston and Baltimore, and I started here 3 months ago.

**AS: Right after your Residency in Radiation Oncology at John Hopkins, you were a White House Fellow from August 2015 to November 2016, what was that experience like?**

**SE:** It was amazing. The program is supposed to introduce you to how Washington works as a younger leader — letting the fellows experience how the Executive Branch, Congress and the Judiciary interact and make policy. For most people, this is an expository experience for a year and then they usually go back to what they were doing before the experience.

For me, it completely changed the direction of my career. I had no intention of going into government before this experience.

I was placed at the VA and served under Dr. David Shulkin who was the Under Secretary for Veterans Affairs for Health. I served under him for almost three years. After my Fellowship, he hired me to be the Chief Quality Officer of the VA Health System.

**AS: You were initially planning on coming back to practice medicine after your Fellowship at the White House?**

**SE:** Yes, I was so inspired by the opportunity to serve and to lead change. At the VA, I was seeing the change. It's something I wanted to dedicate myself to after that. I decided to stay on with the agency and continue that experience. Then, the NJ Commissioner of Health opportunity came across my desk because folks here in NJ became aware of the positive work we were doing for veterans.

**AS: Given that you have a MD/MBA, were you thinking about a healthcare leadership from the beginning?**

**SE:** As an undergrad and Med Student I was interested in operations management from an academic perspective — how do you implement initiatives that increase efficiency and quality of care in a cost-effective way? But, I always thought I was going to pursue that from a research standpoint as opposed to a management practice standpoint. However, I realized that I loved actually doing it more than studying it.

This stemmed out of the realization that I had when I was going through my training, and also in college, that the environment of care that surrounds clinicians often determines patient outcomes more than the knowledge of the conditions and dedication to work. Physicians and nurses can have the best training and skills you could ever imagine, but if the system around you fails, the quality of care suffers.

I am also interested by the fact that the social determinants of health often have much more of an impact on health outcomes than anything else. Data has emerged that 80% of people's health outcomes are not determined by clinical care.

These statistics inspire me to think beyond the point of care about what I can do to change the social determinants of health and better support our clinicians.

**AS: You have been working in very large systems before — at the VA, and then the NJ Department of Health. What is it like zooming into the smaller level of a Hospital?**

**SE:** Ever since I had my experience at the VA, I knew that I wanted to have a role in health care leadership. The scope at the VA is so broad, that it takes a while to see change. At the DOH, I could see the change happening more quickly, but here at UH we can see the change even more quickly, and realize the impact that it is having on our patients’ lives.

I couldn’t be more privileged to be here. I think the mission of this hospital is amazing. The community is amazing. There's a lot of work to do, and it’s not going to be easy. My approach has been to try and be humble and to get as much help as possible from my staff and from the medical staff in the medical school. I’ve seen
so many people step up and try to help and offer to help when I’ve made myself available for that purpose.

**AS: Along those lines, what has surprised you the most about being here at UH?**

**SE:** The most striking thing is how much people are willing to put themselves on the line to contribute to the changes that I want to implement — that has been really tremendous. I didn’t anticipate that because in most institutions it takes a while for people to even buy into the idea of change, but everybody here seems to be not only accepting it but expecting it from me and offering themselves to make it happen. So it was a pleasant surprise.

**AS: What are your the big things that you see it changing at UH over the next 2 years?**

**SE:** We have to really stabilize the ship. Making sure we’re better staffed with critical positions like Nursing, Environmental Services, Patient Transport, Food Services and so many other positions that make the hospital run.

We are understaffed because we’re non-competitive in our salaries, among other reasons. After we are better staffed and better supported, we will have to fix our processes. We need to make sure that we’re fairly compensated for the care that we provide — that the complexity of care is accurately reflected in our billing.

Most importantly, we’re going to do a very important effort in quality improvement engaging the expertise of Dr. Peter Pronovost, who’s an international expert in Quality Improvement. After he is done with his current project with the federal government, he’s going to come here with his team and implement a massive change-initiative that will hopefully turn the tide on quality. This should start within the next 3 months.

**AS: What your biggest worry for the healthcare industry as a whole for the next couple of years?**

**SE:** I think it’s not built for prevention. It’s not built for high-need people with a lot of social determinants of health that impact health outcomes — like the people that live in Newark. The infrastructure here is not set up for what we need to do, which is to support people in thriving and maintaining a healthy lifestyle outside of these walls.

I think that University Hospital can be an example for how rapid change can be possible in the arena of Social Determinants of Health through joint innovation with the state and insurers to change the incentives to do the right thing.

**AS: Many cities and Hospitals are experimenting in that area — what is one of your favorite models?**

**SE:** The Housing First Initiative in the Camden, NJ Coalition, they’ve essentially proven that you can improve health outcomes significantly in a potentially cost-effective manner with helping patients find stable housing, we hope to replicate that success with a Housing Initiative here in Newark.

Anne K. Sutherland, MD is an Assistant Professor in the Rutgers—NJMS Department of Medicine, Division of Pulmonary and Critical Care. She is the Medical ICU Director at University Hospital and serves as an At-Large Representative on the University Hospital Medical Staff Governing Council.

---

**DID YOU KNOW?**

Medical Staff governance documents including the Bylaws and Rules & Regulations, and UH Policies can be found on the UH Medical Staff Website. To learn more, visit [http://www.uhnj.org/mdstfweb/](http://www.uhnj.org/mdstfweb/)

---

**Joint Commission Readiness**

The Joint Commission is expected at UH between now and May 2020.

To help providers brush up on National Patient Safety Goals and University Hospital’s Mission, Values, and Credos, the Office of Medical Staff Affairs & Education will soon be distributing the UH Physician Handbook, a pocket-sized quick-reference guide to help with answers to surveyor questions that may be asked.
Committee service allows physicians to see how hospital decision-making works and to have their voices heard. The best way to get a sense for how University Hospital works is to participate in committees. This provides opportunity to collaborate and be a part of the process to make changes that impact patient care. Likewise, even if there are hospital policies and processes that cannot be changed, participation in committees can help doctors understand the system better.

Committee participation also provides a unique opportunity for senior providers to mentor others helping to preserve institutional memory. Committee work can be rewarding and effective by providing physician input and expertise into the hospital’s policymaking surrounding patient care. Already on a committee or two (or three)? Below are a few tips to make the most of your participation:

- Understand the scope and purpose of the committee;
- Be prepared to discuss, analyze, and solve problem using consensus decision making;
- Speak up—and listen in turn;
- Review materials in advance;
- Represent more than just your own views as you are representing the collective input of others in your constituency.

At University Hospital, with the exception of the Medical Executive Committee, membership to Medical Staff Standing Committees is by appointment by the Medical Staff President.

---

**FYI**
- Meeting calendars are set by the Chair;
- Most committees meet monthly, some only at the call of the Chair;
- Appointments are for a two-year term;
- The next appointment term begins in January 2020.

---

**STANDING COMMITTEES OF THE MEDICAL STAFF**

Below are committees of the medical staff. The minutes of these meetings are submitted to the Medical Executive Committee.

- **BYLAWS**
  - Michael Jaker, MD, Chair
  - Suzanne Atkin, MD, Vice-Chair

- **CLINICAL PRACTICE**
  - VACANT, Chair

- **CREDENTIALS**
  - Natalie Roche, MD, Chair
  - George Wallace, DPM, Vice-Chair

- **BIOETHICS**
  - Michael Shapiro, MD, Chair
  - Fran Ward, PhD, RN, Vice-Chair

- **INFECTION CONTROL**
  - Debra Chew, MD, Chair

- **MEDICAL RECORDS**
  - Cheryl Kennedy, MD, Chair

- **MEDICAL STAFF IMPAIRMENT**
  - The Chairperson of the MEC and the CMO shall designate three (3) members of the Medical Staff to serve on this committee. Only meets on an as needed basis.

- **CANCER**
  - Ravi Chokshi, MD, Chair

- **OPERATING ROOM**
  - Anne Mosenthal, MD, Co-Chair
  - Alex Bekker, MD, Vice-Chair

- **PHARMACY & THERAPEUTICS**
  - Joseph Apuzzio, MD, Chair

- **QUALITY STEERING**
  - Ana Natale Pereira, MD, Chair

If you are interested in serving on any of the committees listed, please contact Anne Egan at eganag@uhnj.org.
User Tips & Tricks

Tip #1: Through the “Care Everywhere Activity” we receive information from outside facilities.

Tip #2: You can reconcile and add the following into the patient’s chart as appropriate: Allergies, Medications, Immunizations and Problem Lists

Tip #3: Use the wrench icon 🔄 for additional information in certain tabs.

Tip #4: Keyboard shortcuts to navigate the chart: Press CTRL+SPACEBAR to place your cursor in the Search field at the top right of the screen, above the patient workspace. Enter your search term and press ENTER

Tip #5: Ambulatory Physicians: In your in-basket, when done reviewing your lab results, highlight them all and click “done”, refresh and your in-basket is clear.

Tip #6: Look for the star ⭐ to mark your favorites.

Contact Us:

UH Epic Related Issues
Doris Fernandez
P: 973-972-1666

Rutgers OIT Help Desk
P: 732-743-3200

For Information on Dashboards
Vanessa Noziglia
P: 973-972-2536

Upgrade to Epic November 2019 Version Coming in April 2020

Epic is phasing out its old screen view and moving to a concept called “storyboard,” in which the patient banner/header across the top will be switched to the left side of the chart. This is intended to make better use of screen space and add access to additional functionality. University Hospital will apply the new look across the health system when its Epic upgrade is implemented in April 2020.

Quality programs are CMS lead programs that primarily focus on improving outcomes, patient’s experience of care, and population health while also aiming to reduce healthcare costs through quality improvement. The programs reward providers based on value and outcomes.

The UH Physician Practice Dashboard gives the provider the ability to see their performance in the Promoting Interoperability program which is data that is reported to the state.

EPIC EARTH

Create an Epic Earth profile to collaborate with clinicians across the country & around the globe and to access Epic anywhere. Use Epic Talks for efficiency tips.

1. Click 🌍 on the right side of your main toolbar to open Epic Earth.
2. Review your name and credentials. These appear to others on Epic Earth, so make any necessary updates.
3. Update your email address if needed. Epic Earth sends email updates to this address, and you’ll be able to log in right from those emails.
**HERO’S BALL**

The first annual Hero’s Ball sponsored by the Foundation for University Hospital drew an overflow crowd of 550 supporters to a dinner fundraising event that honored Dr. David Livingston and the work of the Eric Munoz Trauma Center. “We wanted to do something as a foundation that would recognize our employees, the people who day in and day out provide services to the greater Essex County community,” said Ciro Scalera, who chairs the Foundation’s Board.

The Foundation sponsors a My Hospital Hero program that enables patients and colleagues to honor UH staff. All of the Hero recipients were invited to attend the ball. Livingston, who joined UH in 1988, was honored for his leadership of the trauma center, the establishment of the Center for Trauma Survivorship, and his support for the Hospital Violence Intervention Program. He was recently selected as the President-Elect of the American Association for the Surgery of Trauma.

A former patient, Lisa LaBruno, offered her thanks to Livingston for his treatment of the leg injuries she suffered as the victim of a hit and run accident in 1993. She regained the ability to walk following multiple surgeries and recently competed in a 10k race. “Dr. Livingston assumed a role so much bigger than just my ER doctor,” LaBruno said. “He saw me not just as a patient, but as a person, a human being in desperate need of reassurance, empathy and care. He instinctively and so generously gave me those things and so much more from the moment I arrived in the ER until I was discharged two months later. He was committed to my physical recovery. But it was my emotional wellbeing that really mattered to him.”

Dr. Livingston was presented with a drawing highlighting special memories and included messages from his friends and colleagues. Livingston dedicated his remarks to thanking all of his colleagues and support staff for the excellence of the trauma center. “The love and support for the trauma center, and all the heroes who make up UH every day in the trauma center is palpable,” he said.

**COMMUNITY of CARE CONNECTIONS**

Students from the Roseville Community Charter School sent University Hospital providers a bundle of cards containing THANKS and best wishes for a happy and healthy Thanksgiving.

**Because Sometimes . . . Heroes Wear Scrubs!**

The medical staff said thank you by proudly sponsoring the recipients of the My Hospital Hero Award at the Hero’s Ball. “What better way to show our appreciation than to say THANK YOU to our fellow healthcare professionals and staff employees?” said Lisa Dever, MD.

**MY HOSPITAL HERO** provides a giving opportunity that recognizes caregivers. Donors include grateful patients and families or anyone else wishing to show gratitude and honor to an individual or team for exceptional care received or witnessed by University Hospital providers and staff.

**HERE’S HOW IT WORKS.** When a donation is made, the Foundation schedules a “surprise” pin presentation. These are usually held in the presence of peers and hospital leadership so that everyone can share in the celebration.

Is there an unsung hero in your midst? A resident, a nurse, a clerk, an OR or radiology tech? Does the housekeeping or maintenance staff in your area make a difference to your patients with a compassionate smile and a job well-done? If there is someone you would like to honor for their above and beyond patient care at University Hospital, MAKE THEM A HERO!

Click Here to Honor your Hero

**“Dear Doctor,**

**Thank you for helping my Mom and me. I’m so happy. Thank you University Hospital.”**

- Al-Azim.
HERO’S BALL
October 24, 2019

Please e-mail comments, suggestions, news events, awards or recognitions and other items of interest to: uhmedicalstaff@uhny.org