

# MEDSTAFF NEWSLETTER

## UPSTATE UNIVERSITY HOSPITAL

WINTER  
2017

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<mailto:askmec@upstate.edu>

### A FINAL MESSAGE FROM THE PAST MEDICAL STAFF PRESIDENT MITCHELL V. BRODEY, MD

This is my final newsletter column. Howard Weinstein, MD is the new President and I move into the immediate Past President position for the next two years. In the past, presidents would serve for varying degrees of time with no real succession plan. Bettina Smallman, MD started the 2year limit process when she was President and we have imprinted it in the bylaws. One now must be voted on as a member at large, then Treasurer, Vice President, President, and then Past President. Ten years.

Why would someone commit to this, and should the person willing to do so be committed?

- Looks good on either resume or obituary, depending on your stage of life
- Maybe receive some financial compensation or maybe not, depending on your employer
- Feel like a big shot, although at an academic institution you will only feel like one, you won't be one.
- Have the opportunity to serve your institution, and have the satisfaction of accomplishing something if you succeed.

I end my two year term as I began it, with influenza vaccination but with more supportive emails and only one that was about over the top, so progress. As a medical staff, we have improved our vaccination rate from 78 percent to almost one hundred percent, exempting only those with a true medical contraindication. It is a very time consuming process for both Employee/Student Health and Medical Staff Services to both immunize and document, and mistakes get made. They could use more help. I have failed to be able to make that happen.

My goal, as I said in the beginning, was to have one medical staff, one hospital, and two campuses. We continue to improve, and a number of positive changes have been made with the merging of committees such as P & T, Infection Control, and most importantly CQI. We have started a Laboratory Formulary Committee, and are at the beginning of establishing an antibiotic stewardship program. Wise use of our health care resources is a cardinal principle, or physician professionalism. It also will be a necessary tool for survival with the coming changes from our new administration in Washington. However, we are not there yet. Until the community campus becomes a full fledged teaching hospital training with faculty, residents and students, it will continue to be referred to as CGH, usually in a condescending manner.

I have heard that there are lots of plans for the future, and I am guardedly optimistic. Good luck to Howard Weinstein. All of your large cap emails can now be sent directly to him. Tempting as it might be what I have learned in this job is to reply to questions, not comments.





## MESSAGE FROM THE NEW MEDICAL STAFF PRESIDENT HOWARD M. WEINSTEIN, MD

I am delighted to assume the presidency of the medical staff! Although I have been on the medical staff for nearly 40 years, there are many of you that do not know me. I thought it only fair to give you a brief review of my background and my personal vision for Upstate Medical University.

I was born and raised in Brooklyn, New York. I graduated from Brooklyn College and was married right after graduation to Ellen, my wife of 48 years.

I am a graduate of the New York University School of Medicine and completed my residency in Obstetrics and Gynecology at NYU and Bellevue hospitals. I was among the final group of physicians in the Berry Plan, which was a military deferment until completion of residency training and then you became active.

I entered the Air Force and was assigned to Griffiss AFB in Rome, New York where I was able to practice Obs/Gyn at a very busy base.

By the completion of my assignment, we were convinced that Central New York would be a great place to practice and raise our growing family of two children and a third on the way! As luck would have it, our Regional Perinatal Center was in need of a generalist and I happily accepted a position and worked with Dr. Richard Aubry and Dr. Margaret Williams, two giants in Perinatology and Neonatology, respectively.

I eventually entered private practice and always maintained my Upstate affiliation and my affiliation with Community General Hospital. I became Ob/Gyn department Chair at Community Hospital in 1992. When Community Hospital was acquired by Upstate, I really came full circle back to my roots. I have maintained my private Obs/Gyn practice at the Community Campus, and an office in Radisson. I continue to teach third year students at the hospital, and in my office. I maintained my position as Chief of Service of Obs/Gyn at the Community Campus, and just finished my presidency of the Medical Operations Committee before beginning my presidency of the medical staff of the combined campuses.

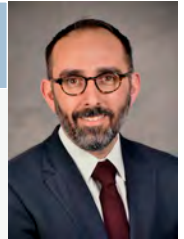
Personally, my wife and I have four children and seven grandchildren, unfortunately scattered in Westchester, Miami, and Boston - all good places to visit, however. My wife is an attorney and was in private practice for twenty years; she is now Chief Clerk of the Surrogates Court for Onondaga County. We also both believe in community service as an important facet of our lives, and continue to participate in secular and religious boards in our community.

Over the years I have witnessed incredible discoveries and innovative thinking in medicine. I truly believe that the potential for Upstate Medical University is unlimited. Our students, researchers and practitioners are among the best. We are only limited if we think we cannot meet our goals. We must continue to think out of the box! Of course our most important goal is to serve our patients to the best of our abilities and provide exemplary care at both campuses, which involves every one of us that work every day in our hospitals. I truly believe that we provide the finest and most innovative care in Central New York. To further enhance our work we must concentrate on two aspects; kindness to, and communication with, our patients, staff and each other.

Now I hope you know something about me, and I hope to learn something about you. If you see me in the halls of our wonderful campuses, stop and say hello! If there is an issue that you feel you must discuss, call me at 492-2520 or send me an e-mail, and I will hopefully be able to help. If you are asked to serve on a hospital group or committee, please accept. Hospitals are only great because of the people that work there.

## VALUE – PART 2

### ANTHONY P. WEISS, MD, MBA



In the August 2015 version of this newsletter I wrote about the value equation, the concept that value within healthcare can be calculated as quality over cost. This is as close to a “first principle” within healthcare delivery, an incontrovertible truth, such that whatever happens within our payment system under a new administration, there will always be value in pursuing value.

This was the message delivered at last October’s Annual Medical Staff meeting, by our guest lecturer Dr. Leonard Feldman, from Johns Hopkins. Dr. Feldman spoke about the numerous opportunities for value enhancement within our current healthcare system, including a number of successful projects carried out across the country. I am pleased to announce that Upstate has joined the National High Value Practice Academic Research Alliance, led by his group at Johns Hopkins. Through this alliance (info found here:

[http://www.hopkinsmedicine.org/armstrong\\_institute/improvement\\_projects/high-value-health-care/nationwide-high-value-practice-academic-research-alliance.html](http://www.hopkinsmedicine.org/armstrong_institute/improvement_projects/high-value-health-care/nationwide-high-value-practice-academic-research-alliance.html)) we hope to learn from others (and perhaps contribute some lessons learned ourselves) on how to increase value through quality improvement and/or cost containment.

There are a few new initiatives here at Upstate worth mentioning in this context:

1. The new Lab Formulary Committee, led by Dr. Matt Elkins, with a focus on reducing non value-added laboratory testing, and guiding the medical staff on the value of ordering new tests (particularly molecular genetics tests) as they emerge in the literature.
2. A soon-to-be-formed Antibiotic Stewardship Committee, with a focus of extending the good work already being done in this area by Drs Weiner, Javaid, and Brodey, around the appropriate use of antibiotics in both the inpatient and outpatient settings. I want to thank these physicians, as well as Dr Stephen Thomas and Luke Probst, for their leadership in this area.
3. The DSRIP MAX Series, where Upstate is taking a central role in convening a series of meetings to better coordinate care for high-utilizing (frequently admitted) patients. I am pleased to serve as Executive Sponsor for this work, and am grateful to Drs. Ross Sullivan and Brian Changlai for their active involvement in this effort.

This is transformative and difficult work, which will involve many of you on the medical staff (and will likely eventually affect us all). I am excited that Upstate is taking a proactive role in moving forward some key initiatives that will ultimately benefit our patients. More to come in the year ahead...

## PATIENT EXPERIENCE CORNER --- PHYSICIAN EMPATHY

**What is Empathy?** Empathy is, at its simplest, an awareness of feelings and emotions of other people. It is a key element of emotional intelligence, the link between self and others. It is how we as individuals understand what others are experiencing as if we were feeling it ourselves.



**What is Clinical Empathy?** Once known as “good bedside manner,” clinical empathy is essential to establishing trust, the foundation of a good doctor-patient relationship.

Physicians’ attunement greatly serves the cognitive goal of understanding patients’ emotions; this has lasting implications for the patients. Physicians recognize that they cannot genuinely overcome all emotions yet they strive to view patients’ emotions objectively. The function of empathy is not merely to label emotional states, but to recognize what it feels like to experience something. The whole point of empathy is to focus on the patient.

**Emotional attunement** operates by shaping what one imagines about another person’s experience. This emotional “resonance” is not a special professional skill but a part of ordinary communication. Attuning to patients does not always involve resonating with strong feelings, but often is a subtle nonverbal sense of where another person is emotionally.

Here are four ways that physicians can capitalize on their emotional responses to enhance medical care:

1. **Empathy Involves Associative Reasoning:** Emotional attunement helps physicians appreciate the personal meanings of patients’ words. What physicians say to patients has associative as well as logical meanings. An emotionally-attuned physician has an additional source of noticing which words are particularly trying to get meaning through asking questions and consultation.
2. **Emotions Help Guide and Hold Attention on what is Humanly Significant:** Physician emotions focus and hold their attention on what the patient is anxious about. By resonating with the patient’s anxiety, the physician is more likely to slow down at this point in the history and gather more information. Emotional attunement spontaneously directs attention to some aspects of patients’ histories over others. Nonverbal attunement automatically directs attention to matters that have emotional significance to the patient.
3. **Empathy Facilitates Trust and Disclosure and Can Be Directly Therapeutic:** Empathy facilitates trust and disclosure. Physicians express empathy not only by grasping the personal meanings of patients’ words, but also by matching patients’ nonverbal style, for example their vocal tones. When physicians attune to patients nonverbally, patients feel more comfortable and give fuller histories. Empathy directly enhances therapeutic efficacy. Engaging your patients in communication has been linked to decreased anxiety, leading to improved physiologic effects and improved outcomes.
4. **Empathy Makes Being a Physician More Meaningful and Satisfying:** Finally, empathy makes practicing medicine more meaningful. During moments of empathetic connection, the real meaning of medical practice is suddenly illuminated in terms of hidden personal meanings. Physicians who allow their patients to move them enrich their own experience of doctoring.

*Empathy fits into the ICARE model of communication. Empathy fosters a Connection with patients and helps providers Acknowledge that the people we serve are suffering.*

References: The HCAHPS Handbook 2 (Ketelsen, Cook, & Kennedy) P. 131-175

Journal of Internal Medicine 18(8): 670-674

[www.studergroup.com/HCAHPS](http://www.studergroup.com/HCAHPS)

<http://www.upstate.edu/ihospital/intra/pdf/administration/solutions-starter-hcahps.pdf>



**PATIENT EXPERIENCE AWARDS WINNERS**  
**OUTSTANDING PERFORMERS (TOP 1%TILE)**



**RUBAN DHALIWAL, MD** is an Assistant Professor of Medicine. She was a research scholar in the New York State Empire Clinical Research Investigator Program at the Winthrop University Hospital, following which she completed training in endocrinology at SUNY Upstate. She is the Co-Director of Metabolic Bone Disease Center. She is a clinical researcher and has published her work in high impact peer-reviewed journals. She has been an invited speaker at the annual society meetings and a visiting scientist at other academic institutions.



**BURK JUBELT, MD** Professor and former Chair of Neurology, has had a very long and successful career in academic medicine. He is a highly respected clinician, clinical researcher, and educator. Dr. Jubelt's main focus has been in the field of Neuroimmunology and has published widely in various related topics. He is highly respected by his patients, peers, trainees and staff. Dr. Jubelt has been the recipient of numerous awards including Best Doctors in America, Best Attending award by neurology residents and the President's Award for Excellence in Teaching at Upstate.



**RICHARD KING, MD** joined trauma service 8/1/15. He has been an outstanding clinician who has an extensive knowledge base for trauma, critical care and burns. His demeanor is always calm even in the most difficult situation. He takes time to teach the residents and is an outstanding role model. He speaks with the patient and the family in a friendly, compassionate manner. He is an excellent clinician and educator.



**KATHRYN PALOMINO, MD** is a fellowship trained board certified Pediatric Orthopedic Surgeon. Her clinical interests include: Pediatric orthopedics and spine deformities; scoliosis; pediatric fractures; clubfeet, developmental hip dislocation; spina bifida; slipped capital femoral epiphysis; lower extremity malalignment; cerebral palsy; leg length inequality.



**JONATHAN RIDDELL, MD** is a board certified physician in Urology. He obtained his medical degree from University of Western Ontario in 1994 and completed his Urology residency as well in 1999. He completed a pediatric Urology Fellowship in 2010 from University of Montreal. Dr. Riddell has been a faculty and medical staff member of Upstate University Hospital since 2011.



**PATRICK SMITH, MD** is kind caring and compassionate dental provider. He is consistently receives high scores on patient satisfaction surveys. He embodies the mission, vision and values of Upstate. Dr. Smith is respected by his peers and frequently consulted to manage difficult patient cases.



**J C TRUSSELL, MD** is a board certified physician in Urology. He obtained his medical degree from Temple University School of Medicine in 1992. He completed a surgical internship at Balboa Naval Hospital in 1993 and completed his Urology Residency at Upstate Medical University in 2002. Dr. Trussell has been a faculty and medical staff member of Upstate University Hospital since 2009.

**PATIENT EXPERIENCE AWARD WINNERS**  
**TOP PERFORMERS** (equal to or greater than the 95% tile)



**PATRICK ADCOCK, MD** is an Assistant Professor in Department of Emergency Medicine since August 2013. He attended Eastern Virginia Medical School and graduated from Upstate Emergency Medicine Residency Program in July 2013. His research and service interests are mostly focused on Trauma and EM Quality Improvement.



**SCOTT ALBERT, MD** Fellowship trained board certified Surgical Oncologist, focus areas breast, melanoma, and endocrine Breast program leader.



**REBECCA BLUE, MD, MPH** is an Assistant Professor in Department of Emergency Medicine since July 2015. She came to Upstate from Virgin Galactic, LLC; University of Texas Medical Branch where she was a Flight Surgeon and Assistant Professor, UTMB Department of Preventive Medicine in Houston TX. She also was an affiliated faculty member at Wright State University, Division of Aerospace Medicine, Department of Community Health, in Dayton, OH. She received her MD degree in 2008 from Georgetown University School of Medicine and completed her EM Residency Program at Orlando Health in Florida. She graduated from the University of Texas Medical Branch, Aerospace Residency Program in 2013.



**GENNADY BRATSLAVSKY, MD** is a board certified physician in Urology. He obtained his medical degree from Albany Medical College in 2000. He also completed an internship and residency at Albany Medical Hospital in 2005. His fellowship in Urologic Oncology was obtained in 2007 at the National Cancer Institute in Bethesda MD. Dr. Bratslavsky has been a faculty and medical staff member of Upstate University Hospital since 2011.



**RICHARD CANTOR, MD**, earned his medical degree from Upstate Medical University, where he also completed his pediatric residency. He is currently a Professor in the Department of Emergency Medicine and has been on faculty for 36 years. He was named 2016 physician of the year by the New York American College of Emergency Physicians (New York, ACEP). He is the director of the pediatric emergency department at Upstate University Hospital, medical director of the Upstate Poison Center and director of the Pediatric Emergency Medicine Fellowship Program.



**AJEET GAJRA, MD** is a board certified physician in Internal Medicine, Hematology, Hospice and Palliative Medicine and Medical Oncology. He obtained his medical degree from Maulana Azad Medical College, New Delhi, India in 1993. Internal Medicine from the University of Delhi was completed in 1996 and Residency (1998) and Fellowship in Hematology/Oncology (2001) from Upstate University Hospital. Dr. Gajra has been a faculty and medical staff member since 2006 with Upstate University Hospital.



**DAVID HALLERAN, MD** is a board certified physician in General Surgery and Colon and Rectal Surgery. He obtained his medical degree in 1977 from Columbia University. Internship (1978) Residency (1982) from Roosevelt Hospital. Colon and Rectal Fellowship was completed at The Ferguson hospital in 1983. He is the Chief of Service of the Surgery Department on the Community Campus and has been a member of the medical staff since 1984.



**CHRISTINE HEAGLE BAHN, NP** earned her MSN at Syracuse University in 1995 as an adult nurse practitioner. She specializes in treating adults with aging issues and Alzheimer's Disease-Dementia.



**PATIENT EXPERIENCE AWARDS WINNERS**  
**TOP PERFORMERS** (equal to or greater than the 95%tile)



**WILLIAM LINSKY, NP** earned a Doctorate in Nursing Practice from Texas Christian University. Is currently pursuing a PhD at Indiana University of Pennsylvania. He has been a Family Nurse Practitioner for over 20 years, and a Paramedic since the local program's inception in 1984. He is currently an adjunct Professor at Lemoyne College and Upstate Medical University and works in Emergency Medicine at both the downtown and Community campuses, and the Wound Care and Hyperbaric Medicine clinic at University Hospital.



**GREGORY RIPICH, MD** is a board certified physician in General Surgery. He obtained his medical degree from Upstate University Hospital in 1993. General Surgery Residency was completed at St. Joseph Mercy Hospital, Ann Arbor Michigan in 1998. Dr. Ripich has been a medical staff member in the Department of General Surgery, Community Campus since 2004.



**ANDREW TISSER, MD** is a 3<sup>rd</sup> year emergency medicine resident.



**MATTHEW MCDONALD, DO** is a board certified physician in General Surgery. He obtained his medical degree from New York College of Osteopathic Medicine in 2001. Residency at Upstate University Hospital in General Surgery completed in 2007. Dr. McDonald has been a medical staff member of Upstate University Hospital since 2012 in the Department of Surgery, Division Bariatric.



**JASON WALLEN, MD** is a board certified physician in General and Thoracic Surgery. He obtained his medical degree from McGill University in 2001. Residency in general surgery from Loma Linda University in 2006 and Fellowship in Thoracic Surgery from University of Pittsburgh School of Medicine in 2009. He has been a faculty and medical staff member of Upstate University Hospital from 2016 in the Department of Surgery, Thoracic Surgery.

**ANNUAL MEDICAL STAFF MEETING**  
**2016**





## WELCOME NEW MEDICAL STAFF MEMBERS AND ADVANCED PRACTICE PRACTITIONERS

• Andrea Amato, CRNA	Anesthesiology	• Aisha Baig, MD	Pediatrics
• Richard Giarrusso, DDS	Dental Surgery	• Davia Moss, NP	Pediatrics
• Steven Kolenda, DDS	Dental Surgery	• Jenica O'Malley, DO	Pediatrics
• Jennifer Lonnen, DDS	Dental Surgery	• Marissa Paparo, NP	Pediatrics
• Inna Lozanovskaya, MD	Emergency Medicine	• Andrea Shaw, MD	Pediatrics
• Nicholas Nacca, MD	Emergency Medicine	• Susan Stolzman, NP	Pediatrics
• Victor Rodriguez PA	Emergency Medicine	• Tolani Ajagbe, MD	Psychiatry
• Virginia Cronin, NP, PHD	Family Medicine	• Alexander Eller, NP	Psychiatry
• Dana Aiello, MD	Medicine	• Andrea Stolz, NP	Psychiatry
• Philip Arcuri, PA	Medicine	• Alexander Banashkevich, MD	Radiation Oncology
• Cassie Arnold, PA	Medicine	• Mahya Ghanaat, MD	Radiology
• Matthew Guinan, PA	Medicine	• Adam Hecht, MD	Radiology
• Caitlin Toomey, MD	Medicine	• Scott Kerns, MD	Radiology
• Andrew Weinberg, DO	Medicine	• Sandra Rhoden, MD	Radiology
• Ahmed El-Dokla, MBBCH	Neurology	• Andrew Shaer, MD	Radiology
• Steven Rothman, MD	Neurology	• Marianne Moehle, PA	Surgery
• Julie Albanese, NP	Pediatrics	• Jena Murphy, NP	Surgery

## MEC MEMBERS

### VOTING OFFICERS

**Howard Weinstein, MD;** Medical Staff President,  
Chair, Medical Executive Committee  
(OB/GYN)

**Leslie Kohman, MD;** Medical Staff Vice-President  
(Surgery, Thoracic)

**Satish Krishnamurthy, MD;** Medical Staff Treasurer  
(Neurosurgery)

**Mitchell Brodey, MD;** Medical Staff Past President  
(Medicine, Infectious Disease)

### MEMBERS-AT-LARGE

**Lynn Cleary, MD;** (Medicine)

**Robert Corona, MD;** (Pathology)

**Timothy Creamer, MD;** (Medicine)

**Tanya George, MD;** (Medicine)

**David Halleran, MD;** (Colo-rectal Surgery)

**Jeremy Joslin, MD;** (Emergency Medicine)

**Geeta Sangani, MD;** (Urology)

**Oleg Shapiro, MD;** (Urology)

**Bettina Smallman, MD;** (Anesthesiology)

### APP ELECTED REPRESENTATIVE

TBD

### EX-OFFICIO, NON VOTING MEMBERS

**Lisa Alexander, Esq;** Senior Managing Counsel

**Robert Carhart, MD;** Chair, Credentials Committee  
(Medicine)

**Hans Cassagnol, MD;** Chief Quality Officer (OB/GYN)

**Nancy Daoust, FACHE;** Chief Administrative Officer,  
Upstate University Hospital Community Campus

**Mantosh Dewan, MD;** Interim Dean, College of Medicine,  
SUNY Upstate Medical University; (Psychiatry)

**Beth Erwin, CPCS, CPMSM;** Director, Medical Staff  
Services

**Sarah Fries, NP;** Associate Director of Nursing for Advanced  
Practice Services

**William Grant, EDD;** Associate Dean for Graduate Medical  
Education

**Bonnie Grossman, MD;** Associate Chief Medical Officer  
(Emergency Medicine)

**Danielle Laraque-Arena, MD;** President, SUNY Upstate  
Medical University (Pediatrics)

**Robert Marzella, MHA;** Chief Operating Officer

**John McCabe, MD;** Chief Executive Officer (Emergency  
Medicine)

**Nancy Page, RN;** Chief Nursing Officer

**Anthony Weiss, MD;** Chief Medical Officer and Medical  
Director (Psychiatry)