



Jeffrey Kirsch, M.D.

Message from the chair

Achieving outstanding outcomes

We recently experienced the excitement of watching the Olympics. While watching, I was inspired by the athletes' consistent passion for being the best. Some of the athletes came from very well-funded programs and had the opportunity to train full-time, while others came from less advantaged backgrounds. The expectation across the board was that each athlete would put forth their best effort.

As I think about the daily activities of our department it's clear that the expectations placed on our team are very high. Our clinicians are caring for patients who are often experiencing one of the most important and frightening days of their lives. Our scientists are trying to address important hypotheses while coping with funding stresses. Our administrators are working to facilitate operational efficiency, while making sure that we have the financial foundation to address our other missions. It is my "Olympic Goal" to make sure that we consistently achieve outstanding outcomes in each of our missions, by being mindful of our (and the university's) strategic plan and the health and wellness of each employee.

The best approach to achieving our goals in a timely fashion is to be compulsive about following our updated strategic plan. I encourage each of you to read the strategic plan document, found at https://sakai.ohsu.edu/portal/site/APOM%20Education_SA_FY. I thank all department members who participated in the finalization of the plan.

I'd like to provide a taste of our future by sharing a little about one goal from each of our different mission areas.

One of our clinical goals is to "establish the infrastructure and methodology to offer expanded anesthesia presence during the perioperative period; specifically by engaging the preoperative evaluation process and post critical care discharge period." With our success in the critical care units and the comprehensive training

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We hope you enjoy this issue of APOM News. Have feedback or a story idea? Send an email to apompeople@ohsu.edu – we'd love to hear from you.

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Developing the perioperative physicians of the future: APOM's Oregon Scholars Program



Dr. Stacy Fairbanks, a former OSP research track resident.

Since 2006, anesthesiology and perioperative medicine at OHSU has been making an investment in meeting the needs of tomorrow's patients by offering anesthesiology graduates a unique residency program that combines a critical care medicine or research training fellowship with traditional clinical anesthesia training.

The Oregon Scholars Program (OSP) provides residents with training as intensivists and clinician-scientists in anesthesiology, addressing needs that were identified by leaders in the field of anesthesiology as critical to

the development of the perioperative physicians of the future. The pioneering program has already proven itself a huge success.

Christopher Swide, M.D., APOM vice chair of education and residency program director, shared his thoughts on the benefits of the OSP to residents and the specialty of anesthesiology: "We have attracted outstanding young physicians into both critical care medicine (CCM) and research. These two focus areas are important to the future of our specialty and our specialty's and department's position as a leader in patient safety and discovery. CCM will continue to be essential as we will be taking care of more high risk patients in the future. It is an essential part of the Perioperative Surgical Care Home Model of providing cost effective and efficient care within the resources available. Anesthesiologists' participation in research is also a key component of developing the innovations and understanding to improve patient care. For example, our department is actively involved in clinical and laboratory investigations of the issue of perioperative cognitive dysfunction seen in patients receiving general anesthetics at the extremes of age: the elderly and young babies.

It has been an honor to participate in the development of a new approach to training physicians that is innovative and successful. We have assisted five other anesthesiology residencies with developing similar programs. At the fall 2013 meeting of the Society of Academic Anesthesiology Associations, our program was mentioned as a leader in these types of approaches to resident education improvements. This was very satisfying to hear as an educator."

Scholars who choose the research track complete 30 to 36 months of clinical anesthesiology training as well as 12 to 18

months of dedicated research experience. CCM scholars benefit from integrating clinical experience in CCM with the core anesthesiology training. Scholars in the CCM track also have the option to spend up to nine months of their training completing research.

The program continues to attract outstanding applicants and available positions have consistently been filled. There has been no difference observed between the OSP and core residents in any evaluation measures and both the CCM and research track OSP residents are keeping pace with their peers in the core residency program for all six ACGME competencies.

The research track residents have been very productive in their research pursuits while still performing at or above expected performance levels in the core residency. Since the program's inception, the OSP scholars have produced 25 articles, 24 presentations, 11 book chapters, three abstracts, and five grants. The presence of the research track residents has given an increased profile to research for the core residents and has inspired them to pursue scholarly activity as well.

Katie Schenning, M.D., is a scholar in the research track who will be graduating this year and joining the APOM faculty. During her time in OSP she has had opportunities to present her research nationally and internationally. She was recently invited to present her research at the upcoming 4th International Workshop on Perioperative Neurotoxicity in the Elderly at the Karolinska Institutet in Stockholm, Sweden.

"When I learned that I could be an anesthesiologist who was also an intensivist, I was sold."

– Katie Menzel, M.D.

"The innovative nature of the OSP initially attracted me," said Dr. Schenning. "When I was applying to residency programs there were only about three in the nation that offered a combined clinical/research experience. It was obvious [throughout participation in the program] that everyone was very invested in ensuring my success. Dr. Swide and the staff in the education office provided immense support. Dr. Kirsch has always been very supportive for career mentorship, and Drs. Hutchens and Alkayed have provided invaluable research mentorship. Because of my experiences in the OSP, I decided to continue to pursue research as a significant part of my career. Half of my time on staff at OHSU will be devoted to research."

The CCM curriculum was designed to provide increasing responsibilities in the critical care units as scholars advance

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Congratulations!

Annual Promotion & Tenure Reception honors achievement, encourages mentorship



Dr. Robert Shangraw, professor of anesthesiology and perioperative medicine and chair of the School of Medicine's promotion and tenure committee, addresses faculty and guests.

Dean Mark Richardson and invited guests assembled at the Dean's Annual Promotion & Tenure Reception to honor 74 newly promoted faculty members. Seventeen of the school's 27 departments promoted members of the faculty this year, including three members from anesthesiology and perioperative medicine.

The reception kicked off with remarks from Robert Shangraw, M.D., professor of anesthesiology and perioperative medicine and chair of the school's promotion and tenure committee. Dr. Shangraw emphasized the importance of giving back to junior faculty members through mentorship in their careers.

Dean Richardson welcomed the group and echoed the theme of giving back. He also noted the value of celebrating success together. "I hope that you will remember not only the year in which you received this honor, but who received it with you," he said.

Congratulations to the promoted anesthesiology and perioperative medicine faculty:

- Stephanie Murphy, VMD, Ph.D., professor
- L. Michele Noles, M.D., clinical associate professor
- Julie A. Saugstad, Ph.D., associate professor

(You can read about the promotion and tenure process on page six.)

Miles with meaning

Chief of pediatric anesthesiology competes to benefit pediatric dentistry program

I was fortunate to compete in my seventh Ironman distance triathlon last November in Tempe, Ariz. As has been the case for all my Ironman races, I have paired my personal athletic journey with fundraising for one of the very important programs of Doernbecher Children's Hospital. The past three years I have raised money for the Doernbecher Pediatric Dentistry Program, which provides much-needed dental care to the children of Oregon.

Oral hygiene in children remains a huge public health problem in our country, and the program at OHSU Doernbecher is working hard to help through direct care, research and education of the next generation of pediatric dentists.

Every year, I am reminded of the dedication required to prepare yourself for the 140.6 total miles traveled in an Ironman swim, bike and run. This effort pales in comparison to the strength and determination shown by our staff, patients and parents here at Doernbecher.

While I have many personal reasons for putting myself through this every year, the fundraising I am able to accomplish truly completes the experience for me. I am grateful to be healthy enough to compete in these amazing events, to have the support of family and friends, and to work in an amazing place like Doernbecher where I am inspired daily by those around me. To those who think an Ironman is out of reach, I will simply say life is too short to wonder if you can do something, the real fun is trying!

Jeffrey Koh, M.D.

Professor and Chief, Division of Pediatric Anesthesia



Dr. Jeffrey Koh, head of anesthesiology, Doernbecher Children's Hospital.

Alumni Corner: Top of the list

By Angela Kendrick, M.D.

Do you read *Portland Monthly* magazine? Even if you don't, it's hard to avoid the magazine's "Best of" lists. If you're looking for a sandwich, restaurant, bar, place to hike or pretty much anything in Portland then the magazine has a list for you – including a "Top Docs and Nurses" (formerly Top Docs) list for Portland. No matter how you feel about the list, being named does create positive recognition for the health care professionals and the place they practice.

I confess I do read the list, usually after we get an update from OHSU letting us know how many of our fellow doctors and nurses have been named. Our department has some usual suspects: Dr. Jeff Kirsch and Dr. Jeff Koh regularly receive the accolade. Other faculty members have also been recognized in the last three years: Drs. Mike Aziz, Ed Kahl, Dan Robinson, Val Sera, David Sibell, Kim Mauer and Michele Noles.

Let's also applaud our APOM alumni who have appeared on the list: Drs. Bruce Bolton, Susan Kubota, Hamish Rickett, Kris Ostrowski and Carol Unitan. I recently spoke with Dr. Kubota to get an update on her career.



After leaving OHSU, Dr. Kubota joined Oregon Anesthesiology Group and worked at Legacy Emanuel Medical Center for about 10 years on the high-risk obstetrics anesthesia team. She then moved into ambulatory anesthesia with the Portland Clinic while they developed the Roger E.

Alberty, M.D. Surgical Center in Tigard, Ore. Dr. Kubota was an integral part of developing the center's patient flow process and writing the protocols and policies that continue to be used over five years of operation. The center has grown from one operating room to two, plus a procedure room, with GI, podiatry, orthopedic and ENT services provided. Dr. Kubota loves the team atmosphere and seeing repeat patients. Her husband, Jim Lundblad, M.D., has recently returned to work on Marquam Hill, joining the endocrinology practice at the Portland Veterans Affairs Medical Center. Both Susie and Jim enjoy the outdoors, including skiing, bicycling and hiking with their two large dogs.

Author's note: Yes, I have made the best of list, but not recently.

Quality group changes leadership

By Jamie Eastman, Ph.D., MPH

We've undergone a few changes in the leadership of our quality group over the last few months. Dr. Ken Abbey moved to the VA hospital at the beginning of February, leaving his position of Chief Quality Officer (CQO) vacant. His fun and informative *Ken's Kernels* sessions during Grand Rounds will be greatly missed. He served as an excellent leader for our Continuous Quality Improvement Committee and Visiting Professor Program over the last several years and his wisdom and guidance provided a strong foundation from which our program will continue to grow.



Taking over the CQO position for the department is Michele Noles, M.D. Dr. Noles completed her residency at OHSU and has been an active member of the department ever since. She has a strong interest in regional anesthesia, as well as improving systems to ensure our patients receive safe and effective care. In addition to her clinical responsibilities, Dr. Noles has experience as Co-Committee Chair of Simulated Code Interdisciplinary Team Training (SCITT) and Associate Program Director for the APOM Anesthesia Simulation Program. Her experience and expertise in simulation will undoubtedly be an asset for our quality team.

As part of her role, Dr. Noles will be chairing the Visiting Professor Program, the CQI Committee and the Grand Rounds Planning Committee. Michele joins Matthias Merkel, M.D., Ph.D., Chief Safety Officer, Jamie Eastman, Ph.D., MPH, Clinical Outcomes and Quality Improvement Director, and Matt Schreiner, Data Analyst, as part of the department's overall quality and safety team.

Please join us in welcoming Dr. Noles to the team.

Announcing new leadership appointments



Grace Chien, M.D., steps down from Portland Veterans Affairs leadership role

Our profound thanks to Grace Chien, M.D., clinical professor of anesthesiology and perioperative medicine, for many years of outstanding leadership as Chief of Anesthesiology at the Portland Veterans Affairs Medical Center (PVAMC). Meenakshi (Mini) Dogra, M.B.B.S., assistant professor of

anesthesiology and perioperative medicine, is now the interim chief. The department looks forward to continuing its strong partnership with the PVAMC under Dr. Dogra's leadership.



Dawn Dillman, M.D., appointed college lead for the Acute Care College, 2014-2015 academic year

This honor provides Dr. Dillman with a leadership position to mentor all OHSU medical students who plan to pursue a career in acute care medicine. The anesthesiology and perioperative medicine department is thrilled to see an anesthesiologist in charge of this

cadre of students. "I know that Dawn will be an outstanding mentor for these students," said Dr. Kirsch.



Ed Kahl, M.D., appointed director of transeophageal echocardiography

Dr. Kahl accepted the position of Director of Transesophageal Echocardiography (TEE) within Anesthesiology and Perioperative Medicine. The Director of TEE position has been created in response to the growing utilization of intraoperative TEE by members of the Department of Anes-

esthesiology and Perioperative Medicine (APOM) as a diagnostic and monitoring modality performed in cardiac anesthetics, as well as for non-cardiac anesthetics. The responsibilities of this position are primarily to support the educational mission of the Adult Cardio-Thoracic Anesthesia Fellowship Program, the core residency, as well as departmental faculty development. Additionally, the Director will serve as the quality expert and faculty mentor for ensuring state-of-art practice and safety for our patients by reinforcing adherence to departmental and institutional policy and American Society of Echocardiography (ASE) guidelines and standards.



Matthias Merkel, M.D., Ph.D., appointed medical director for adult critical care

Dr. Merkel has been the medical director of the cardiac critical care unit (8CSI) for several years and will now oversee all adult critical care, working closely with each ICU and each unit medical director to drive performance improvement. He takes over the role from Martin Schreiber,

M.D., professor of surgery, who has served in the role for the past three years.

"Matthias has been a champion for quality and safety at OHSU for many years," said Charles Kilo, M.D., MPH, chief medical officer, OHSU Healthcare, who made the announcement.



Nabil Alkayed, M.D., Ph.D., chosen as first James Metcalfe Endowed Chair

Congratulations to Dr. Nabil Alkayed, who recently became the James Metcalfe Endowed Chair in Cardiovascular Research. The endowment is the first formed in the Knight Cardiovascular Institute, and Dr. Alkayed is the first recipient.

Dr. Metcalfe was founder of The Heart Research Laboratory and led cardiovascular research at OHSU for over 30 years until his retirement in the early 1990s. Dr. Alkayed was chosen for this honor because of his outstanding accomplishments as a scientist in cardiovascular research, his ability to mentor junior residents, fellows and faculty and his consistent accomplishment to facilitate collaboration fostering advancement in cardiovascular research between individuals across different departments and centers.

"I have had the great pleasure of working with Nabil for more than 20 years and have enjoyed watching him operationalize his vision for research in our department, as well as for cardiovascular research at OHSU," said Dr. Kirsch. "I am consistently impressed by Nabil's passion, organizational abilities, his in-depth knowledge of physiology and his wonderful skills as a mentor. I am pleased that he will continue in his APOM role as Vice Chair of Research, while he also holds his new role as Endowed Chair."

How sleep provides a clean sweep

A sleep study published in *Science* last October, co-authored by Jeffrey Iliff, Ph.D., assistant professor of anesthesiology and perioperative medicine, received attention in quite a few national and international outlets, including *Forbes*, *NIH News*, *The Washington Post* and *NPR*.

The study of mice suggests that while we are asleep the cerebrospinal fluid in the brain increases in flow to flush out the buildup of harmful toxins that have been produced by cells as we use our brains during the day. “We found that the rate of cleaning in the brain differed dramatically between the waking brain and the sleeping brain,” said Dr. Iliff. “This translated to a doubling in the efficiency of waste clearance from the sleeping versus waking brain. These findings suggest that part of the function of sleep is restorative – that it provides the brain an opportunity to tidy up and clean out the day’s accumulated waste when the activities of waking life aren’t getting in the way.”

Aside from confirming the restorative power of sleep, the study could help explain an association between sleep disorders and brain diseases, including Alzheimer’s.



Dr. Jeffrey Iliff, assistant professor of anesthesiology and perioperative medicine

Oregon Scholars Program (continued from page 2)



Dr. Katie Menzel

through their training. There is an elected chief resident, currently Katie Menzel, M.D., who helps facilitate solutions to any unique issues encountered by the CCM track residents.

“I knew in medical school that I wanted to be an intensivist,” said Dr. Menzel. “When I learned that I could be an anesthesiologist who was also an intensivist, I was sold! I was very

impressed by the program at OHSU; it has both an excellent education model as well as an outstanding group of faculty who are experts in both areas of practice.”

Dr. Menzel believes that because of the shared experience of the trainees and the additional time spent in the ICUs over the last three years, there was an unusual camaraderie formed along with rewarding relationships with attending physicians, nurses, mid-level providers and critical care trainees from other departments.

She found the mentorship from the critical care faculty to be another crucial aspect of the OSP. “It helped me feel like a part of the critical care group from the moment I arrived,” she said. “I also received career advice and teaching from faculty who truly understand what it means to be an anesthesiology intensivist. Because of the unique aspects of the combined training program, I have been able to approach all of my varied

training settings with a goal of understanding each new thing as it relates to the care I will eventually provide for critically ill patients throughout the entire perioperative encounter.”

The department continues to be excited by the visionary approach of the Oregon Scholars Program to shaping the future of anesthesiology.



OSP research track resident Dr. Katie Schenning was recently honored with the inaugural Margaret Wood Resident Research Award by the Association of University Anesthesiologists (AUA) for her research entitled “Postoperative Dementia:

Role of Anesthesia and APOE4.” This award is the only resident research award presented by the AUA. Dr. Margaret Wood, chair of the department of anesthesiology at Columbia University, who donated the endowment supporting this award, said, “I created this prize in order to ensure our ability to recognize and honor the achievements of our specialty’s rising stars.” APOM is proud that the AUA’s first recognized rising star is Dr. Schenning.

Awarded, granted, recognized

Dawn Larson, M.D., Ines Koerner, M.D., and Andi Orfanakis, M.D., passed the Neurocritical Care board exam in December, a first for the critical care team on 7NSICU.

Michael Seropian, M.D., received the Presidential Citation from the Society for Simulation in Healthcare for demonstrating leadership and innovation in healthcare simulation.

Jonathan Nelson, Ph.D., received the Young Investigator Award for his work presented at the March 2014 Winter Eicosanoid Conference in Baltimore, Maryland.

Miko Enomoto, M.D., is the new Chair of of the National Critical Care Medicine Fellowship PD group.

Amy Opilla, M.D., received first place for an abstract presented both as an oral and poster presentation at the February 2014 52nd Clinical Conference on Pediatric Anesthesiology in Anaheim, Ca. The abstract, “Comparing perioperative experiences of children with and without autism,” was co-authored with Jenette Intrachat, Amy Holley, Ph.D., Erica Musser, Kelsey Colpitts, Dean Lao, M.D., and Jeffrey Koh, M.D. “This is a great collaborative effort that we plan to continue with several ideas for follow-up studies,” said Dr. Koh.

Emily Olson, M.D., and Angsar Brambrink, M.D., received an award from the OHSU School of Medicine Core Initiative to use towards core services within the Gene Profiling Shared Resource for microRNA microarray studies with Affymetrix assays. The overall goal of the study is to use microRNA technology as a minimally invasive technique to identify biomarkers of brain injury in the CSF and plasma of infant monkeys exposed to isoflurane anesthesia.

James Carson, Ph.D., was awarded an R01 subcontract from Duke University for “Yoga-based pain management for metastatic breast cancer.” This study will test the efficacy of Dr. Carson’s “Yoga of Awareness” pain management protocol in a randomized, controlled trial of 180 women with metastatic breast cancer and pain. Dr. Carson will travel to Duke during the initial phase of the project to train the interventionists and will provide ongoing input regarding study design and theoretical aspects of the intervention’s impact on pain and other outcomes via conference calls and yearly visits to Duke.

Michael Hutchens, M.D., received the STA Fresenius Research Grant for his study “A Novel Translatable Method for Measuring Cardioresenal Function.” This study proposes to construct and test a novel, in-vivo continuous ZW800-1 fluorometry monitoring system. Successful completion of the proposed work would constitute early proof-of-concept, and provide data for translation and commercialization strategies, including an SBIR/STTR application.

Julie Saugstad, Ph.D., was awarded an NIH R21 award for “MicroRNA-Mediated Translation Initiation Arrest in Ischemic Brain.” The proposed research will address gaps in knowledge regarding the role of microRNAs as key effectors of protein synthesis inhibition and neuronal cell death following stroke. The findings will also establish whether microRNAs and/or eukaryotic translation initiation factors could serve as novel targets for the development of neuroprotective strategies to prevent, treat, and promote recovery from ischemic brain injury.

Katie Schenning, M.D., received The Oregon Aging & Alzheimer’s Disease Center (OADC) Pilot Funding Program award for a project aimed at investigating the effect of anesthesia and surgery on the onset and progression of dementia in the elderly. Along with her mentor, Joseph Quinn, M.D., professor of neurology, Dr. Schenning will also examine the effect of genetic background (APOE genotypes) on the post-operative cognitive status. As one of the reviewers stated “It’s hardly possible to over-estimate the significance of the investigation. Up to 30% of healthy patients 60 and older experience new onset problem-solving and memory deficits 3-6 months after surgery, with signs and symptoms persisting to one year and beyond in up to 10 % of patients. Wider recognition of these risks is just beginning to emerge from the clinical anesthesia research community.”

Laura Villasana, Ph.D., received an NIH/NRSA F32 Training Grant for her proposal on “Synaptic integration of newborn neurons after traumatic brain injury.” The project aims to understand how new, adult-born neurons integrate into brain circuits after traumatic brain injury, and how this process is affected by sedative drug administration. As these new neurons have important roles in learning and may contribute to cognitive recovery after injury, this work aims to identify the optimal post-injury care of patients who sustain these injuries.

Kristen Zuloaga, Ph.D., received an award from the Collins Medical Trust for her study on “Generation and Characterization of Endothelial-Specific Aromatase Knockout Mouse.” The overall goal of this proposal is to generate endothelial-specific aromatase knockout mice and characterize their phenotype so that the mice can be used to determine the role of endothelial aromatase in stroke outcome. Dr. Zuloaga will test the hypothesis that deletion of the aromatase gene specifically within endothelial cells will exacerbate damage following cerebral ischemia in females but not in males.

Meet the new faces of APOM research



(l to r) Dr. Fan, Karl Koenig, Dr. Methner, Douglas Zeppenfeld

Wei Fan, M.D. Dr. Fan joined the APOM research faculty as an Assistant Scientist in August 2013. He was affiliated with the Division of Endocrinology, Diabetes and Clinical Nutrition, Department of Medicine and the Department of Physiology and Pharmacology at OHSU as a Research Assistant Professor. His research focuses on the relationship between weight control, energy homeostasis and cardiovascular disease; specifically as it relates to understanding metabolic syndrome and the mechanisms underlying obesity, diabetes and hypertension, with the ultimate goal of developing effective remedies to fight these diseases.

Dr. Fan obtained his medical and research training in China. He acquired his postdoctoral research training in Dr. Mike Andresen's laboratory in the Department of Physiology and Pharmacology at OHSU, where he studied the neuronal control of cardiovascular function. He also trained in Dr. Roger Cone's laboratory in the Vollum Institute studying the role of central melanocortin regulation of energy balance in health and disease. His current research is focused on studying the role of mechanisms of melanocortins in brain protection and recovery after brain injury, including stroke and traumatic brain injury.

Wei enjoys sports such as volleyball, ping-pong and hiking with his family and friends.

Karl Koenig, Research Analyst II. Karl joined the APOM team in October 2013 as a financial analyst, and assists with the billing, reporting and costing activities related to the department. Prior to joining OHSU, Karl worked for 25 years at Regence BlueCross BlueShield in a variety of accounting and finance positions. In addition, he has a bachelor's degree in accounting from Oregon State University and is a CPA. Away from work, Karl spends time with his wife and two children and enjoys exercising, as well as working on home improvement projects.

Carmen Methner, Ph.D. Dr. Methner joined Dr. Alkayed's lab as a postdoctoral fellow in January 2014. After earning her Ph.D. from the University of Greifswald, Germany, her first postdoctoral position was in Cambridge, UK, where her research focus was on cardio protective mechanism against ischemia reperfusion injury. During that time she was able to establish an in vivo mouse model of myocardial infarction, which has also allowed investigating chronic heart failure development. This research was partly funded by the European section of the International Society of Heart Research, ISHR-ES/SERVIER Award. Her current research project is focusing on imaging microvascular perfusion and pericytes dynamics after stroke by using two-photon microscopy.

Douglas Zeppenfeld, B.S. After receiving his B.S. in Neuroscience at the University of Rochester in 2011, Doug Zeppenfeld worked in the glial division of the Center for Translation Neuromedicine at Rochester under Maiken Nedergaard. He became a skilled two-photon microscopist while studying glial-neuronal interactions, blood flow regulation, and microglia dynamics.

He joined the APOM team in May 2013 under the tutelage of Dr. Jeffery Iliff to investigate vascular dysfunction after brain insult and neurodegeneration. He is also working to establish and operate the in vivo imaging core within the department in addition to providing surgical support for all imaging. Doug plans to pursue an M.D./Ph.D. after his time with APOM is done. When not in the lab, Doug is a board game geek, a theatre enthusiast, and an avid hiker.

Exit



Creating an enhanced exit process

The mission of the new APOM Administrative Strategic Plan is to provide administrative and financial support in order to meet the goals of all departmental missions while keeping everyone motivated to achieve excellence.

Various workgroups were created in the department to develop the administrative strategic plan. A common theme that came up among the groups was how to best interact with human resources during the hiring and exit process. It was determined that more information was needed on how all of the details worked together in the process. As a result, the first strategic initiative intended to help meet the administrative strategic plan's mission is the development of an enhanced Human Resources program that will also serve as a best practice for other departments within the OHSU institution.

Kay Koestler, manager of clinical scheduling, has since been working to establish a consistent HR process for the department. She and a working group considered several questions: What can we as a department do better? Do we need to organize a position differently based on information we obtain? The overall aim is to bring consistency to the process and help the hiring manager figure out if a role needs to be adapted or altered.

Eight specific strategies are currently being fleshed out and developed by administration in order to deliver on this initiative. What follows is an update on strategy four: Conduct exit interviews and develop a process for internal review.

A series of questions to be asked as part of the exit process was developed by the related working group. The exit interview is specifically for administrative roles, not providers or clinicians. The questions are primarily yes and no with a few being open-ended. First the questions are sent out by Survey Monkey and then the answers are reviewed during the face-to-face. This step is not mandatory but it is requested during any employee exit process.

Over time the group hopes to see patterns that will indicate any issues they are unaware of, any common areas of concern or common reasons that employees choose to leave. The department doesn't have a high turnover rate, so to date no one has gone through this complete process! One person did leave as the process was being developed and they thought it was a helpful step to go through.

Message from the Chair *(continued from page 1)*

of our staff, the possibility of facilitating care for patients who have had extended and/or complicated ICU stays is exciting. We can provide their post-ICU care, in order to facilitate timely discharge from the hospital in a way that also prevents readmission. I am also excited about the possibility of working with OHSU leadership so that our team oversees the post-operative medical care for patients in the new short-stay outpatient hospital that is currently being planned for construction next to the Center for Health and Healing.

I feel very fortunate that our department has such a talented group of faculty and staff members in our education group who will work together to accomplish their goal of “encourage[ing] and support[ing] an environment of educational, clinical and quality scholarship among our trainees and core teaching faculty.” Our department is already considered among the most innovative and forward-thinking for anesthesiology education in the United States. I am confident that the group's adjustment of established programs and development of new education programs will be based on careful and critical assessment.

I am particularly excited about the administration goal to “develop an enhanced Human Resource program that will serve as a best practice for other departments within OHSU.” I have been concerned about the impact of the years of difficult financial times following the deterioration of the U.S. economy in 2009, on all members of our department. The strategies that include implementation of a “hire for fit” process and enhanced focus on administrative competencies, staff development, employee satisfaction surveys and cross-training, will benefit all members of our department. I am also encouraged to hear from President Joe Robertson and Chief Financial Officer Lawrence Furnstahl about the university's strong financial position – this should allow for the resources to be successful with our administrative objectives.

The research goal to “develop large multidisciplinary collaborative research programs between APOM faculty and other OHSU departments, centers and institutes” highlights the progressive nature of our department. I have had the opportunity to work in three different academic institutions and believe that organizations that maintain a culture of both multidisciplinary and inter-professional investigation are much more likely to produce important results from studies and to secure funding for research. Collaborative research is already underway with other departments in the School of Medicine and with other schools within the university.

Overall, I believe that following our strategic plan will make our department stronger, more effective and more efficient. I look forward to seeing each department member get involved so that we provide our patients with the absolute best care, our learners with an outstanding education, and uncover new discoveries related to anesthesiology and perioperative medicine, all in an environment that supports the needs of each team member.

Welcoming new administrative staff



Jenny Baker is a new addition to the billing and compliance team as of April. Jenny will be working on special projects (including ongoing ICD10 payer testing) as well as coding and auditing along with other billing staff.

Jenny has been working in the medical field for 25 years. The first eight years was as a pharmacy technician which she says has been very helpful in her coding profession. In 1997 she started working here at OHSU in the Professional Services Coding department. She received her core coding certification in 2002, and her sub-specialty certification in OB/GYN in 2007. In 2008, she earned her coding teaching certification. For the past 17 years she has been specializing in OB/GYN coding and reimbursement here at OHSU and she enjoys the teaching environment here at the University. She is very excited to have the opportunity to move to Anesthesiology and Perioperative medicine, and is looking forward to learning a new specialty.

Jenny has been married to her husband for 14 years and they have two little Chihuahuas. In her time away from work she enjoys getting outdoors to go camping, hiking and motorcycle riding. She enjoys reading, listening to music, cross-stitch and doing logic problems.



Julie Wright, CPC, joined the APOM reimbursement services team in January as a coder.

Julie is a long time OHSU employee, most recently working for the Urology department as their full time coder for 23 years. She has also worked for other Surgical Divisions over the years, including ENT and General Surgery. At the beginning of her OHSU career in 1989 she worked in both Orthopedics and the mailroom, so she has an extensive history here at OHSU. She is enjoying learning anesthesia coding; even with her extensive coding knowledge, anesthesia coding/compliance is totally new for her.

Julie has one adult son who works for Union Pacific Railroad. In her spare time she enjoys doing crafts with beads and wire, and enjoys other crafty things. She also loves shopping!

In the service of excellence

Annie Riley, education assistant, recently received a Golden ROSE Award. The Golden ROSE (Recognizing Outstanding Service Excellence) Awards are a program of the OHSU Service Excellence Department. Staff are nominated for the award by a patient, supervisor or fellow employee for service beyond the normal scope of their job. Five Golden ROSE winners are selected each month and honored at an awards celebration.



New certificate program for program coordinators

In order to provide recognition to the role of program coordinators in ensuring the success of their training programs, OHSU Graduate Medical Education and Program Coordinator leaders have created a certificate program for program coordinators. The Program Coordinator Professional Development course will enhance the program coordinators' professional development, competence with residency management software, knowledge of ACGME requirements, and program leadership skills.

The program has three levels of certification: Bronze Level courses that include all of the basic topics; Silver Level courses that add advanced topics; and Gold Level courses for program coordinators who wish a depth of knowledge that enables them to teach and help with ACGME preparation, mentorship and leadership. The Gold Level also includes a quality improvement project related to a self-selected component of GME. Each level's curriculum and final exam ends in a certificate of completion, with a financial incentive offered for completion of all levels.

APOM staff are forging ahead in completing all three course levels. **Hillary Paasch**, administrative coordinator, passed her Program Coordinator Professional Development Bronze course series and is working to complete the Silver course series. **Annie Riley**, education assistant, and **Debi Stabler**, education manager, are in the process of completing the final Gold course series.

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Do you have items of
interest, honors, awards,
announcements or
newsletter ideas?
Send them to
apompeople@ohsu.edu.



The APOM team sponsored a holiday family in 2013, delivering gifts to Tristan, a patient at Doernbecher Children's Hospital, and his family.

Pictured above: (l to r) Tristan and his family; Julie Heironimus, APOM business manager; and Suzanne Simmons, APOM department administrator.

Dr. Lao saves a life

Pediatric anesthesiologist Dean Laochamroonvorapongse, M.D., MPH, or Dr. Lao, ran in New York City's annual half marathon on November 3, 2013. He finished the race in the back of the pack. This turned in to a strong finish for more than just himself.

After crossing the finish line, Dr. Lao saw a man lying unconscious on the ground nearby. Another marathon runner had collapsed after finishing the race. He had no pulse and was not breathing. A woman was performing CPR but clearly needed assistance. "When you see someone down on the ground like that, especially anesthesiologists and other physicians, we get this rush of adrenaline," Dr. Lao told ABC News. "You just have to step in and help."

As paramedics arrived, Dr. Lao opened the man's airway with an oxygen mask as they shocked his heart. Soon after, the 43-year-old runner began to breathe again and was taken away by an ambulance. The following day Dr. Lao was told the runner was alert, awake and stable.

"No pulse, unconscious, not breathing is technically dead," Dr. Lao said. "I thought about how life is short and you never know when your time is up."

Community service opportunities

Our amazing APOM crew took yet another step to end hunger and its root causes at the Oregon Food Bank Food Recovery Center on December 6, 2013. The almond butter was coming fast and furious, but our intrepid volunteers were up to the task of making it ready to ship to Oregonians who needed some food security help right before the end of the year. Sign up now to join us for future service dates by emailing me at sibell@ohsu.edu.

David Sibell, M.D., associate professor of anesthesiology and perioperative medicine

Thanks so much for everyone's participation in sponsoring a holiday family last year. Suzanne Simmons and I were able to deliver the gifts to the family on December 18. They were very excited to see us and were very much appreciative. The kids were great – the older daughter Serena mentioned that she wants to be a cardiac surgeon when she grows up and attend medical school at OHSU. Tristan, our Doernbecher Children's Hospital patient, wants to work in the computer science industry. We snapped a photo for you to enjoy (see above).

Julie Heironimus, Business Manager