



Progress Notes

SUMMER 2014

A publication of the Medical Staff of Children's Hospital Central California

In this issue

- 2 Bridging the Gap
- 3 Clinical Informatics
- 4 Opportunities Multiply
- 6 Power of Philanthropy
- 7 It Takes a Village
- 8 Save the Dates

Medical Staff Officers

Sahar Barayan, MD
Chief of Staff

Gary Magram, MD
Vice Chief of Staff

Fred Laningham, MD
Secretary / Treasurer

For more information or
story ideas, contact:

Medical Staff Services

(559) 353-6115

Partnering to Create the Nation's Best Children's Hospital



Todd Suntrapak
President and
Chief Executive Officer

Our unwavering mission at Children's Hospital is to provide high-quality, comprehensive healthcare services to children regardless of their ability to pay and to continuously improve the health and wellbeing of children.

To do this, we've always been a thrifty, nimble organization and great stewards of community support. The community has supported us not only financially but also by entrusting us with the most precious thing in their lives: their children.

With this honor comes great responsibility. Our vision is to become the nation's best children's hospital. We already rank among the best in the country in many areas. We will achieve the ultimate designation, however, through continued hard work and by fulfilling the following organizational goals, which I like to call "The Bests":

Best Quality: To be in the top 10 percent of clinical quality

The children and families who rely upon us deserve nothing less than our care and outcomes ranking in the top 10 percent. In fact, as we achieve this goal, in our next planning period we'll look at being in the top 5 percent, then the top 1 percent and then just the top – eventually.

Best Customer Experience: Provide services to make it easy for the customer

We want to get to a place, for example, where our systems support the ability for children to see all of

their physicians sequentially and get their testing done – on the same day. This will allow parents to better schedule their time, take their child out of school less, etc. Our goal is to make our services more convenient and reduce stress for the patient and their family.

Best Access: Partner to ensure access to pediatric care

Every county we serve is designated as medically underserved. We want to ensure expert pediatric care is available to every child by bringing care closer to where they live. This might mean, for example, partnering with other large organizations to create new entry points, or recruiting physicians and other clinical specialists to enhance pediatric access in areas like the South Valley where we don't have a physical presence.

Best Efficiency: Be the most efficient provider of pediatric services

Efficiency is already fundamental to our organization. For many years we've done more with less – which is a credit to our entire team. Labor costs are going up (appropriately) and reimbursements are going down in some cases. To remain a healthy organization, we have to remain efficient.

Best People: Be the place where everyone can be their best

This can mean different things to different people. To fulfill this goal, we have to learn what this means for people here and create systems and processes to support it.

Continued on page 2



continue on page 2

Department Chairs

Anesthesiology & Critical Care

Christine Almon, MD, Chair
Kevin Luu, MD, Vice Chair

Cardiology & Cardiothoracic Surgery

Narakesari Heragu, MD, Chair
John Caton, MD, Vice Chair

Emergency Medicine

Robert Kezirian, MD, Chair
Henry Pollack, MD, Vice Chair

Medical Imaging

William Hastrup, MD, Chair
Michael Myracle, MD, Vice Chair

Medicine

John Kinnison, MD, Chair
Swati Banerjee, MD, Vice Chair

Pathology & Laboratory Medicine

Stephen Kassel, MD, Chair
Aleli Siongco, MD, Vice Chair

Surgery

Mimi Chao, MD, Chair
Joseph Gerardi, DO, Vice Chair

Committee Chairs

Medical Executive Committee

Sahar Barayan, MD

Committee on Interdisciplinary Practices

Peter Nakaguchi, MD

Credentials Committee

Carl Owada, MD

Health Information Management Committee

Joel Brownell, MD

Human Subjects Committee (IRB)

Stephen Kassel, MD

Joint Performance Improvement Committee

Gary Magram, MD, Chair
J. Charles Smith, MD, Co-Chair

Medical Staff

Education Committee Co-Chairs

Ana Lia Graciano, MD
Robert Kezirian, MD

Medical Staff Well-Being

John Sanchez, MD

Patient Safety Committee

Samuel Lehman, MD

Pharmacy, Therapeutics & Utilization

Stephen Kassel, MD, Chair
Jeffrey Pietz, MD, Vice Chair

Professional Review Committee

Sahar Barayan, MD, Chair

Quality Council

Stephen Kassel, MD

Committee Reporting to the Department of Surgery: Trauma Committee

Michael Allshouse, DO, Chair



Sahar Barayan, MD
Chief of Staff

Leadership: Bridging the Gap

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."

—Jack Welch

With all the recent healthcare changes, a solid leadership structure is of paramount importance to navigate the organization through the current rough seas. With the emergence of the Accountable Care Organizations concept, the healthcare industry is faced with many challenges and constraints on revenue and heightened review of quality and outcome by payers. Healthcare leaders of today are now more often at the point of making administrative and financial decisions that may ultimately affect clinical care. Studies have shown that teams led by leaders with extensive knowledge of their core business perform significantly better than others. Clinicians who have a solid base of medical knowledge, augmented with well-developed leadership skills, will present a unique opportunity to lead the organization in a very distinct, efficient and different way.

In this edition of "Progress Notes," our chief executive officer, Mr. Suntrapak, shares seven strategic goals deemed essential to enable our vision of becoming the nation's

best children's hospital. For our organization to rise to the challenge and fulfill these goals, it became clear that developing future healthcare leaders who are committed to this organization is a top priority. We are currently putting together a Leadership Development Program that will focus on strengthening leadership qualities for clinicians, both nurses and physicians. It is still in the planning stage with much work to do, but we hope to launch the program in fiscal year 2015. Along with developing leaders from within, the hospital leadership has invested greatly in hiring a chief quality officer and a director of quality to align all of our efforts to provide the best quality and safe environment for our young patients entrusted to our care.

I am certain that we have the strategic plans in place and the commitment to achieve our goals. The journey to our destination may be long, but our focused and skilled leaders undoubtedly will get us there, one step at a time.

'The Best' continued from page 1

Best Philanthropic: Be the top recipient of philanthropic support in the Central Valley

We need to build upon our organization's long history of tremendous community support. We need to be more systematic in the way we engage with and are portrayed in the community, as well as how we can give back to our generous donors by showing them how their gift made a difference in the life of a child.

Best Advocacy: Be the voice for children's health

Almost a third of the children in the 10-county area we serve live in poverty. As the only children's hospital in this part of the state, we need to be the brightest beacon advocating for children and the issues that affect them. Whether it's autism, obesity or type 1 or type 2 diabetes, we are not the sole solution but we need to advocate for these issues front and center with public and private leadership to begin those discussions and action plans.



Clinical Informatics Department – Now Open for Business

Over the past five years during the development and expansion of our electronic medical record and related clinical processes, a growing team of individuals has been focusing on system implementation, process redesign, optimization and education.

As our organization continues to drive to an integrated electronic health record, a more formalized structure is necessary to better support the needs of our clinicians and strategic goals of the organization. To that end, we are bringing these individuals together to create the Clinical Informatics Department. This interdisciplinary team consisting of physicians, nurses, a pharmacist and an EMR administrator will take the lead in helping to establish our long-term vision related to clinical informatics as well as to meet the short-term needs as efficiently and effectively as possible.

As the chief medical information officer, I'll partner with our new chief quality officer on a variety of efforts. The transition to electronic systems has never been a goal in and of itself. Instead, the intent has been to create the infrastructure and tools to support improvements in efficiency and quality of care. Now that most of those tools are in place, it's time to take the next step and figure out how best to extract meaning from all of the data created within these computer systems. We are surrounded by data but often times lacking in information and knowledge. Our new clinical informatics team, partnered with our enhanced quality team, should provide new opportunities for realizing the potential of our EMRs and their related workflow.

At its inception in June, the Clinical Informatics Department will include the following individuals:



Joel Brownell, MD,
Vice President and Chief Medical Information
Officer

Denise Zeitler,
Director, Clinical Informatics

Bryan Carlson,
Pharmacy Informatics

**Jane Banks, Fredrica Carnegie,
Javonna Dressel and Toni Sherfi,**
Informatics Support Nurses

Kellie Smith,
Ambulatory EMR Administrator

John Kinnison, MD, and Tiffany Osburn, MD
Physician IT support

As this team settles in, we will seek input from the medical staff and the rest of the care team to ensure our optimization efforts are focused on the most important issues and work to provide the most appropriate solutions.

New practitioners who recently joined the Medical Staff include:



Robert Kezirian, MD
Pediatric Emergency Medicine
UCSF-Fresno Pediatric
Program Director

Pediatrics

Parisa Moemeni, MD

Dr. Moemeni practices as a pediatrician, working at Fresno Children's Medical Group.

Education and Training: Tehran University Medical School in Tehran, Iran.

Residency: Maimonides Medical Center in New York.

Hematology/Oncology

Nicole Karras, MD

Dr. Karras practices at City of Hope as a hematologist/oncologist and sees pre- and post-bone marrow transplant patients here at Children's.

Education and Training: University College Dublin.

Residency: Tulane University School of Medicine.

Dr. Karras completed a fellowship in pediatric hematology/oncology at the University of Minnesota Hospital.

Anna Pawlowska, MD

Dr. Pawlowska practices at City of Hope as a hematologist/oncologist and sees pre- and post-bone marrow transplant patients here at Children's.

Education and Training: K. Marcinkowski University School of Medicine in Poland.

Residency: University of Colorado School of Medicine.

Dr. Pawlowska completed a fellowship in bone marrow transplant at the University of Minnesota School of Medicine.

Ophthalmology

Michelle Carle, MD

Dr. Carle practices at Eye-Q Vision Care as an ophthalmologist.

Education and Training: University of Alberta in Edmonton, Canada.

Residency: University of Alberta in Edmonton, Canada.

Dr. Carle completed a fellowship in a retinal-ophthalmology at the Retina-Vitreous Associates Medical Group.



Opportunities Multiply As They Are Seized

As one scholar analyzed, "Ideals are like stars...You choose them as your guides and following them, you will reach your destiny."

The art and science of medicine, the noblest of professions, is the epitome of lofty ideals, solid principles and consistent dedication. Physicians must follow their stars, their ideals and create their own destiny. No one better understands the responsibility, the euphoria, the scope of knowledge, the optimism, the patience, and the emotions that mesh to guide the physician as he or she makes medical decisions. They have nobly chosen to share their lives in and have embarked on a profession that is worthy of a life's devotion.

The physician philosophy for the most part is to be encouraging, nurturing and supporting in every sense of the word and most importantly, loving the practice of medicine and children. He or she reaches high and carefully, not planning to step on others along the way, enjoys the daily adventure of challenges, is true to oneself, and lives with integrity, loyalty, compassion, conviction, optimism, honor and faith.

My sharing this is not unique; it is experienced by all our medical staff here. We the physicians and hospital staff are the most qualified and prepared to find solutions for our many challenges. With this role comes an obligation. We must educate the public, instruct our legislators and serve our communities, and thus our destiny as well as the destiny of others. If not us, then who?

Physicians have been drawn into the political arena of today's medicine. It has become our duty to keep our legislators informed. "It was the best of times, it was the worst of times."

Charles Dickens' immortal opening applies vividly today. It is the best of times in terms of cutting-edge technology, wonder drugs and astounding procedures. We deliver the best medicine in the world. It is the worst of times because of the rising cost of healthcare, the stress of uncertainty, the conflict over the allocation of funds, the alphabet soup of healthcare alternatives, and perhaps, the most frightening of all—the medical decisions and laws governing the practice of medicine are being made by the uninformed.

But our physicians can and are challenging and changing the “worst” times to exciting, and defining interesting times by leading the way, honing the issues and offering acceptable solutions. Recently a group of physicians mounted a “Capitol Hill Campaign.” I had an opportunity to speak with national representatives. There is encouragement. Most of them are singing our song: however, a few sang in a different key. Four main themes repeat themselves over and over.

One: Patient care and physician compensation are the most important objectives and protecting the patient/doctor relationship.
Two: Physicians must make the decisions.
Three: Patients must have choices.
Four: There is an immediate need for more well-trained physicians.

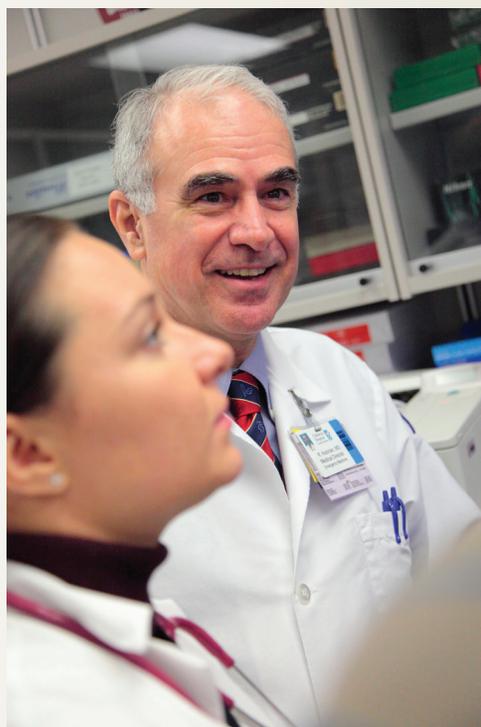
Good Song, Great Lyrics, Hope It Goes Platinum!

OPPOSITE PAGE: Rep. Jim Costa (D-CA) discusses various issues with students from across the country (**LEFT**) and with Dr. Robert Kezirian on Capitol Hill.

As we weather decreases in funding and compensation by federal, state and private insurance companies, we have maintained our ideals and have guided our organization into the best of times. We are experiencing an upward trend in our patients supported, our subspecialty membership, and without exception providing our patients with the best healthcare in the world. Physicians and administrators have taken measures to stabilize and broaden our financial basis through critical budgeting and operating cost analysis and, more importantly, extending our service to capture a larger pediatric healthcare market.

I challenge us all to help develop new ways of thinking for our children, ourselves and our Hospital's future. I challenge us all to take every idea and improve on it. I challenge us all to create our own destiny.

“Opportunities multiply as they are seized.”



Allergy and Immunology Kellie Lim, MD

Dr. Lim practices as an allergist at Baz Allergy, Asthmas and Sinus Center.

Education and Training: University of California Los Angeles, David Geffen School of Medicine.

Residency: UCLA.

Dr. Lim completed a fellowship in allergy/immunology at UCLA.

Diagnostic Radiology Mona Shroff, MD

Dr. Shroff is a new member of Wishon Radiological Group practicing as a diagnostic radiologist.

Education and Training: University of Illinois College of Medicine.

Residency: University of Illinois College of Medicine.

Dr. Shroff completed a fellowship in pediatric radiology at the University of Nebraska Medical Center.

Pediatric Neurology Akshat Katyayan, MD

Dr. Katyayan is a new member of Specialty Medical Group practicing as a pediatric neurologist.

Education and Training: Maulana Azad Medical College in Delhi, India.

Residency: Crozer-Chester Medical Center in Upland, Pennsylvania.

Dr. Katyayan completed a fellowship in child neurology at Medical College of Wisconsin.



Monica Prinzing
Senior Writer,
Communications and Marketing
Children's Hospital Central California

The Power of Philanthropy

As Children's new Foundation top executive, Rob Saroyan, builds a stronger philanthropic program to help achieve the Hospital's vision to become the nation's best children's hospital, physician involvement plays a vital role in that strategy.

"We will create a donor-centered fundraising operation focused on improving communication to donors and stakeholders on the power of philanthropy, and building a robust stewardship program with greater accountability, which will strengthen relationships and trust," said Saroyan, who joined Children's as vice president, philanthropy and chief development officer in March. "To achieve our overall goals, we need to develop a stronger alliance with our physician partners through various programs like philanthropy and clearly show how philanthropy supports the lifesaving work our physicians perform every day."

Physicians often are in the best position, for example, to explain how patients and their families can benefit from a new piece of diagnostic equipment, program or building.

"We want to create a fulfilling experience for physicians who want to get involved," said Saroyan, who leads the Children's Hospital Foundation and the Guilds of Children's Hospital. "Using proven models, we can become a best-practice philanthropic hospital where the partnership between physicians and philanthropy produces the greatest outcomes."

While becoming the best is no small feat, Saroyan brings a wealth of experience to the challenge. Prior to Children's, he served as vice president and chief development officer for the Foundation at a Central Valley healthcare facility for 13 years. Prior to that, he was senior development director at the California State University, Fresno Foundation/Save Mart Center.



Saroyan's previous positions include working in the California State Capitol as an assistant to Gov. George Deukmejian, first as a writer and later in public affairs as a member of the Governor's Advance Team. Originally appointed by Gov. Deukmejian, he also served under Gov. Pete Wilson as adviser to the chair, California Integrated Waste Management Board.

Over the years, the University of Southern California alumnus has successfully honed his fundraising skills, from securing multiple million-dollar gifts – including the largest single gift to any health-care system in Central California – to managing a comprehensive capital campaign and landing several six- and seven-figure gifts to support the \$100 million goal to build the Save Mart Center at CSU Fresno.

"I'm excited to join an amazing team of mission-driven professionals at Children's led by a visionary like Todd Suntrapak," said Saroyan. "By working together we can achieve our goals – and much more."

Saroyan will provide more details in the coming months on the Foundation's progress. For information or to share your ideas, contact him at **RSaroyan@ChildrensCentralCal.org** or **559.353-7100**.



It Takes A Village...

As the African saying goes, “It takes a village to raise a child.” Caring for a child with a life-threatening cancer or a serious blood disorder takes no less than that. Each individual member of the Division of Pediatric Hematology/Oncology at Children’s ensures that every child we are entrusted to serve receives the best care in the most efficient manner. Toward this goal, our division has undergone a remarkable transformation to become one of the leading pediatric cancer and blood centers in the nation.

As a prominent member of the Children’s Oncology Group (COG) – the world’s largest organization devoted exclusively to childhood and adolescent cancer research – we make the majority of the nearly 100 active clinical trials open at any time in COG available to our patients. COG research has turned children’s cancer from a virtually incurable disease 50 years ago to one with a combined five-year survival of about 80 percent today. We successfully completed an audit by COG in 2013 and further strengthened our oncology research staff to oversee the proper conduct of these clinical trials.

We adopted the LEAN model (a production practice for performance improvement) in the oncology clinic and revamped the entire hematology clinic schedule to significantly reduce patient wait times. We also introduced nurse navigators in the general oncology and neuro-oncology programs. These highly skilled nurses specialize in helping the transition between inpatient admissions and outpatient visits, and in coordinating the patient’s appointments with multiple other divisions within the Hospital and at offsite locations. A readily available resource to the patients and families,

they provide ongoing education and information in addition to being a liaison among various subspecialists and clinics involved in the patient’s care.

We began monthly hematology clinics at the Modesto Pediatric Subspecialty Center (owned and operated by the Specialty Medical Group in affiliation with Children’s Hospital), and plan to extend this service to other areas in the near future. Our nine, well-trained and highly accomplished pediatric specialists have the unique expertise and vast experience of treating all forms of childhood blood disorders and cancers through dedicated programs such as neuro-oncology, long-term survivorship, and the federally funded Hemophilia Treatment Center.

We also initiated clinical and research collaboration with other various prominent institutions in the region to provide our patients access to cutting-edge therapies. Our aim is to ensure easy access to all patients by providing state-of-the-art care across Central California, and to continue to be an invaluable resource for referring physicians.



Save the Dates

Medical Staff Services

(559) 353-6115

Annual Medical Staff Meeting:

Tuesday, Nov. 18, 2014, 5:30 p.m.,
Starlight Conference Room
Children's Hospital Central California

Annual Physician Recognition Social/ Doctors Day Celebration:

Tuesday, March 31, 2015, 5:30 p.m.,
Copper River Country Club

Fall CME Offerings for Physicians:

Madera Pediatric Clinical Symposium - Sept. 27

San Luis Obispo Pediatric Clinical Symposium - Oct. 4

Modesto Pediatric Clinical Symposium - Oct. 18

Bakersfield Pediatric Clinical Symposium - Nov. 1

For more information, call 559.353.5683
ChildrensCentralCal.org/CME

Children's Hospital Medical Staff Services solicits articles for Progress Notes several times a year. It's a great place to distribute news, share accomplishments, and communicate with all members of our medical staff. Contact us for information or to make a submission.