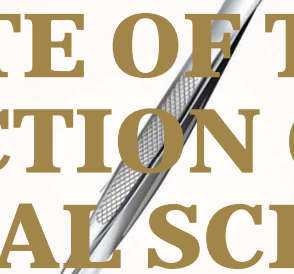


STATE OF THE SECTION OF SURGICAL SCIENCES



Special thanks to:
Bess Wildman
Deborah Doyle
Sallie Walker
Kyla Terhune
Khristina Prince

Objectives

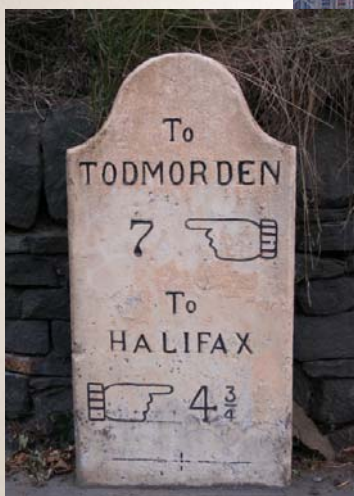
- Review performance in FY 16
- Celebrate accomplishments/highlights of the past year
- Discuss goals for FY 17
- Describe and understand priorities
- How can you help?

I have no conflicts of interest to disclose.

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VUMC Milestone Year



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VUMC ranks in 12 adult surgical & medical specialties

- Cancer #42
- Cardiology & Heart Surgery #29
- Diabetes & Endocrinology #42
- Ear, Nose & Throat #23
- Gynecology #18
- Nephrology #8
- Neurology & Neurosurgery #43
- Pulmonology #42
- Urology ##8
- **High performing**
- Gastroenterology & GI Surgery
- Geriatrics
- Orthopaedics



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MCJCH ranks a perfect 10 by U.S. News & World Report

10 out of 10 a maximum of specialty surgical & medicine programs (top 50)

- Cancer
- Cardiology & Heart Surgery
- Diabetes & Endocrinology
- Gastroenterology & GI Surgery
- Neonatology
- Nephrology
- Neurology & Neurosurgery
- Orthopedic
- Pulmonology
- **Urology-ranked 4th nationally**



John Brock, III, M.D.,
Monroe Carell Jr. Professor of Pediatric Urology, Section Vice Chair for and Senior VP for Pediatric Surgical Services, Surgeon-in-Chief MCHCHV





2016 VU and VUMC Financial Separation



100% Focus on VUMC Mission

Protect the Reputation

More Options

Selective Growth

More Nimble

Execute Effectively

More Investment Options

Cash Flow

Our Core Mission Has Not Changed

Patient care, discovery and
education

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Section of Surgical Sciences Core Values *~circa 2005*

- **Commitment:** continuously give our best effort to all we do.
- **Compassion:** treat all with whom we interact with the same care and concern that we wish for ourselves.
- **Integrity:** exhibit truthfulness in all our endeavors.
- **Respect:** show that we value all perspectives.
- **Scholarship:** continuously improve our base of knowledge in all we do and share it with others.

Do these core values still apply?

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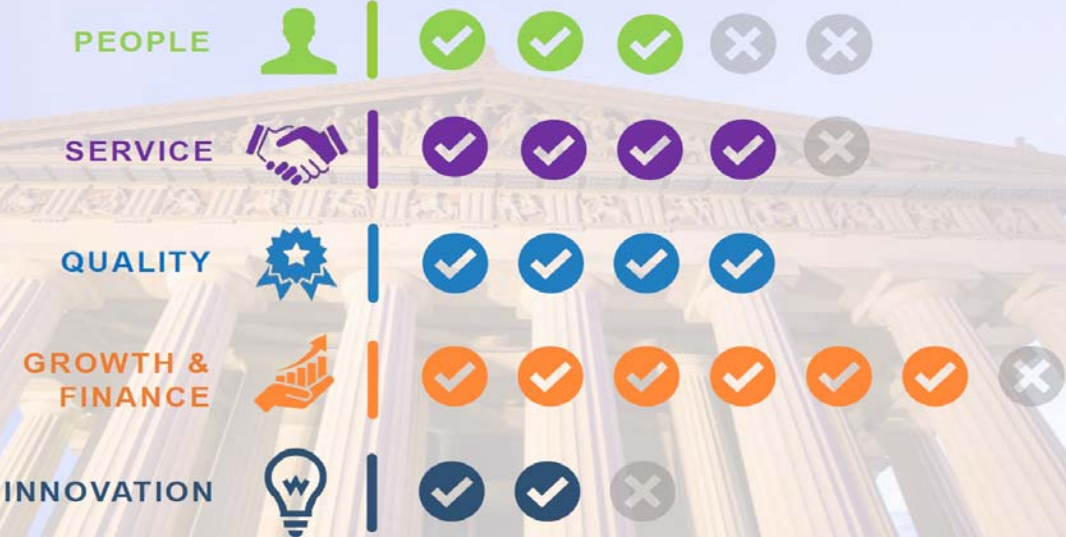
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FY 16 PILLAR GOALS PERFORMANCE AND FY 17 GOALS

VUMC and the Section of Surgical Sciences

VUMC FY 16 PILLAR GOALS

80% achieved





QUALITY Pillar Goal Performance

- 12% Reduction in Hospital Associated Infections
- 1+ year without a CAUTI at Children's
- 25% Fewer Hospital Acquired Conditions
- O:E Mortality Improved to .92
- Threshold for 6 of 9 Readmission Goals

FY16 Section Pillar Goal Performance

Pillar	Goal	Criteria	Baseline	Actual	Threshold	Target	Reach
People	Improve Employee Retention Rate - aligned with VUH Periop Services	In collaboration with Periop Services	84.00%	83.90%	1%	2%	3%
Service	Increase New Patient Visits seen within 5 Business Days Surgical Sciences	Improve overall above baseline by the indicated %	38.60%	36.70%	1%	2%	4%
Quality	Reduce O/E Mortality Surgery	O/E Mortality for Surgery	1.04	0.91	1.03 (-1%)	1.01 (-3%)	0.98 (-6%)
Growth & Finance	VUH Increase OR Utilization VUH ONLY	Increase adjusted utilization above prior year	75.5% VUH	77.30%	1%	2%	3%
	MCJCH Increase OR Utilization MCJCH ONLY		80.2% MCJCH	82.00%	1%	2%	3%
Innovation	Reduce CMI Adjusted Resource LOS - Enterprise Goal Alignment	Quarterly Average	2.8	2.64	-0.75%	-1.00%	-1%

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FY17 Enterprise Pillar Goals

People	Service	Quality	Growth & Finance	Innovation
Workforce Engagement	Patient Satisfaction	Patient Harm Index	Clinical Volumes	Value Based Care
Retention	New Patients seen within 5 and 14 days	Mortality	Length of Stay	Academic Performance
		Clinical Effectiveness/ Population Health	Financial Targets	Telehealth Visits
		Readmission Rates		

EpicLeap Implementation

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FY17 Section Pillar Goals

People	Service	Quality	Growth & Finance	Innovation
Retention	Resource LOS	Mortality	OR Utilization	CS2.0
	New Patients seen 14 days		wRVU/cFTE	Academic Reputation

EpicLeap Implementation

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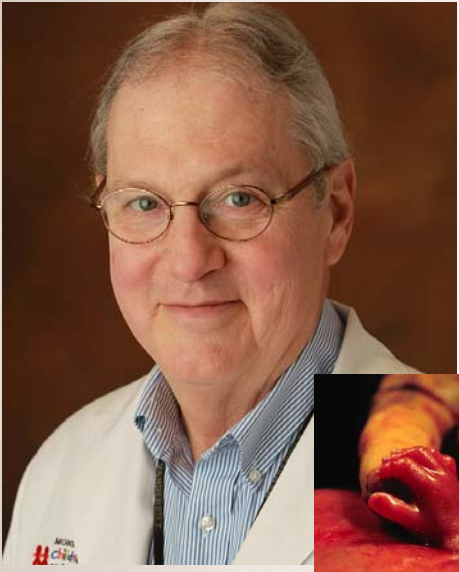
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Section of Surgical Sciences –Transitions, Milestones & Highlights-FY 16





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VUMC mourns the loss of pediatric neurosurgery pioneer Noel Tulipan, MD

November 2, 2015



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John Sawyers, M.D. past Chair of Section of Surgical Sciences, 1983 to 1995. Dr. Sawyers passed away at age 90.

March 18, 2016

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Transitions



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Bruce Shack, MD steps down as Plastic Surgery Department Chair: announces move to UT School of Medicine in Chattanooga as Dean



Thank you John Tarpley, MD for over 23 years of service



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Highly successful collaborative teams

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Liver Transplant Program 25+ years of service



Aubrey Vanzant

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Girl's dual heart, kidney transplants a VUMC first



Ahmya Calloway



Bret Mettler MD



Derek Moore MD, MPH

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Vanderbilt Trauma gained ACS Level I verification status



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Center for Surgical Weight Loss achieved “Center of Excellence” accreditation from the ACS



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Deep brain stimulation (DBS) program completed 1,000th procedure



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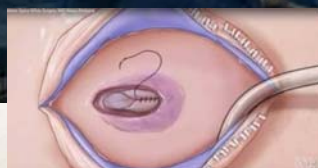
Heart Institute celebrated 300th LVAD



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Wellons, Braun and MCJCH fetal surgery team help train and set up first fetal neurosurgery program in Australia



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People Pillar

PEOPLE

We nurture a caring, culturally sensitive, and professional atmosphere as we continuously invest in the individual and collective aspirations of our people

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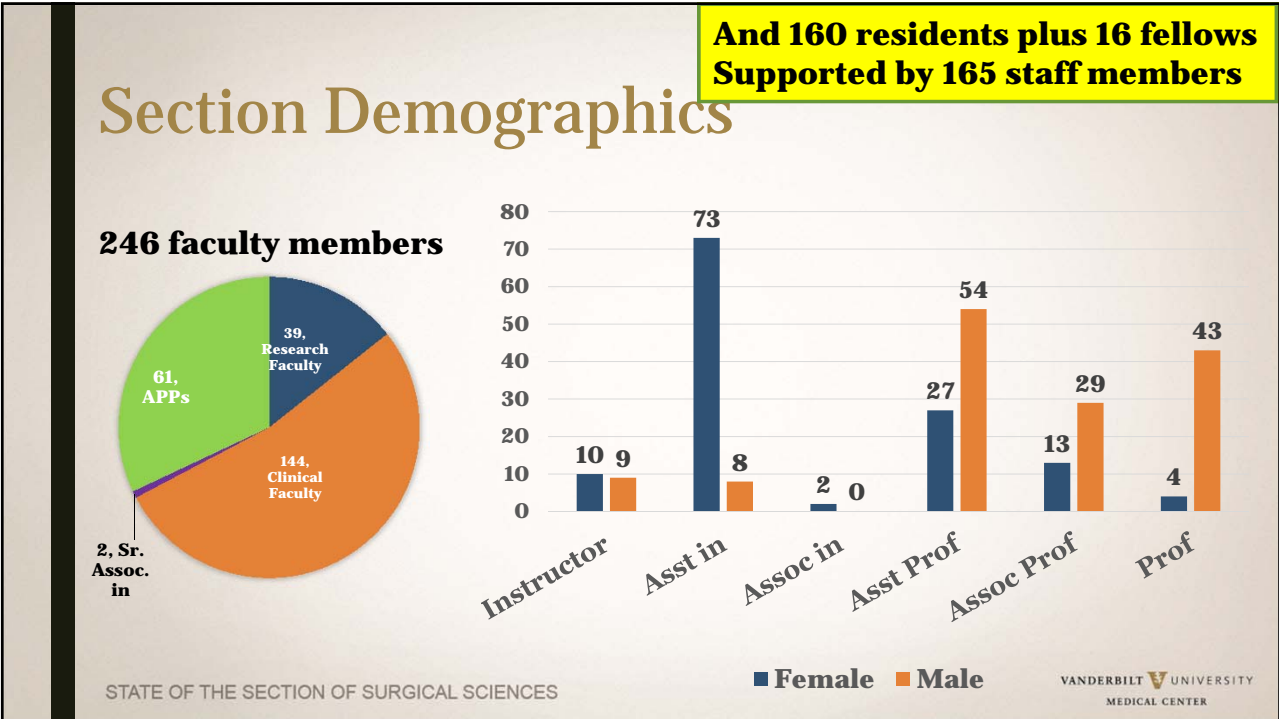
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IT'S ALL ABOUT OUR PEOPLE



Who are we?



FY 16 Section Credo Winners

Chereta Brigman
 Section

Christy Nichols
 Surgical Research

Lisa Turner
 Dept. of Surgery

Paul Lang
 Section

Martina Hailey
 Dept. of Surgery



**ATLS Coordinator
of the Year**

**Cathy Wilson,
MSN, RN, ACNP-BC**



ATLS
ADVANCED TRAUMA LIFE SUPPORT



Section Department Chairs

 Cardiac Surgery Michael Petracek, MD	 Neurological Surgery Reid Thompson, MD	 Oral & Maxillofacial Surgery Samuel McKenna, MD, DDS	 Pediatric Surgery Dai Chung, MD
 Plastic Surgery (Interim) Reuben Bueno, Jr., MD	 Thoracic Surgery Jonathan Nesbitt, MD	 Surgery Seth Karp, MD	 Urologic Surgery David Penson, MD, MPH

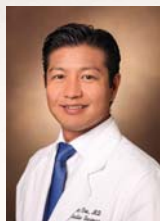
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NEW FACULTY



Susie Lin, DDS, MD
Assistant Professor
Oral & Maxillofacial



Dan Choi, MD
Assistant Professor
Cardiac Surgery



Brian Drolet, MD
Assistant Professor
Plastic Surgery



Alexander Hawkins, MD, MPH
Assistant Professor
General Surgery



Allan Peetz, MD
Assistant Professor
Trauma & Critical Care



Callie Thompson, MD
Assistant Professor
Trauma & Critical Care



Ryan Hsi, MD
Assistant Professor
Urologic Surgery



Erin Gillaspie, MD
Assistant Professor
Thoracic Surgery
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Section Vice-Chairs



Vice-Chair for Surgical
Quality and Patient Safety
Oscar Guillamondegui, MD



Vice-Chair for
Pediatric Surgical Sciences
John Brock, III, MD



Vice-Chair for
Surgical Education
Kyla Terhune, MD, MBA



Vice-Chair for
Surgical Research
James Goldenring, MD, PhD



Vice-Chair for Faculty Affairs
Assoc. Surgeon & Chief Adult Enterprise
Roger Dmochowski, MD

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Section Education Committee



Kyla Terhune, MD, MBA
Chair



James Valentine, MD



Mary Hooks, MD, MBA



Addison May, MD



Dai Chung, MD



Jonathan Nesbitt, MD



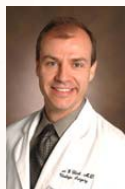
Luis Vega, DDS



Reuben Bueno, MD



Sam Chang, MD



Peter Clark, MD



Roger Dmochowski, MD



Jay Wellons, MD



John Pope, MD



Brandon Williams, MD

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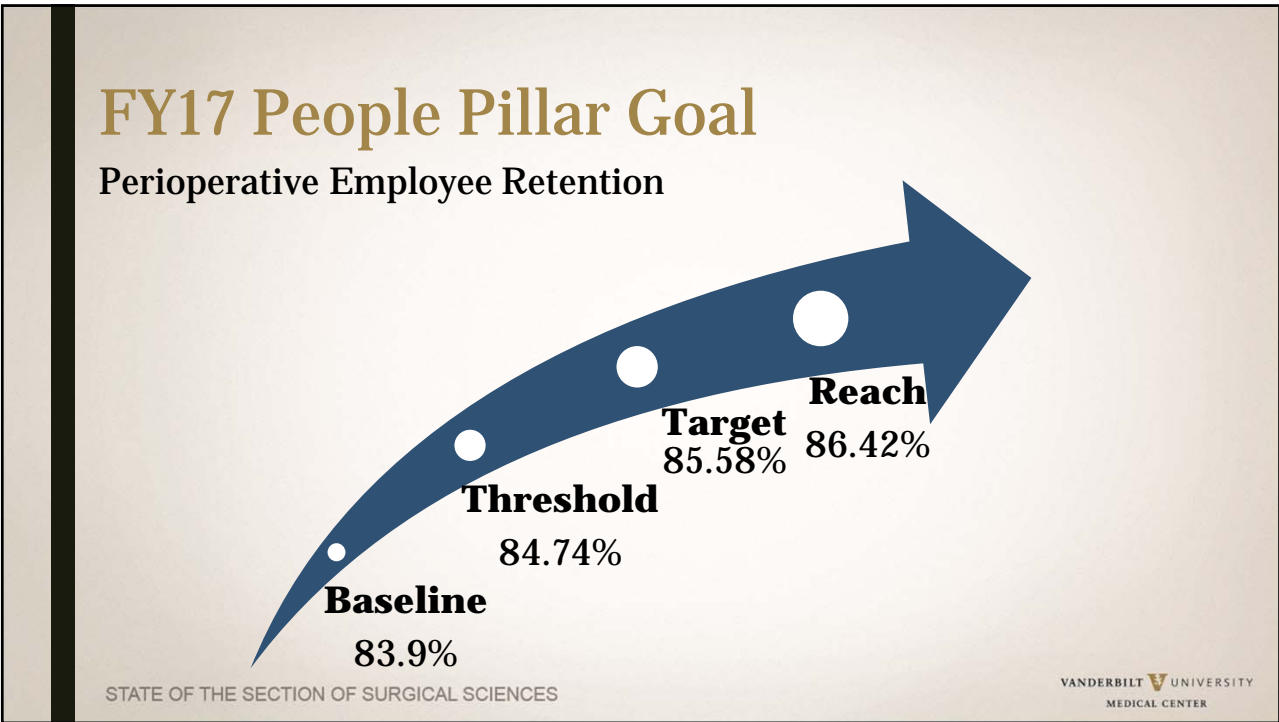
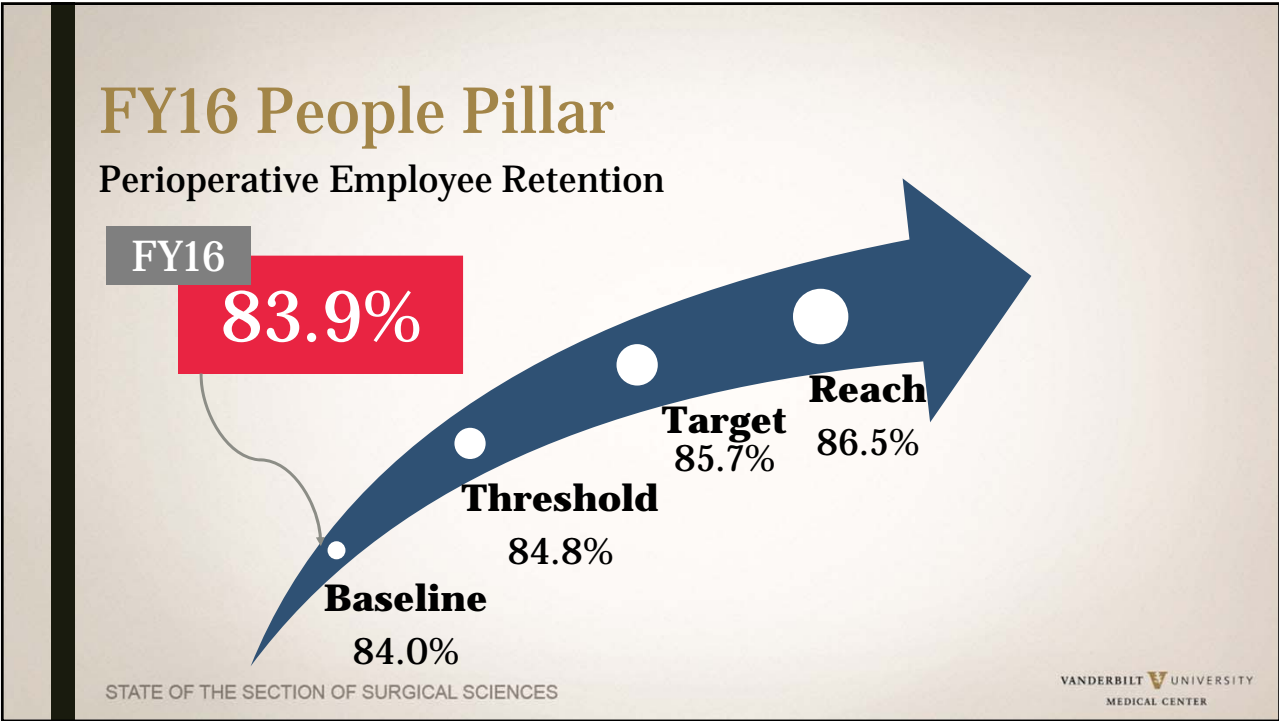
Outstanding Surgical Training Programs

Vanderbilt's residents and fellows develop close relationships with mentoring faculty, clinicians, and dedicated research personnel.



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Why is staff retention so important?

- Experienced staff make for experienced and expert teams
- Quality of care
- Patient satisfaction
- Physician satisfaction
- Recruitment and training of replacement staff is expensive

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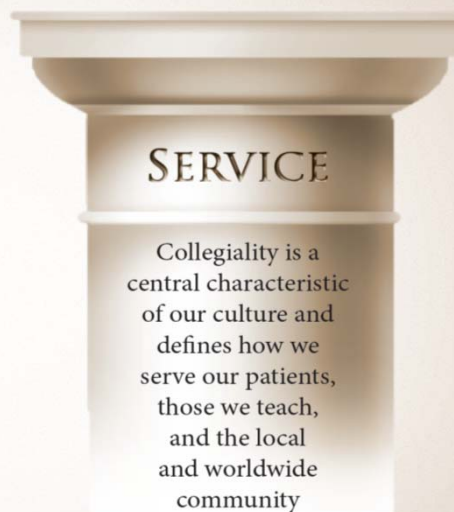
Ask yourself:

- **What can I do to make VUMC a place where people want to stay and develop their careers?**

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Service Pillar



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A record 481 Solid Organ Transplants in FY16

■ Adult

- 26 lung transplants
- 148 liver transplants
- 203 kidney transplants
- 65 adult heart transplants
- 4 pancreas transplants

■ Pediatric

- 17 heart transplants
- 13 kidney transplants
- 5 liver transplants

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Collaborative multidisciplinary team of Le, Wellons, Yu and others were key in treating 4 wk old infant's ruptured cerebral aneurysm



Multidisciplinary Neurovascular Conference



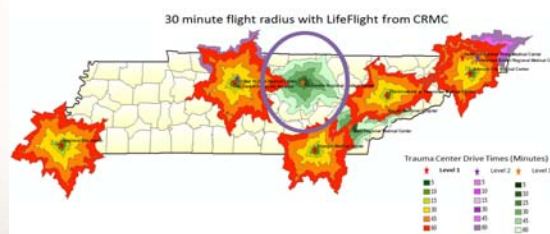
Brooklyn Burney, age 1, and parents

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Trauma Network

- Progressing Towards Trauma Designation
 - *Sumner Regional Medical Center*
 - Applied November 9
 - Site Visit August 10
 - ED Director Fly-in Visit May 9
 - VUMC Co-Medical Director
 - *Cookeville Regional Medical Center*
 - Gap Analysis done May 17
 - LifeFlight in Cookeville Summer 2016
 - *Blanchfield Army Community Hospital*
 - Pursuing Trauma Designation
 - Readiness Program (M-Viper)
 - *Maury Regional Medical Center*
 - Awaiting Maury direction regarding next step
- Pending Discussion - St. Thomas- Rutherford



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Trauma Surgical training enhances the VUMC/ Fort Campbell bond



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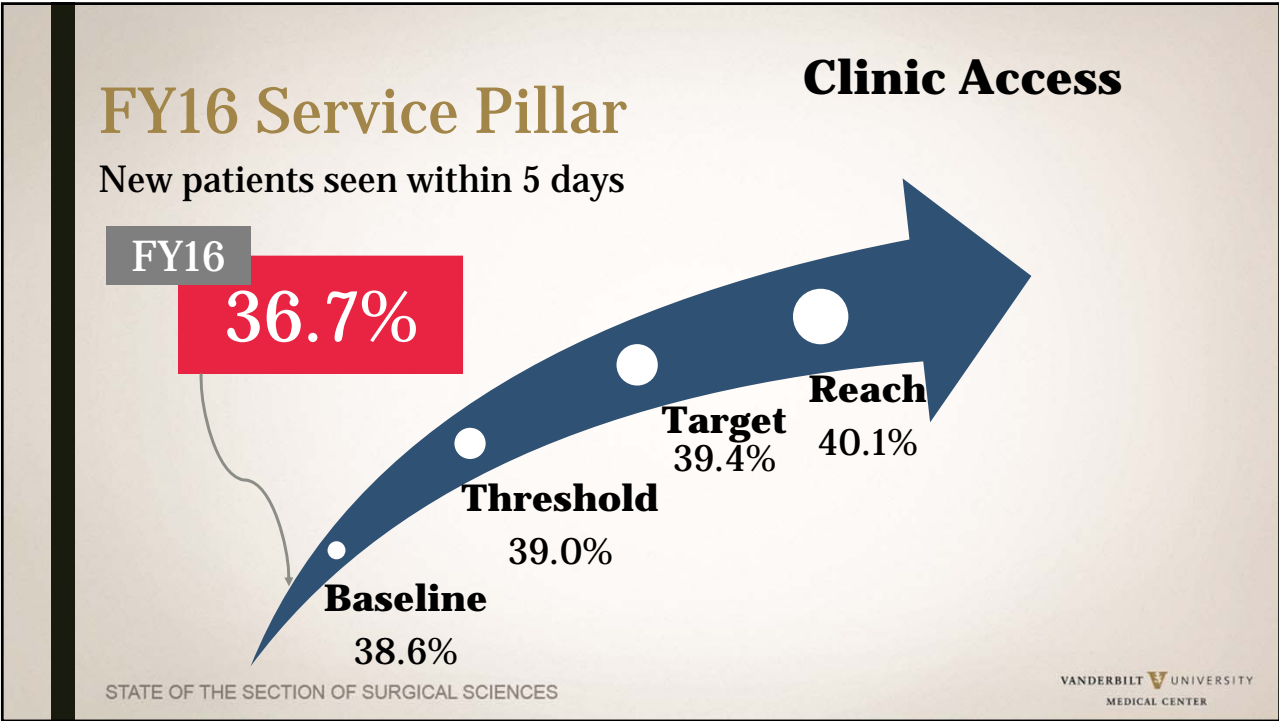
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PROVIDING ACCESS TO OUR SERVICES



The Final Frontier?



Inpatient Access

Typical twice daily Executive Capacity Report

Sunday 28 Aug 2016: 0600

STATE OF THE SECTION OF SURGICAL S

VUH Executive Capacity Report
As Of: 8/28/2016 0600

COS:	Merrill
AOC:	Diffenderfer
AC:	Funderburke
PFC Lead	Howard 5-4552

Diversion Time / Date On:	ED	OB	CVA	STEMI	TR	TL
Internal Alerts	ED	Time/Date On:	8/25 20:35	Value:	Yellow	
	Int. Cap	Time/Date Updt:				

Bed Balance with Confirmed d/c:	20
- Projected ED Admissions:	65 AM=65, mid=51, PM=37
- Projected Direct Admit/Transfers:	17 AM=17, mid=11, PM=5
= Projected Bed Balance:	-62

Occupancy: 104%

Additional Discharges Needed: 62

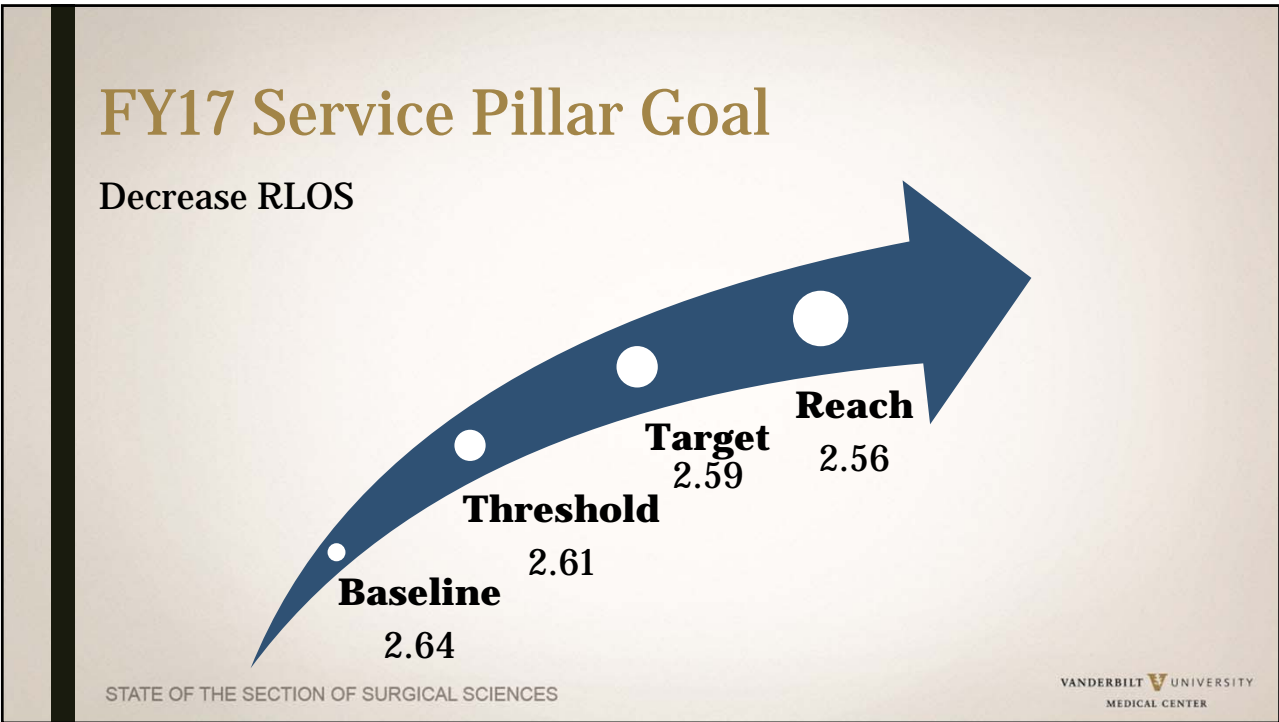
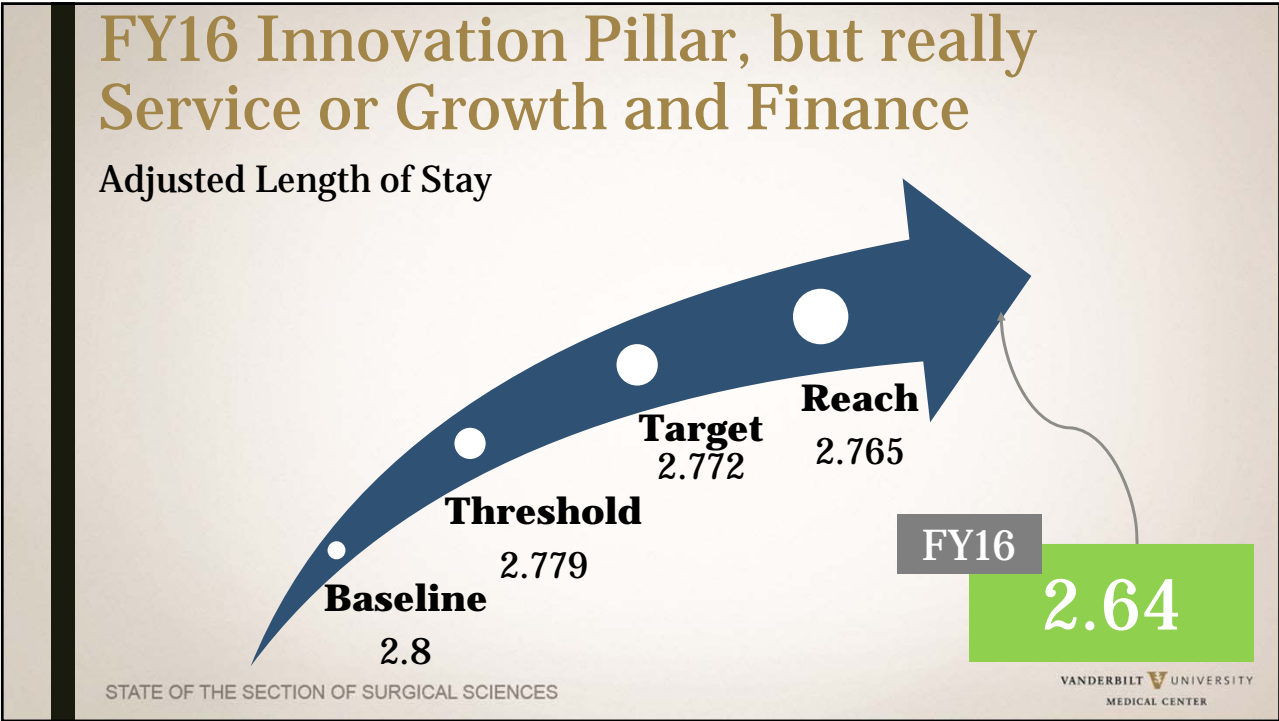
Avail Beds	-	Total Incoming	+	Conf d/c	=	Bed Balance		Pending d/c
Medicine	2	3				-1		Medicine 13
Heart	10					10		Heart 11
Surgery	6					6		Surgery 3
Neuro	3					3		Neuro 2
Ortho	2					2		Ortho
Oncology						0		Oncology 5
Women's	10							Women's
Total	23	3				20		Total 34
ICU Total	8					8		ICU Total
TB Total	4					4		TB Total
SD Total						0		SD Total 5

Trauma Admissions: 5 Year Trend



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FY 17 focus on reducing avoidable inpatient hospital days

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How can I help achieve the service goals?

- Ask these four questions
 - *What can I do to improve the experience of our patients?*
 - *What can I do to facilitate patient access to our services?*
 - *How can I provide better service to referring clinicians?*
 - *How can I help to improve educational experiences of our learners?*

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Quality Pillar



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Thanks to Section Quality and Safety Committee, Service Chiefs, Safety Officers, PCC Leadership and Quality Consultants.



Roger Dmochowski, M.D.,
Professor of Urology,
Section Vice Chair, Faculty Affairs &
Assoc Surgeon in Chief: Adult Services



Oscar Guillamondegui, M.D.,
Professor of Surgery,
Section Vice Chair, Quality &
Patient Safety

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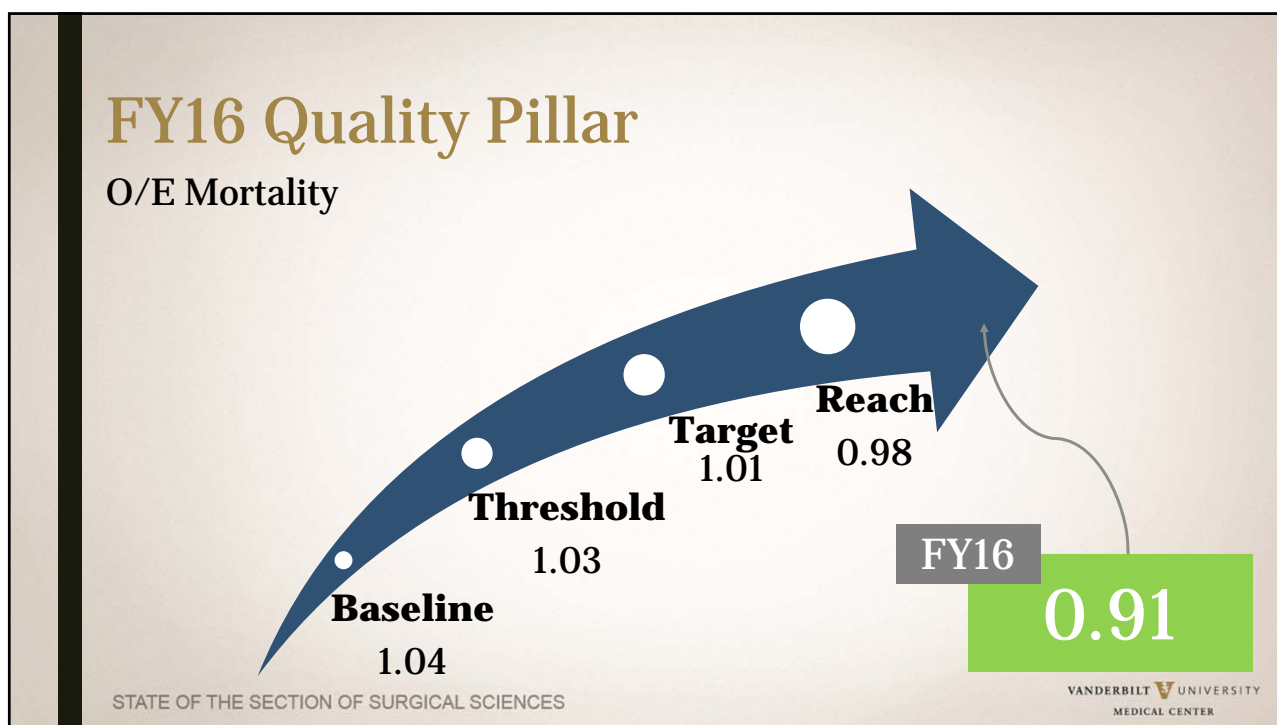
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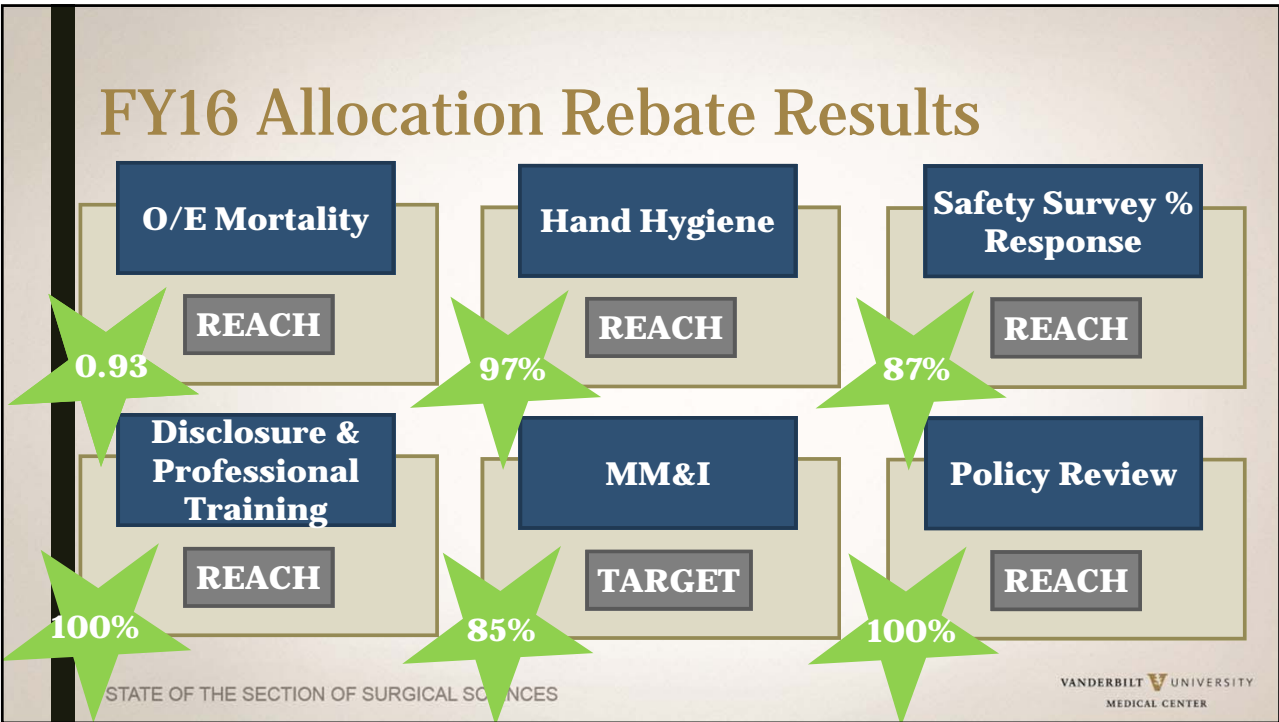
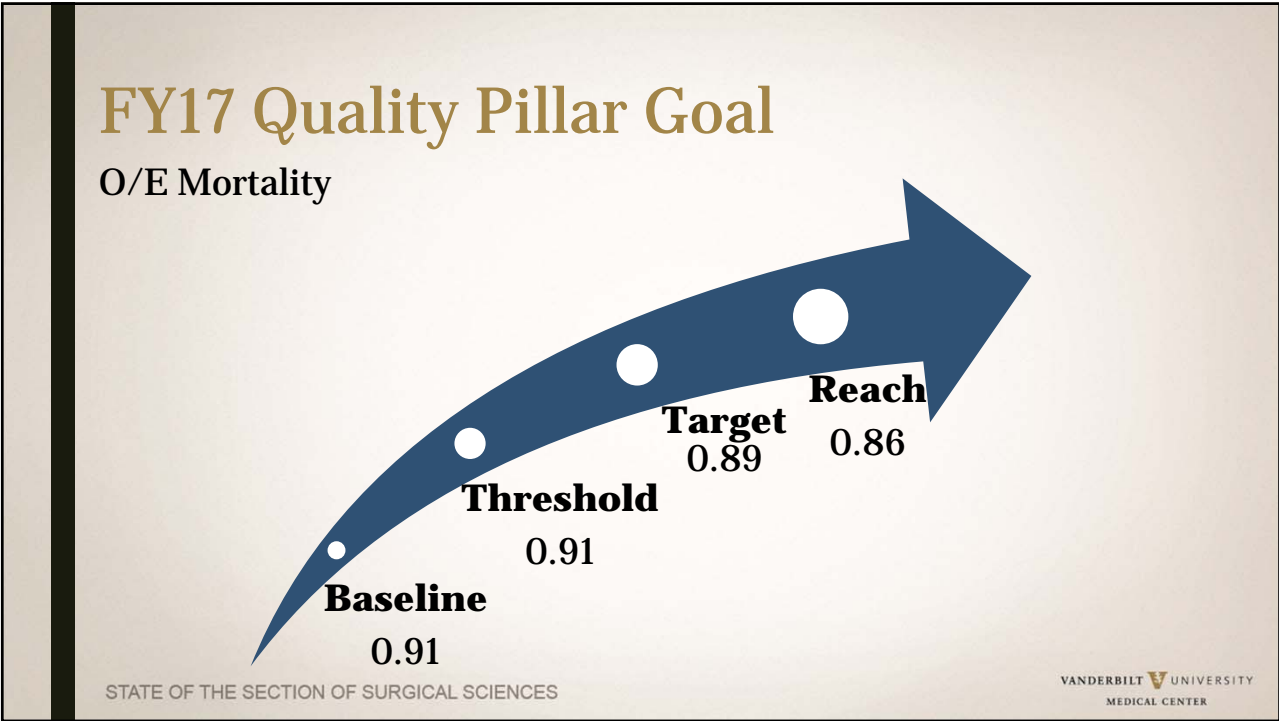
Section Quality and Safety Committee

			
Oscar Guillamondegui, MD Section Vice Chair for Quality and Safety	Clay Kaiser, MD Cardiac Surgery Officer	Dai Chung, MD Pediatric Surgery Officer	Eric Lambright, MD Thoracic Surgery Officer
			
Samuel McKenna, MD OMS Officer	Hong Yu, MD Neurosurgery Officer	Wesley Thayer, MD Plastic Surgery Officer	Daniel Barocas, MD Urologic Surgery Officer

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FY17 Allocation Rebate Requirements

**Participation in
Service Recovery
Training**

**Participation in
Culture of Safety
Survey**

**Participation in
Professionalism &
Disclosure of
Adverse Outcomes
Training**

**Quality Patient
Safety Director
Participation in
Event Analysis**

**Participation in at
least 1 MM&I**

**Hand Hygiene
Compliance**

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Quality Looking Forward to 2017

- Reduce hospital acquired conditions and patient harm
- Early recognition and management of sepsis
- Continue strong work on reducing pulmonary complications
- Accurate recognition and documentation of pre-existing conditions, comorbidities and complications
- Reduce preventable deaths

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Innovations in quality

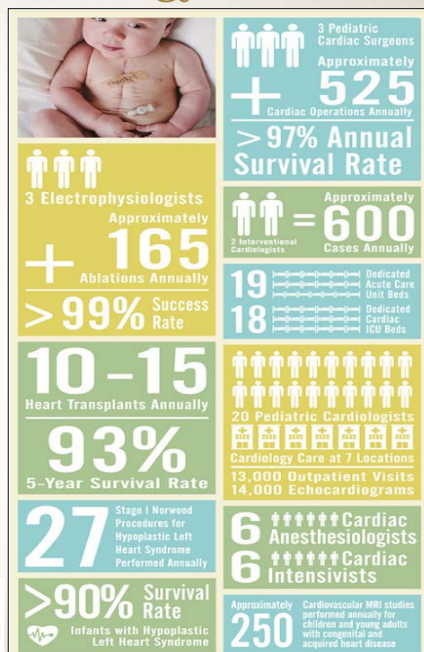
Public reporting of outcomes in MCJCHV

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Live - Cardiology/Cardiac Surgery

- By the numbers**
- Three pediatric cardiac surgeons; approximately 525 cardiac operations annually; better than 97 percent annual survival rate.
 - Three electrophysiologists; approximately 165 ablations annually; better than 99 percent success rate.
 - Two interventional cardiologists; approximately 600 cases annually.
 - 19 dedicated acute care unit beds; 18 dedicated cardiac ICU beds.
 - 10-15 heart transplants annually; 93 percent five-year survival rate.
 - 20 pediatric cardiologists; cardiology care at seven locations; 13,000 outpatient visits; 14,000 echocardiograms.
 - 27 stage-I Norwood procedures for hypoplastic left heart syndrome performed annually.
 - Six cardiac anesthesiologists; six cardiac intensivists.
 - Better than 90 percent survival rate for infants with hypoplastic left heart syndrome.
 - Approximately 250 cardiovascular MRI studies performed annually for children and young adults with congenital and acquired heart disease.



Source: PM&T Leadership

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Growth & Finance Pillar

No margin, no mission



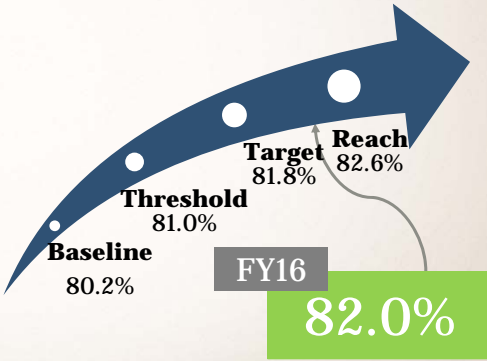
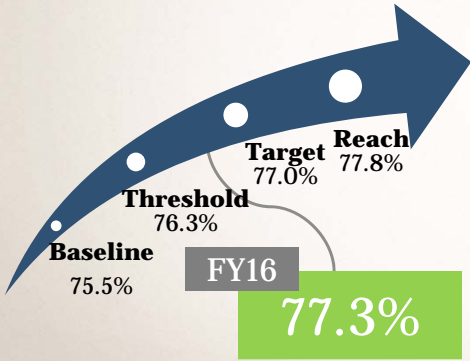
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FY16 Growth and Finance Pillar

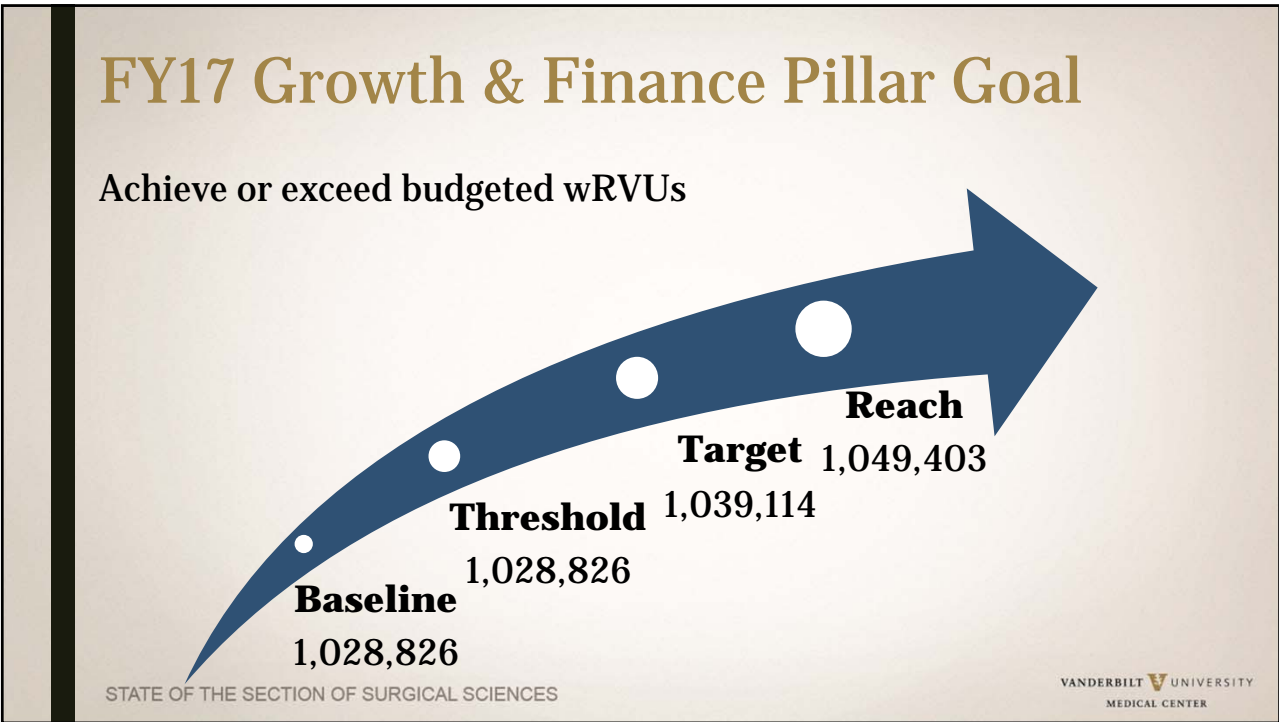
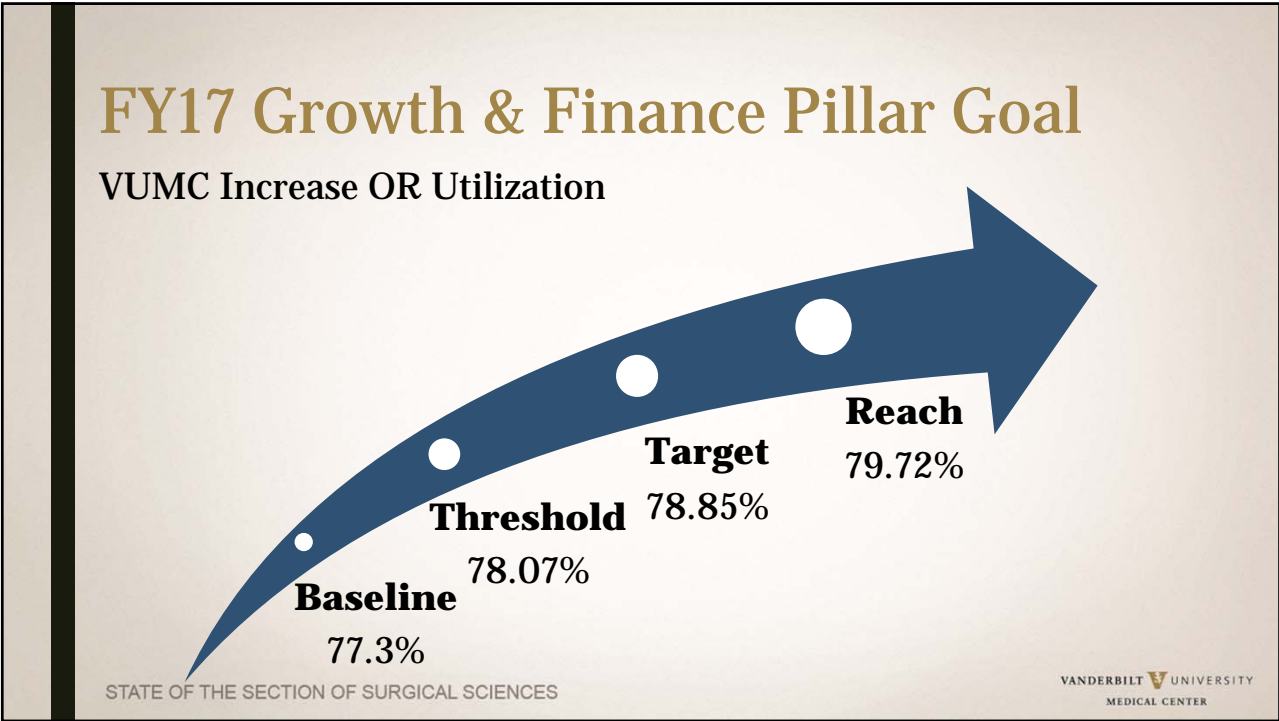
Increase OR Utilization
VUH

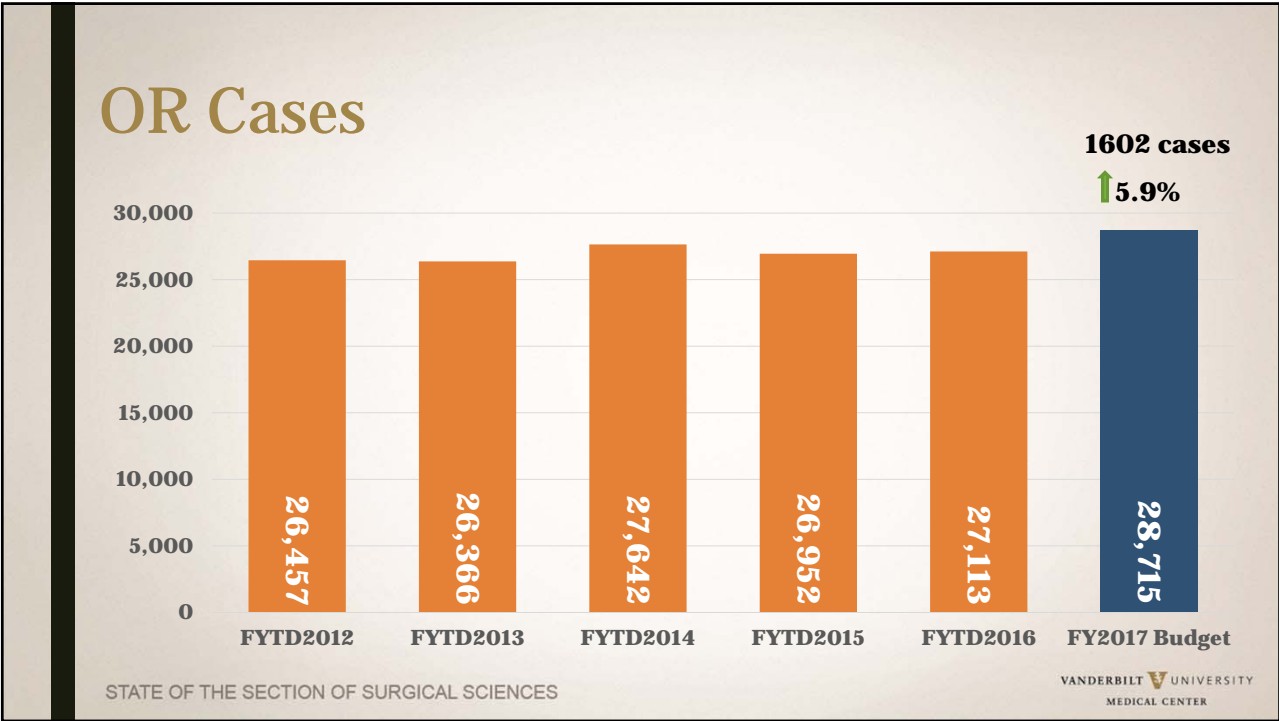
Increase OR Utilization
MCJCH



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Innovation Pillar

INNOVATION

We seek excellence and leadership as we advance our systems of care, educational practices and our commitment to discovery

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Academic Integration

- Grant Expenditures
- Enrollment of subjects on IRB approved studies
- National Awards, Recognition, Elections



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Total Research Expenditures (Millions)

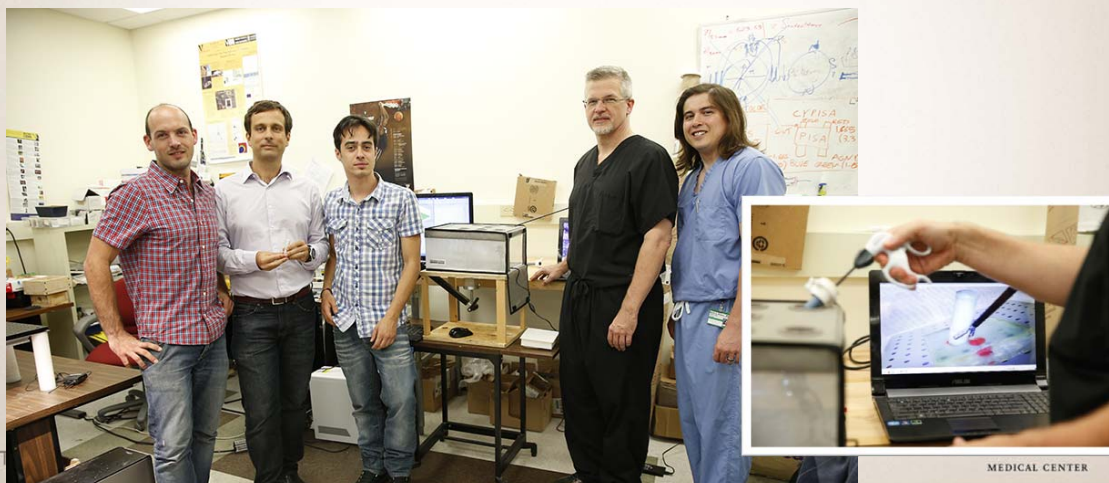
FY 16 Actual	\$12.55
FY 17 Target	\$13.21

**Blue Ridge Institute for Medical Research
NIH Rankings of Surgery Departments
Vanderbilt Surgery ranked #5 for CY 15**

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Duke Herrell, M.D. works with VISE engineers on “tiny wrist” robot



Daniel Barocas, and David Penson lead the science and national discussions on the role of prostate cancer screening and treatment



Daniel Barocas, MD, MPH
Associate Professor of Urologic Surgery



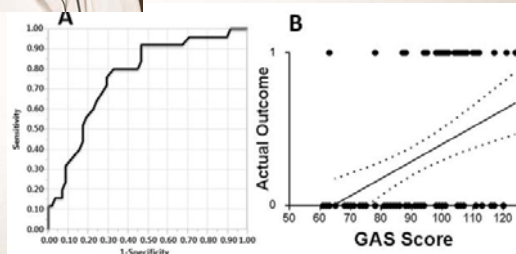
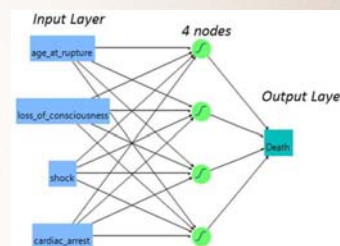
David F. Penson, MD, MPH, MMHC
Hamilton and Howd Chair of Urologic Oncology,
Chairman, Department of Urologic Surgery

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Brophy and colleagues described a simplified prediction tool for hospital mortality after ruptured AAA repair using an artificial neural network

- Independent preoperative factors: advanced age, renal disease, loss of consciousness, cardiac arrest, shock
- Compared against the Glasgow Aneurysm Score
- Algorithms derived from multiple logistic regression, ANN, and Glasgow Aneurysm Score models
- ANN most discriminant of the three



J Vasc Surgery 2015
Colleen Brophy, MD, Professor of Surgery

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Peter Konrad, MD, PhD working to develop and test device to reanimate paralyzed limbs



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VUMC first in state to implant novel heart device during LVAD national clinical trials



Ashish Shah, MD



Matt Danter, MD



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Josh Billings, Nancy Brown, Mike Petracek and colleagues report randomized trial of statins effect on acute kidney injury complications of cardiac surgery, finding that high dose atorvastatin did not reduce the risk of AKI.

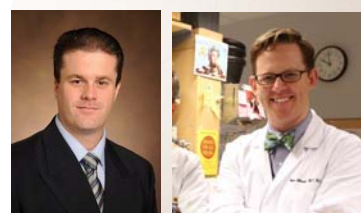
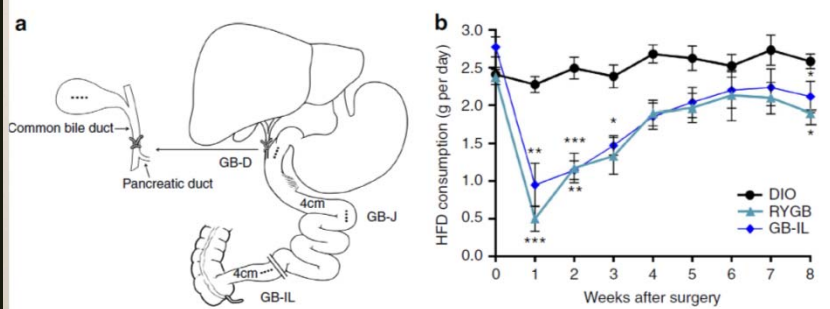


JAMA 2016

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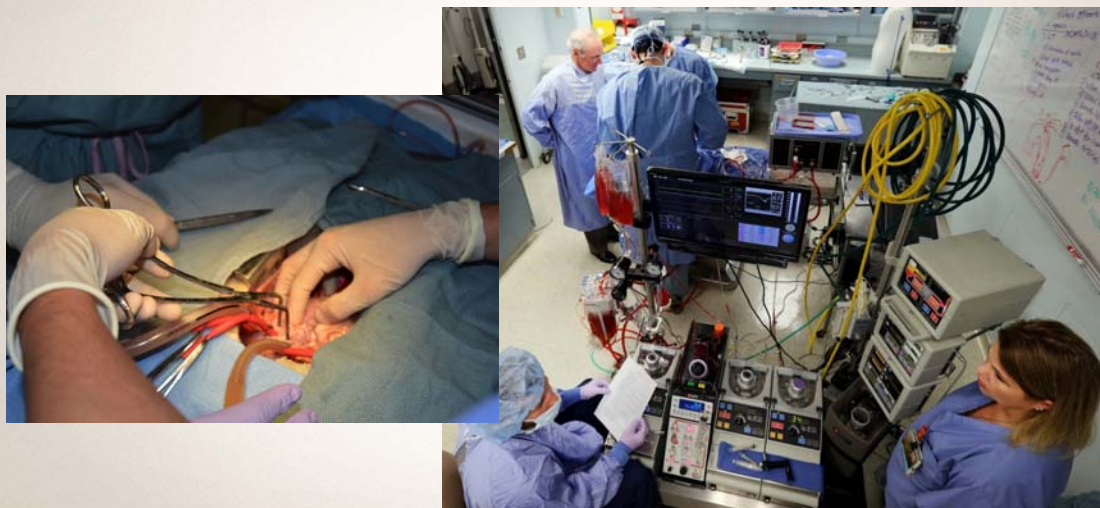
Abumrad, Flynn, Albaugh and colleagues find that bile diversion provides similar benefits as gastric bypass surgery on diabetes and fatty liver disease in mice *Nature Communications* 2015



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Jon Nesbitt designs first of it's kind cardiothoracic surgical boot camp teaching critical life-saving skills



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Martin Blakely, MD
MS, Pediatric
Surgery, received
new NIH grant to
study neonatal
safety in
perioperative
environment



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Pediatric urologic
surgeon Doug Clayton
landed new NIH Grant
to study causes and
solutions for bladder
inflammation



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Number of active IRB enrolling clinical studies

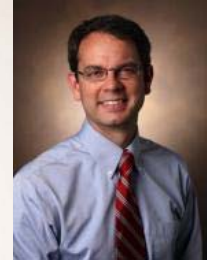
FY 16 Actual	80
FY 17 Target	82

Number of participants enrolled in clinical trials

FY 16 Actual	2359
FY 17 Target	2418



Surgical Outcomes Center for Kids (SOCKs)



**To develop, enable, and enhance the clinical
outcomes research agenda for all pediatric
surgical subspecialties**

Chevis N Shannon, MBA, MPH, DrPH

John C Wellons, III, MD, MSPH

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SCORR

Surgical Core of Research Resources

Bree Burks, RN, MSN, CCRP

Director, Clinical Research
Vanderbilt University Medical Center

Regional and National Recognition and Awards

FY 16 Actual	46
FY 17 Target	48

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Kamran Idrees, MD received SSO Young Investigator Award for cancer outcomes research



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Goldenring recognized with Research Mentor Award from the AGA Institute Council – May 2016



Byron Knowles, Ph.D. (MSTP), left, James Goldenring, M.D., Ph.D., and colleagues are studying what causes a rare gastrointestinal disorder in newborns.

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Peter C. Clark, MD received the coveted McCleery Master Teacher Award



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Roger Dmochowski, MD
received life-time
achievement award from
SUFU

(The Society for Urodynamics and Female Urology)

and named trustee of
the American Board
of Urology

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Robert Matusik, PhD elected along
with 10 other Vanderbilt faculty as
AAAS fellow



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James Valentine, MD elected President of the Western Surgical Association



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American Hepato-
Pancreato-Biliary
Association (AHPBA)
honored
C. Wright Pinson, MD,
MBA with Distinguished
Service Award



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Sam Chang MD, MBA selected for Nashville Health Care Council and elected to VU Faculty Senate



Sam Chang MD, MBA, Patricia and Rodes Hart Professor
Of Urologic Surgery and Oncology



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Gretchen Purcell Jackson, MD/PhD elected to American Medical Informatics Association Board of Directors and inducted into Am College of Medical Informatics



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Jay Smith, MD named editor of *The Journal of Urology*



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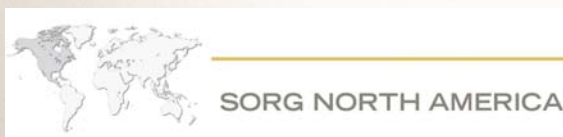
Ben Poulose, MD MPH appointed to *Annals of Surgery* editorial board



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Luis Vega, DDS appointed Chair of the Section on Pre-prosthetic Surgery for North America-S.O.R.G.



Strasbourg Osteosynthesis Research Group

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Kyla Terhune, MD MBA received traveling ACS fellowship for 2017 to Germany



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