Transformation is a constant for the North Shore-LIJ Department of Medicine, much as it is for the rest of the nation’s healthcare system. In 2011, the changes ranged from a new administrative team to the first class in a new medical school; from a redesigned division structure for the department to a renewed commitment to research – and all these changes came less than two years after the merger of the North Shore and LIJ residency programs. The pattern of transformation and renewal promises to continue throughout 2012 as the department pursues its four-part mission: clinical care, research, education and service to the community.

Spearheading the transformation is Thomas McGinn, MD, MPH, who joined North Shore-LIJ as department chair in February 2011. Reflecting Tom’s long-term commitment to academic medicine, the department has launched a multi-dimensional, multi-year plan to strengthen and expand its partnership with The Feinstein Institute for Medical Research, the internationally recognized core of North Shore-LIJ’s research enterprise. The department’s divisions are being restructured to streamline the flow of care and effort: the Divisions of Hematology and Medical Oncology have completed their reorganization into disease-based, team-based operations, and the new Division of Liver Diseases is sharpening the North Shore-LIJ focus on this group of devastating disorders. The department is currently recruiting new chiefs of pulmonary and gastroenterology as well. A major initiative is also under way to establish national leadership in the areas of quality, safety and efficiency with strategies built around critical metrics such as mortality, readmission, length of stay and patient satisfaction.

The good physician treats the disease; the great physician treats the patient who has the disease.
~ Sir William Osler

We are guests in our patients’ lives; and we are their hosts when they come to us.
Why should they, or we, expect anything less than the graciousness expected by guests and from hosts at their very best. Service is quality.
~ Donald M. Berwick, MD

Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted.
~ Albert Einstein
From the Chair
Transformation on Every Scale, from Personal to National

This is a transformative time for our nation’s healthcare system, as it is for us at North Shore-LIJ: our department, our training program and our medical school. In my first year here, my conviction that North Shore-LIJ is poised to become a major change agent in healthcare has only been strengthened. As one of the nation’s most dynamic academic health systems, we excel in all four dimensions of our mission: clinical care, scholarship, education and service to the community.

Consistency and stability are critical anchors for lasting, effective change and the department is no exception. The entire North Shore-LIJ Health System is deeply indebted to those who provided guidance, as well as those who worked hard, day in and day out, to ensure that our patients received the best possible care during this past year of change. The department is in excellent shape and is well-positioned to reach new heights over the next few years. We have a high-energy, high-quality environment for care, education and research that is extraordinarily appealing to students, graduates, faculty and attendings. Our residents and fellows are exposed to a remarkable variety of clinical environments, diseases and patient populations in every imaginable socioeconomic situation. They are provided with mentorship and guidance, working closely with outstanding scientists and clinician-educators who are leaders in their fields. Lifelong bonds are forged in an atmosphere of support and collegiality, transforming the day-to-day process of caring for the sick and vulnerable into a fulfilling journey.

I know from experience that a medical center’s staff is its lifeblood, and I look forward to continuing and expanding the dialog that we initiated in 2011. Consistency and stability are critical anchors for lasting, effective change and the department is no exception. The entire North Shore-LIJ Health System is deeply indebted to those who provided guidance, as well as those who worked hard, day in and day out, to ensure that our patients received the best possible care during this past year of change. The department is positioned to reach new heights over the next few years. We have a high-energy, high-quality environment for care, education and research that is extraordinarily appealing to students, graduates, faculty and attendings. Our residents and fellows are exposed to a remarkable variety of clinical environments, diseases and patient populations in every imaginable socioeconomic situation. They are provided with mentorship and guidance, working closely with outstanding scientists and clinician-educators who are leaders in their fields. Lifelong bonds are forged in an atmosphere of support and collegiality, transforming the day-to-day process of caring for the sick and vulnerable into a fulfilling journey.

This time of transition, challenge and accomplishment. Let’s build on the momentum of 2011 to make 2012 another great year for the Department of Medicine.

Thomas McGinn, MD, MPH
Chair, Department of Medicine

Profile: Division of Hepatology and Center for Liver Diseases

A long-time leader in the Department of Medicine, Dr. David Bernstein, has agreed to take on oversight of this effort. Dr. Bernstein is a pioneer and nationally known expert in the study and treatment of liver disease. He most recently served as Chief of the Digestive Disease Institute and Chief of the Division of Gastroenterology of the North Shore-LIJ Department of Medicine and directed North Shore University Hospital’s Fellowship Program in Gastroenterology. In addition to assuming leadership of the new Division of Hepatology and Center for Liver Diseases, Dr. Bernstein will continue to serve as Chief of the Division of Gastroenterology until a successor is appointed.

“We have a great team here,” said Dr. Bernstein. “I know we can make an impact on the field of liver disease and, just as importantly, on the lives of our patients. We have the potential to become a national leader in clinical care, research and teaching future physicians.”

Meet the Department of Medicine Administrative Team

As Vice President for Medicine, Lisa Alvarenga, MBA, leads the administrative team for both the Department of Medicine and the primary care service line. She oversees service line business plans and strategies, including collaboration across service lines, driving growth and streamlining operations while ensuring the highest quality of care. Lisa plays a critical role in developing the health system’s broad range of relationships with physicians and helps to integrate independent physicians and their practices into the health system. Before joining North Shore-LIJ, Lisa served in a variety of positions at Manhattan’s North General Hospital, eventually becoming senior vice president for the hospital and executive director of its diagnostic and treatment center.

Luis Rivera, MBA, Senior Administrative Director, most recently served as CFO for a multi-specialty private practice of more than 200 physicians, where he oversaw an internal team of more than 50 finance and accounting professionals. Earlier, he was director of finance with the Department of Medicine at Mount Sinai School of Medicine, where he specialized in physician compensation plans and mission-based budgeting. At Mount Sinai, he also designed and implemented the department’s centralized call center for its faculty practice and redesigned the cancer center’s scheduling, registration and charge-entry processes to address clinical research compliance risk.

Jonathan Meyer, MPH, is the department’s Director of Program Operations, a position that includes overseeing communications and managing appointments and promotions. Before joining North Shore-LIJ in August 2011, Jonathan was senior project coordinator with the Division of General Internal Medicine at Mount Sinai School of Medicine, where she launched and managed a pre-award, post-award and management of foundation, state and federal research grants. She has also worked with geriatric and palliative care programs, UNAIDS, Memorial Sloan-Kettering Cancer Center and the Latino Commission on AIDS.

Please keep in touch:

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Luis Rivera, Senior Administrative Director: (516) 562-4310, LRivera4@nshs.edu
Jonathan Meyer, Director of Program Operations: (718) 470-7270, JMeyer4@nshs.edu
Lauren McCullagh, Senior Grants Manager: (516) 562-2941, LMcCullagh@nshs.edu

From left: Luis Rivera, Jonathan Meyer, Lisa Alvarenga and Lauren McCullagh

photo: Adam Cooper

General Internal Medicine. Earlier, at the New York City Department of Health, he directed planning. He has also served as a consultant in public health finance in Africa, Asia and the Caribbean.

Lauren McCullagh, MPH, Senior Grants Manager, oversees the growth and operations of externally-funded research in the Department of Medicine. Before joining North Shore-LIJ in August 2011, Lauren was senior project coordinator with the Division of General Internal Medicine at Mount Sinai School of Medicine, where she launched and managed pre-award, post-award and management of foundation, state and federal research grants. She has also worked with geriatric and palliative care programs, UNAIDS, Memorial Sloan-Kettering Cancer Center and the Latino Commission on AIDS.
Grand Rounds: All start at 8:00am

Feb 2 Diabetic Heart Disease: Ira Goldberg, MD, Dickinson Richards Professor of Medicine, Chief, Division of Preventive Medicine & Nutrition, Columbia University College of Physicians & Surgeons

Feb 9 Clinical Exams in the 21st Century: Should You Throw Out Your Stethoscope? B. Robert Meyer, MD, Professor of Clinical Medicine, Well Cornell Medical College

Feb 16 How to Avoid Being Misted by the Medical Literature: Gordon Guyatt, MD, MSc, Professor, Department of Clinical Epidemiology & Biostatistics and Department of Medicine, McMaster University

Feb 23 Scleroderma: Avram Goldberg, MD, Assistant Professor of Medicine, Mount Sinai School of Medicine

Mar 1 Alzheimer's Disease: Peter Davies, PhD, Professor of Medicine, Albert Einstein College of Medicine

Mar 8 Fully Automated Electronic Quality Monitoring: Peter Elkin, MD, Director of Biomedical Informatics, Professor of Medicine, Mount Sinai School of Medicine

Mar 15 Feinstein Institute Lecture Series: Meggan Mackay, MD, Associate Chair for Research and Assistant Professor of Medicine, Hofstra North Shore-LIJ School of Medicine

Mar 22 TBA

Mar 29 Gene Therapy – The Search for a Cure for HIV: David K. Stein, MD, Director, Adult HIV Research Activities, Jacobi Medical Center, Associate Professor of Clinical Medicine, Albert Einstein College of Medicine

Apr 5 TBA: Sandy Balwan, MD, LIJ Residency Site Director, Assistant Professor of Medicine, Hofstra North Shore-LIJ School of Medicine

Apr 12 Update on Anticoagulation: David Rosenberg, MD, Associate Chair of Medicine, Assistant Professor of Medicine, Hofstra North Shore-LIJ School of Medicine

Apr 19 Emerging Paradigms in the Management of Anemia in CKD: Mala Sachdeva, MD, Assistant Professor of Medicine, Hofstra North Shore-LIJ School of Medicine

Apr 26 Emerging Paradigms in the Management of Bone Disease in CKD: Ezra Hazan, MD, Assistant Professor of Medicine, Hofstra North Shore-LIJ School of Medicine

Each session is presented live at one location and teleconferenced to the other.

February 2012: Live at North Shore University Hospital
March 2012: Live at LIJ Medical Center
April 2012: Live at North Shore University Hospital

Notes: Selected News of the Department of Medicine

Send your news and notes for this section to Jonathan Meyer, Director of Program Operations, at jmeyer44@northwell.edu. We may not always have the space to report on all the many accomplishments of the DoM team, but we’ll do our best.

People

Daniel R. Budman, MD, has been appointed Chief of the Division of Hematology/Oncology at North Shore University Hospital and LIJ Medical Center. He is also Professor of Medicine at Hofstra North Shore-LIJ School of Medicine.

David Rosenberg, MD, has joined the Department of Medicine as Chief of the Division of Endocrinology, Diabetes and Diabetic Care and Associate Professor of Medicine. Before joining North Shore-LIJ, Dr. Rosenberg created an innovative multidisciplinary team at Sinai School of Medicine providing diabetes care in both inpatient and outpatient settings.

Tracy L. Breen, MD, has joined the Department of Medicine as Chief of the Division of Endocrinology, Diabetes and Diabetic Care and Associate Professor of Medicine. Before joining North Shore-LIJ, Dr. Breen created an innovative multidisciplinary team of her own at Sinai School of Medicine providing diabetes care in both inpatient and outpatient settings.

Kumar Nandakumar, MD, has been named Director of the Department of Medicine Fellowship programs. For the last nine years, he has managed the fellows programming for the North Shore-LIJ Division of Medical Oncology and will continue to serve in that capacity as well.

In October 2011, Steven Fishbane, MD, Chief, Division of Medicine, presented an annual lecture titled “How to Talk to Patients” to key pay roles in our work on chronic kidney disease, dialysis, kidney transplantation and vasculonar access, in both clinical and research efforts. Most recently, he served at Winthrop-University Hospital as Chief Medical Officer. Chief of the Division of Nephrology and Medical Director of Winthrop-Diamond Network.

Seymour Katz, MD, Clinical Professor of Medicine and Chair of the Department of Medicine’s Committee of Volunteer Physicians, recently received the 2011 Distinguished Physician Lifetime Achievement Award from the Crohn’s and Colitis Foundation of America for his contributions to the management of patients with inflammatory bowel disease and the education of physicians on the subject.

He also delivered the keynote address at the annual meeting of the American College of Gastroenterology and was awarded its 4th J.I. Berk Distinguished Lecturer Award.

Congratulations to Robin Cohen, MD – the Division of Pulmonary, Critical Care and Sleep Medicine’s Cystic Fibrosis Program has received a national Cystic Fibrosis Foundation National Quality Award, which recognizes sustained quality improvement efforts that have helped achieve better health outcomes for people with cystic fibrosis. Dr. Cohen was also recently promoted to Professor of Medicine.

John D. Wagner, MD, MBA, Director of Dialysis at LIJ Medical Center and Satellite Dialysis Facility and Associate Chief of the Division of Kidney Diseases and Hypertension, has been elected to the Board of Directors of the National Forum of ESRD (End Stage Renal Disease) Networks, which are CMS-contracted quality improvement organizations.

Dr. Wagner will remain Emeritus Director on WHO’s Board of Directors.

Kumar Nandakumar, MD, has been awarded a Gold Humanism Scholarship from the Arnold P. Gold Foundation. The award will fund his participation in the Harvard Macy Institute 2012 Program for Education, where his novel medicine project will seek to foster a more humanistic approach to the care of patients on dialysis.

Steven L. Allen, MD, became Chair of the American Society of Hematology’s Committee on Practice, which is concerned with all issues affecting the practice of hematology, especially improving quality of care, engaging in new health care delivery systems, practice management and physician reimbursement.

Marie-Louise Barilla-LaBarca, MD, received an education grant from the International League Against Rheumatism to support a series of rheumatology workshops for medical students, residents and attendings at the University of the West Indies. She and Richard Furie, MD, were visiting professors at the university.

Publications

Meggan Mackay, MD, Cynthia Aronow, MD, Betty Diamond, MD, and colleagues published “Differences in regional brain activation patterns assessed by functional magnetic resonance imaging in patients with Systemic Lupus Erythematosus stratified by disease duration” in Molecular Medicine, September 23, 2011. Dr. Diamond also collaborated with Awan president Kevin J. Tracey, MD, to publish in Biodevices, August 2011. “It takes guts to grow a brain: increasing evidence of the important role of the intestinal microbiota in neuro- and immune-modulatory functions during development and adulthood.”

In January 2011, Dana Lustbader, MD, and colleagues published in Neurology: “Second brain death examination may negatively affect organ donation.”

In November 2011, Seth Koenig, MD, and Paul H. Mayou, MD, published in Chest a case with thoracic aortography for the pulmonary specialist.

Richard Furie, MD, and colleagues published “A phase II, randomized, placebo-controlled study of belimumab, a monoclonal antibody that inhibits B-lymphocyte stimulator, in patients with systemic lupus erythematosus.”

In the American Journal of Gastroenterology, Seymour Katz, MD, and a colleague wrote about frequently asked questions about inflammatory bowel disease in the elderly.

In the Journal of the American Society for Pharmacogenomics and Personalized Medicine, Dr. Furie and a colleague wrote “A framework for assessing the value of diagnostic imaging in the era of comparative effectiveness research” in the December 2011 issue of Radiology. Dr. McGinn also collaborated on an article on “Rationale, design, and implementation protocol of an electronic health integrated clinical decision rule (CEFD)” randomized trial in primary care,” published in Implementation Science, September 19, 2011.

Steven Fishbane, MD, and Azzou Hassanz, MD, published “Dialysis: ESA reduces risk of death and cardiovascular events in patients on hemodialysis” in Nephron Reviews on November 18, 2011.

Department of Medicine faculty Kenneth L. Rais, MD, Steven L. Allen, MD, Jonathan Kulitz, MD, Nicholas Chiaraizzi, MD, and Barbara Sherry, PhD, collaborated with colleagues to publish "Th1 and non-Th1 L17 expressing cells in chronic lymphocytic leukemia: delineation, distribution, and clinical relevance" in Haematologica this November. Dr. Rais also partnered with Angelica Halfmoon to publish “Fludarabine versus chlorambucil: is the debate over?” in Clinical Lymphoma, Myeloma and Leukemia, June 2011.

Joseph Mattaana, MD, Howard O. Kenpen, MD, Clifford Lee, MD, Alan Moltz, MD, Renee Pekmezaris, PhD, Barbara Napolitano, MA, Rajni Wallia, MA, and Harry Steinberg, MD, co-authored “Quantifying internal medicine resident caseloads: a study using residents’ selected primary diagnosis codes” for the September 2011 issue of Journal of

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On the Way: Support for Junior Research Faculty

On The Way is the Department of Medicine’s innovative career-development program for junior research faculty. Its highly customized features include expert mentoring by world-renowned researchers as well as group support and dedicated workshops.

The program meets on a biweekly basis in the Chair’s Office Conference Room.

For more info, contact Lauren McCullagh at LMcCullagh@northwell.edu or (516) 562-2341.

Inpatient Diabetes Task Forces: System-Wide Excellence in Care

New multidisciplinary teams at both LIJ and North Shore are helping their hospitals prepare to apply for the Joint Commission’s Advanced Certification for Distinction in Inpatient Diabetes Care.

For more information on these Inpatient Diabetes Task Forces, please contact Dr. Tracy Breen at T.Breen@northwell.edu.
Women In Academic Medicine: Aiming High

To promote the recruitment, advancement and leadership of women in academic medicine. A new committee in the Department of Medicine is pursuing this critical mission by creating a culture of mutual support focused on achieving excellence for the whole department. Under the leadership of Dr. Dana Lustbader, the Women in Medicine Committee aims to support the academic advancement of women through mentorship, collegiality and institutional advocacy. The long-term goal is to create a setting where all professionals can achieve their full potential.

For 2012, the committee’s goals are wide-ranging and ambitious:

- Include a minimum of three women on every high-level committee, for example, the Medical Board, system committees, executive committees and search committees.
- Provide accountability for academic advancement for division chiefs, including justification for faculty remaining in rank beyond five years.
- Promote women’s leadership on search committees and identify at least three women applicants for each new faculty position.
- Have division chiefs produce a plan for moving more women into positions of leadership.

The formation of the Women in Medicine Committee in the Department of Medicine formalizes the health system’s initiatives to foster the advancement of women in academic medicine to leadership positions and strengthen the competitiveness of the health system of Hofstra North Shore-LIJ School of Medicine.

For more information or to become involved, please contact Dr. Dana Lustbader at Lustbader@nshs.edu.

Innovation a Hallmark of North Shore-LIJ Internal Medicine Residency

North Shore-LIJ’s 150 residents in internal medicine are immersed in a high-energy, high-quality environment in an innovative program that provides unique opportunities for training in clinical care, scholarship, and community service. The residency program is structured around a unique “continuity” model that alternates blocks of inpatient with outpatient assignments, sparing residents the pressure of simultaneous clinic and floor rotations.

For example, residents are typically assigned four weeks of inpatient work followed by one week of outpatient, allowing residents and attending physicians to get a feel for the work of both settings.

Another innovative strategy, the Medical Admitting Resident rotation permits house officers to select the cases that come to the teaching service. This allows them to customize the caseload to match teaching and learning opportunities as closely as possible to the needs and strengths of both trainees and their mentors. The department’s commitment to academic medicine and research-oriented culture are also reflected throughout the program. A prime example is the unusually high rate of resident abstract presentations, averaging more than 70 each year. And the Department of Medicine’s commitment to evidence-based medicine (EBM) is reflected in a four-week EBM course and consultation service.

At the same time, practice and skill-building remain top priorities: an innovative state-of-the-art simulation center provides residents with countless opportunities to develop procedural skills and practice acute delivery of care.

DoM Voluntaries Anchor Innovative Collaboration

Voluntary physicians make essential clinical, educational, administrative and research contributions to North Shore-LIJ Health System and the Department of Medicine has launched a creative collaboration to ensure these contributions are recognized and maximized. The Committee of Voluntary Physicians is chaired by Dr. Seymour Katz, an internationally recognized gastroenterologist who is Clinical Professor of Medicine at Albert Einstein College of Medicine and former president of American College of Gastroenterology.

The Committee of Voluntary Physicians facilitates communication and collaboration, ensuring that the unique contributions of these faculty members are reflected, and their concerns represented, in all departmental initiatives. “This is a major step forward toward building bridges between the community and the department,” said Dr. Katz. “We have volumes to say to each other and we are eager to get this venture off the ground.”

The committee is one of his highest priorities, adding, “Our voluntary physicians are among DoM’s unsung heroes, providing leadership, service and mentorship above and beyond the call of duty.”

The committee’s first set of initiatives includes supporting voluntary physicians who seek academic appointments from the Hofstra North Shore-LIJ School of Medicine. The committee will also offer to facilitate subject recruitment for clinical trials and to mentor residents in the setting of their practices.

For more information on the committee and its initiatives, please contact Jonathan Meyer at jMeyer4@nshs.edu.

DoM Notes: Selected News of the Department of Medicine

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Hospital Medicine: Dr. Mattana also collaborated with Kenan D. Jhaiveri, MD, Kellie R. Caldieren, MD, and Rajiv S. Vj MD, to publish “Innovative teaching tools in nephrology” in Kidney International, April 2011.

Clinical Infectious Diseases: a journal published by Oxford University Press, has accepted a paper co-authored by Bruce F. Farber, MD, with Donna M. Armillino, RN, Erfan Hoseinian, MD, Mary Ellen Schilling, RN, William Senicola, RN, Ann M. Eichorn, MS, and Yosef Dughazi, PhD, about their work with real-time remote video monitoring and feedback as strategies for promoting sustained hand hygiene and reducing healthcare-acquired infections.

In January 2012, the Journal of Hospital Medicine published a paper by David J. Rosenberg, MD, MPH: “Integrating hospitalists, hospitalist-patient satisfaction, and antimicrobial stewardship: The emerging role of hospitalists.” His systematic review of post-thrombotic syndrome, focusing on quality of life and economic burden, has been accepted by American Journal of Health System Pharmacy.

The journal Leukemia will publish a paper by Steven L. Allen, MD, Jonathan Kollitz, MD, and Athena Kritikaris, MD, describing a collaboration with Cold Spring Harbor Laboratory on acute mast-cell leukemia exome sequencing.

Funding

The Division of Geriatric Medicine, Section of Palliative Medicine, was awarded a faculty development grant from Harvard Medical School for two initiatives to improve education on communication strategies for “goals of care” discussions — one for house staff and the other for students at Hofstra North Shore-LIJ School of Medicine. Dana Lustbader, MD, and Tara Liberman, MD, are the principal investigators. Dr. Lustbader also received a grant in the field of academic palliative medicine for 2012 from the Empire Clinical Research Investigator Program (ECRIP), which encourages teaching hospitals and graduate medical education consortia to train physicians as clinical researchers in order to advance biomedical research in New York’s academic health centers.

New York State has awarded a grant to Infectious Diseases Chief Bruce Farber, MD, a nationally recognized expert in infection control, and Donna Armillino, RN, MPA, Director of Epidemiology for North Shore University Hospital, to study strategies for the prevention of hospital-acquired infections.

Wanted: Participants for Department of Medicine Clinical Trials

Every division of the Department of Medicine has an array of ongoing clinical and public health studies that need eligible, interested participants. Protocols are carefully designed and thoroughly reviewed in order to minimize the risk and burden to participants while maximizing their contribution to science and to their community. In most studies, participants are compensated for their time in clinical visits as well as transportation and medication, if any.

Potential participants are currently being sought for studies related to cancer, rheumatology, infectious disease, asthma, nephrology, and gastroenterology, among others.

For more information, please contact Lauren McCullagh, Senior Grants Manager, at (516) 562-2941 or LMcCullagh@nshs.edu.