

# Dean's Newsletter

## May 27, 2002

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### **Respect and Tolerance**

During the past several weeks, I have written several commentaries about respect in the work place and have sent out messages of concern regarding intolerance on our campus. The most recent messages have been initiated by reports that posters advertising a course sponsored by our LGBT students were being torn down and shredded, and signs placed in a glass-enclosed cabinet outside of the Department of Pathology offices were spray-painted over with a large "X". Such acts of vandalism and intolerance impact the integrity of our community.

One of the great things about our nation is the personal freedom of its citizens. We each have a right to our own opinions, beliefs, choices and expressions. We can disagree and debate with each other but we cannot discriminate or purposefully create harm or fear by acts of intolerance or disrespect. Whether the issue is race, religion, sexual orientation or views on politics or science, we have the opportunity to speak openly, honestly and respectfully. Most importantly, we have the opportunity to teach and learn from each other. However, we do not have the right to physically tear down others' views, whether symbolically by shredding signs or spray-painting over encased posters, or by more direct

acts of aggression or violence. Because symbols of intolerance threaten the safety of our community, it is imperative that we each demonstrate our support and, indeed, celebration of our diversity, as well as our support and concern for each other. I have shared this message with our students, both in written communications and at a special meeting held on Friday, May 24<sup>th</sup>. I share it with our entire community once again and call on each member of the School of Medicine to demonstrate leadership and vigilance in respecting and tolerating each other's rights.

## **Statement on Professionalism for Stanford**

The following statement has been adapted from the American Boards of Internal Medicine and Pediatrics and was presented by Dr. Eddie Atwood to the School of Medicine Faculty Senate on Wednesday, May 15<sup>th</sup>. Ironically, this Statement was discussed at the Senate just one day prior to the latest act of intolerance described above. With permission, I present this statement to our School community for your review and comment. I hope you will consider the points contained in this statement carefully and offer your comments to either Dr. Eddie Atwood or Dr. Lorry Frankel.

**Professionalism comprises those attributes and behaviors that serve to maintain patient interests above physician self-interest. Professionalism extends beyond interactions with patients and their families, however. Professionalism also involves the relationships between physicians and other health professionals and the interactions between specialties and between professional organizations. It has implications for research activities and interactions with pharmaceutical companies. Professionalism should pervade all of our activities in medicine and should include:**

*A commitment to the highest standards of excellence in the practice of medicine and in the generation and dissemination of knowledge.*

*A commitment to sustain the interests and welfare of patients.*

*A commitment to be responsive to the health needs of society.*

**The elements of professionalism include altruism, accountability, responsibility, excellence, duty, honesty, integrity and respect for others. These elements are further defined as follows:**

**Altruism is the essence of professionalism. Altruism refers to unselfish regard for and devotion to the welfare of others and is a key element of professionalism. Self-interest or the interests of other parties should not interfere with the care of one's patients and their families.**

**Accountability and responsibility are required at many levels -- individual patients, society and the profession. First there must be accountability to one's patients and to their families. There must also be accountability to**

**society for addressing the health needs of the public and to ensure that the public's needs are addressed. One must also be accountable to the profession to ensure that the ethical precepts of practice are upheld. Inherent in responsibility is reliability in completing assigned duties or fulfilling commitments. There must also be a willingness to accept responsibility for errors.**

**Excellence entails a conscientious effort to exceed ordinary expectations and to make a commitment to life-long learning. Commitment to excellence is an acknowledged goal for all physicians. A key to excellence is the pursuit of and commitment to providing the highest quality of health care through lifelong learning and education. One must seek to learn from errors and aspire to excellence through self-evaluation and acceptance of the critiques of others.**

**Duty is the free acceptance of a commitment to service. This commitment entails being available and responsive when "on call," accepting inconvenience to meet the needs of one's patients, enduring unavoidable risks to oneself when a patient's welfare is at stake, advocating the best possible care regardless of ability to pay, seeking active roles in professional organizations, and volunteering one's skills and expertise for the welfare of the community.**

**Honesty and integrity are the consistent regard for the highest standards of behavior and the refusal to violate one's personal and professional codes. Honesty and integrity imply being fair, being truthful, keeping one's word, meeting commitments, and being forthright in interactions with patients, peers, and in all professional work, whether through documentation, personal communication, presentations, research, or other aspects of interaction. They require awareness of situations that may result in conflict of interest or that result in personal gain at the expense of the best interest of the patient.**

**Respect for others is the essence of humanism, and humanism is central to professionalism. This respect extends to all spheres of contact, including but not limited to patients, families, other physicians, and professional colleagues, including nurses, residents, fellows, and medical students. One must treat all persons with respect and regard for their individual worth and dignity. One must listen attentively and respond humanely to the concerns of patients and family members. Appropriate empathy for and relief of pain, discomfort, and anxiety should be part of the daily practice of medicine. One must be fair and nondiscriminatory and be aware of emotional, personal, family, and cultural influences on patient well-being and patients' rights and choices of medical care. It is also a professional obligation to respect appropriate patient confidentiality.**

In my opinion, these principles apply to all who work at Stanford Medical School, regardless of whether one is an MD or PhD student, a postdoctoral scholar, a faculty member or a staff member. The more that we embrace altruism, accountability, responsibility, excellence, duty, honesty, integrity and respect for others, the better our work place will be. It is as important to act professionally with each other, just as we care for our patients as professionals.

## **Departmental Planning**

Nineteen departmental reviews were carried out in the School of Medicine from 1994 to 2000. Although the goal of these reviews, conducted by external peer-review committees, was to assess the direction and success of a department's efforts in research, education, clinical care and leadership, it is not clear that these objectives were always met. Further, it is not clear that the external review process led to significant change within departments. Moreover, this review process was time-consuming for faculty and Chairs, as well as expensive and highly variable with respect to outcomes. When queried about the usefulness of the Departmental Review process, most Chairs indicated that the past process has generated too much data and too little future planning. Importantly there has been no formal linkage of the review process to a budget or resourced allocation process, nor has the process been aligned with the mission of the School.

Now that the School of Medicine has engaged in a wide-ranging Strategic Planning effort, it seems appropriate to transition from the traditional peer-reviewed departmental evaluation process to a more integrated program-planning process. The goal of this process is to assess the plans emerging from the faculty within departments and integrate them into School-wide plans and priorities. In addition, the scheduling of these reviews would benefit from alignment with the School's annual budget process.

Based on these goals, the newly proposed integrated planning and budgeting process is as follows:

**[INSERT ATTACHED SLIDE HERE]**

This proposed change in departmental planning was reviewed with the Executive Committee on Friday May 17<sup>th</sup>. We will work out the details for this new process this Spring and then pilot the integrated planning process in 2-3 departments beginning this Summer. We will then evaluate the value of this new planning process in the Spring of 2003 and, if it meets our expectations, launch it more fully in the Summer of 2003.

In addition to the integrated planning process, we are currently assessing establishing a School of Medicine Scientific Advisory Council to help assess our overall

strategy and validate our direction to the Provost and President. Details regarding this Advisory Council will be forthcoming.

### **Postdoctoral Scholar Initiatives and New Policies**

As part of our Strategic Planning process, the Work Group on Postdoctoral Scholars has recommended several new policies that have been approved by the Dean and Provost. These new policies, which have been communicated by W. James Nelson, Joseph Lipsick and Michael Cowan, include the following:

- All postdoctoral scholars must be registered with the Office of Postdoctoral Scholars.
- As of September 1, 2002, all postdoctoral fellows in the School of Medicine must be paid a minimum salary of \$35,000 or the applicable NIH scale for years of experience, whichever is greater.
- The mandatory maximum duration of postdoctoral training will be five years. This will exclude years spent in clinical training (80% clinical responsibility) for postdoctoral scholars with a medical/clinical degree (MD, DO, DDS, DVM). Principal Investigators who wish to retain an individual in the laboratory or program following the five-year maximum may do so by appointing him/her as a Research Associate.
- Without exception, no “volunteer” or “self-employed” postdoctoral scholars are permitted in the School of Medicine.
- All faculty members who train postdoctoral scholars should be familiar with the NAS-COSEPUP report on Postdoctoral Scholars, 2000, and use the “Principles, Action Points, and Recommendations” [<http://books.nap.edu/catalog/9831.html>] of this report has a guide.

A committee chaired by James Nelson and co-chaired by Judy Swain is reviewing the specific issues and challenges regarding clinical fellows.

### **Faculty Senate Update on Education and Library Facilities Planning**

On Wednesday, May 15<sup>th</sup>, I presented an update to the Faculty Senate on our intermediate and longer term planning for education and library facilities. You will remember that just over a year ago the School was about to embark on a large-scale renovation plan referred to as the GALE Project (for the Grant, Alway, Lane and Edwards buildings contained in the “Stone Complex”). While the goal of the GALE Project was to create renewed education facilities, renovate the library, improve building infrastructure and renovate laboratory and administrative space, the numerous compromises that had become necessary ultimately failed to achieve the optimal goals for education, research and administration. Accordingly, upon transitioning to Stanford last February and learning more about the GALE project, I recommended to the University leadership and Board of Trustees that this project be terminated. However, that decision and recommendation has had a number of consequences. In addition to impacting adversely on a number of clinical departments that were counting on laboratory and research space to meet faculty needs and expectations, the decision also required special

approval from the Liaison Committee on Medical Education (LCME) which reports jointly to the AAMC (Association of American Medical Colleges) and the ACGME (Accreditation Council for Graduate Medical Education). Indeed, the LCME had served notice to Stanford that its education and library facilities, which had been relatively unchanged since the School moved to the Stanford campus in 1959, were in need of mandatory upgrades and improvements. Fortunately, Michael Hindery, Senior Associate Dean for Administration and Finance, and I were able to secure an extension from the LCME, with the expectation that we would submit our short term plans by May, 2002, and our long-range plans by May, 2004.

One of the important things that has changed since the GALE project is that we now have a much more robust and formative understanding of our goals and objectives for medical and graduate student education. The Work Group on Medical Student Education, led by Dr. Julie Parsonnet, Senior Associate Dean for Medical Student Education, as well as Graduate Student Education, led by W. James Nelson, Senior Associate Dean for Research, Graduate Student Education and Postdoctoral Affairs, and Professor Karla Kirkegaard, have brought increasing clarity to the education objectives that will define new education facilities. Similarly, the more recent appointment of Dr. Henry Lowe as Senior Associate Dean for Information Resources and Technology and the soon-to-be initiated search for the Director of the Lane Library makes the delineation of the medical library of the future within our grasp. Based on these and other events, I submitted a detailed update to the LCME describing our current and future plans as well as the interim steps we are taking to improve our current facilities until new ones are constructed.

Among the immediate improvement plans presented to the Faculty Senate are:

**Recently Completed:**

- Eight seminar rooms, a bio-skills lab and dissection rooms were constructed in CCSR. The seminar rooms have state-of-the-art AV technologies.
- A cooling system has been installed in Lane Library.
- The Medical Student Lounge and restrooms have been upgraded.
- The Clinical Skills Lab has been developed.
- The Center for Excellence & Office of Admissions have been relocated to space contiguous with the Office of Student Affairs.

**Planned renovations (ideally completed by Summer of 2003):**

- The M-Wing classrooms will be renovated during the next two summers.
- The Fleischmann Teaching Labs will be renovated.
- 24 –hour small group study rooms and a reading room in Lane Library will be developed.
- Fairchild Student Lounge will be renovated.
- A Center for Simulation Education in Medicine will be created.

In addition, I also announced to the Senate the beginning of our program planning for the Stanford Medicine Information and Learning Environment (SMILE), which will be led by an Executive Steering Committee that I will chair. Other members of the

SMILE Executive Steering Committee will be Senior Associate Deans Julie Parsonnet, James Nelson, Henry Lowe and Michael Hindery; Mr. David O'Brien, Director of Institutional Planning; Dr. Lorry Frankel, Chair of the Faculty Senate; Mr. Charlie Brown, Director of the Campaign for Stanford Medicine; Ms. Nancy Tierney, Director of Facilities Planning and Ms. Maggie Saunders, SMILE Program Director. Ms. Beverly Simmonds, Special Assistant to the Dean, will staff the Steering Committee.

Subcommittees that will be comprised of faculty, students and staff will address key areas including Instructional and other Education Support Space and Technology, Lane Library and Information Services, Learning Information Technology and IT Infrastructure, Student Resources, Affairs and Amenities. We currently plan to complete the concept development phase of this project by the end of this year with the goal of presenting the conceptual plans to the Board of Trustees in February, 2003.

### **Further Progress on Bioengineering**

On Tuesday, May 14<sup>th</sup>, Dean Jim Plummer and I met with the University Advisory Board to present the concept proposal for the joint Department of Bioengineering. The Board recommended approval of the concept for the new Department. Dean Plummer and I will next make a presentation to the University Board of Trustees on June 13<sup>th</sup>. Additional details will be provided as they become available.

### **Bicycle Safety on Campus: Some Progress**

***“In the plaza and along the walks, their ten-speed bicycles come up behind you silently and swiftly, and without bell or warning whiz by you within two feet at twenty miles an hour, leaving you with a cold shock of adrenalin in your guts and a weakness in your knees...”***

**From Wallace Stegner, *The Spectator Bird*, 1976**

Amazingly, a quarter of a century later, Joe Allston's experience in traversing the Stanford campus in "The Spectator Bird" is easily recounted without change today – except for the speed and number of the bicycles!

I have previously written about my serious concerns regarding bicycle safety on the Stanford Campus. Fortunately, Phil Ecker, President of SMSA, along with David Silberman, Director of Health and Safety for the School of Medicine, and Ariadne Scott, Bicycle Program Coordinator for Stanford University, have made important progress in improving bicycle safety. A special Bicycle Medicine Workshop was held on Friday, May 17<sup>th</sup>, in the Dean's Courtyard demonstrating this progress. In addition to providing education and a raffle of helmets, locks, lights and related paraphernalia, a report of the significant accomplishments to date in improving safety were outlined, including:

- Completion of a major sweep of abandoned bicycles in the Medical Center/Hospital area, in tandem with the Stanford Department of Public Safety
- Continued monitoring for abandoned bicycles

- Collaboration with the Planning Department and MSOB staff on installation of new bicycle racks along Governor's Lane, MSLS and the Redwood Bldg
- Relocation of bicycle storage lockers to the Falk lot for convenience to Lucile Packard Hospital
- Coordination of the Affordable Helmet Purchase Program for Medical Students with the Campus Bike Shop and Health and Safety Program
- Distribution of Parking & Transportation Services' Bicycle Program safety giveaways (reflective leg bands, rear LED lights and water bottles) at the Bicycle Medicine Seminar
- Coordination of FREE Bicycle Safety Checks and Tune-ups for Medical Student's bicycles at the Bicycle Medicine Seminar

In addition to these accomplishments, several other important projects are underway including:

- Evaluation of the installation of new bike racks at the Stone Complex (in front of the School of Medicine along the Quarry Road extension)
- Installation of a new secure bicycle storage facility inside the new Stock Farm Parking Structure (ground floor)
- A multi-city bicycle map project is underway with the cities of Menlo Park, Palo Alto, East Palo Alto and Stanford to indicate safe bicycle routes and interconnectivity with the Stanford Campus
- Installation of Temporary Suggested Bike Route Signage in Construction Areas (these map out recommended safe bike routes in construction areas and addresses access/detours in construction areas)

While the progress in the Medical Center is gratifying, I also hope that significant improvements will occur throughout the campus, especially among undergraduates who rarely seem to wear helmets, use hand-signals or use lights at night. Clearly work needs to be done – and hopefully our Medical School students can serve as educators and role models. Wallace Stegner would be happy even from his loft perch.

## Events

- **Thank You to Donors Supporting our Students: Student Financial Aid Dinner:** On Thursday, May 16<sup>th</sup>, the Annual Student Financial Aid Dinner was held in the Faculty Club to honor the many wonderful individuals who have provided financial support enabling our medical students to reduce the extraordinary indebtedness now associated with attending medical school. Thanks to the history of generous contributions for student aid, the graduates of Stanford School of Medicine now have the lowest level of debt burden in the nation, although this indebtedness still averages \$66,381. The financial aid offered to Stanford students is also largely in the form of grants, making the debt burden even less. Clearly this helps us to attract among the best and brightest students to Stanford. Equally importantly, it enables our graduates to make their future career choices in a manner less encumbered by financial worries and hopefully more directed by their personal and professional goals and aspirations.



One of the very special features of the Student Financial Aid Dinners are the presentations by students about the impact of Stanford and financial aid on their lives and future careers. Certainly every one of the students attending this event could offer a compelling and meaningful story. Representing the students this year were three such students: Emily Keifa SMS II, Matt Mendenhall, SMS II and Adeunice Sanchez-Mata, SMS V. Each of these students brought joy, tears and respect to the eyes of their donors and to all in attendance. In many ways, these students, and indeed all of our students, remind us of why we are proud to be at Stanford.

I also want to thank those who make this program possible, especially the counselors and directors of Student Financial Aid and to the wonderful members of the Office of Medical Development who helped plan this special event, especially Bruce Bingham, Jackie Brown, Dolly Patterson and her events staff.

- **Baxter Laboratory Celebration:** On Tuesday, May 14<sup>th</sup>, we were joined by the officers and trustees of the Baxter Foundation to celebrate the official naming of the Donald E. and Della B. Baxter Laboratory in Genetic Pharmacology, housed within the Department of Microbiology & Immunology and located in the CCSR building. Dr. Helen Blau serves as the first Director and was joined by Dr. Gary Nolan for the celebration. The trustees expressed their esteem and respect for the work going on at Stanford in general, and in the Baxter Laboratory specifically. We are deeply indebted to the Baxter Foundation for their continued generosity to Stanford and for their support in enabling us to found the Baxter Laboratory in Genetic Pharmacology. It is also worth noting that Dr. Blau has been elected to be the President of the International Society of Differentiation for 2004.
- **2<sup>nd</sup> Lawrence G. Crowley Distinguished Lectureship:** On Friday, May 17<sup>th</sup>, I had the honor and privilege to deliver the second Lawrence G. Crowley Distinguished Lectureship on the “State of the School: The Future of Stanford Medicine and its Relevance to Pediatrics”. It was a particular privilege to deliver this lectureship in honor of Dr. Crowley who, during his tenure as Vice President for Medical Affairs and acting Dean of the School of Medicine, made possible the formation of the Lucile Packard Children’s Hospital and its important partnership with the Stanford University School of Medicine.
- **Lucile Packard Children’s Hospital Founder’s Day Celebration:** On May 15<sup>th</sup>, LPCH held its Annual Founder’s Day Celebration in the Faculty Club to thank the many wonderful members of the community who have supported LPCH. During the last decade, the Lucile Packard Children’s Hospital has grown to become one of the leading centers of excellence in pediatric medicine and surgery. Based on the work now underway and the splendid faculty joining LPCH, it is clear that LPCH will be one of our nation’s premier centers of excellence for pediatrics. The association of LPCH with Stanford, championed by Dr. Larry Crowley (see above) has helped to make this possible.

## Announcements

The Department of Medicine has announced that its Division of Infectious Diseases and Geographic Medicine has established a new consultation service to provide clinical consultation on immunocompromised patients with infections, including solid-organ transplant recipients, patients with cancer or neutropenia, and patients receiving immunosuppressive therapy. Dr. Jose G. Montoya will lead the new service. For in-patient consultation, you may reach the ICH service through the ID Fellow on call, Stanford Page (723-8222 pager #14031). For outpatients, please contact Dr. Montoya directly, Stanford Page (723-8222 pager #13835) or the ID clinic outpatient nurse at 650-498-7795.

## Congratulations

- **Dr. Jack Remington.** On May 23<sup>rd</sup>, Dr. Jack Remington, Professor of Medicine and the Marcus A. Krupp Research Chair of the Department of Immunology and Infectious Disease, Research Institute of PAMF, was named the 14<sup>th</sup> recipient of the Albion Walter Hewlett Award in recognition of his long and significant contributions to the Department of Medicine and Stanford University. Dr. Remington also delivered Medical Grand Rounds on a topic he is internationally recognized for: “Cats, Pregnancy, Heart Transplantation, and AIDS—A Lifelong Journey with Toxoplasma and Toxoplasmosis”. In addition to his celebrated contributions as an investigator and clinician, Dr. Remington is respected worldwide as a teacher, educator and mentor. Graduates of his laboratory now lead divisions and departments around the world and all share deep affection for him and his support. On a personal note, although I was not fortunate enough to be a fellow with Dr. Remington, I was “adopted” by him early in my own career and can attest, on a very personal level, what an extraordinary mentor and colleague he is to young investigators. He is most deserving to be the recipient of this year’s Albion Walter Hewlett Award. Congratulations Jack!
- **Dr. Irv Weissman.** Each year the California Science Center commissions a blue-ribbon panel to select one scientist whose current work is advancing the boundaries of any field of science. On May 9<sup>th</sup> the California Science Center announced the selection of Irving L. Weissman, M.D., the Karel and Avice Beekhuis Professor of Cancer Biology and Professor, by courtesy, of Biological Sciences, as this year's recipient of the California Scientist of the Year Award. Dr. Weissman is being recognized for being the first to isolate the hematopoietic stem cell in both mouse and man, which has led to dozens of new experiments exploring the cell's power to fight an array of illness, such as cancer and Parkinson's disease. This is an important breakthrough that may pave the way for development of novel treatments for a wide range of illnesses. Congratulations to Dr. Weissman for this outstanding honor. Please also remember that Dr. Weissman will be our School of Medicine Commencement Speaker this year on June 16<sup>th</sup>. I hope you will join us for those important festivities.

- **Dr. Stanley Schrier.** It is a great pleasure to let you know that Dr. Stan Schrier, Professor of Medicine, will be awarded the 2002 Walter Gores Award for outstanding teaching at this year's Stanford University Commencement. He is being cited for his four decades of teaching students, housestaff, fellows and faculty at the School of Medicine, for being an outstanding clinician and for inspiring generations of physicians throughout the nation. Congratulations to Dr. Schrier.
- **Carole Buffum.** I am very pleased to report that Ms. Carole Buffum, Executive Director of Finance and Administration, will receive the Cuthbertson Award at this year's Commencement ceremony. The Cuthbertson Award is presented annually by the University to an exceptional staff member in recognition of her or his leadership and service to the University. This is an outstanding accomplishment that brings great credit to Ms. Buffum and to the School. It bears mentioning that, Perry Everett, Controller for the School of Medicine, also won the Cuthbertson Award two years ago. Please join me in extending our respect and congratulations to Ms. Buffum.
- **Office of Communications and Public Affairs.** I have just learned that staff from the Office of Communication & Public Affairs have been recognized this month by their peers nationally for their writing and design talents. The Council for the Advancement and Support of Education (CASE) in Washington, D.C. has awarded Stanford Medicine a gold medal for Visual Design in Print/Covers and a silver medal for the magazine's quality overall. Stanford Medicine magazine received additional recognition from the Society of Publication Designers who chose the cover from the Winter/Spring 2001 issue for their Merit Award. The cover artwork will be on display in New York City at Parsons School of Design this fall. Please join me in congratulating our staff in Communication & Public Affairs

## Appointments and Promotions

- **Todd F. Alamin** has been appointed Assistant Professor of Orthopedic Surgery, 6/1/02-5/31/05
- **Sungho Charles Cho** has been appointed Assistant Professor of Neurology and Neurological Sciences and, by courtesy, of Neurosurgery, 6/1/02-5/31/05
- **Rebecca Fahrig** has been appointed Assistant Professor of Radiology (Research), 6/1/02-5/31/05
- **Quynh-Thu Le** has been promoted to Associate Professor of Radiation Oncology at SUMC, 6/1/02-5/31/07
- **Daniel Murphy** has been appointed Associate Professor of Pediatrics at LPCH, 6/1/02-5/31/07
- **Richard Reimer** has been appointed Assistant Professor of Neurology and Neurological Sciences, 6/1/02-5/31/05

- **Robert Shafer** has been appointed Assistant Professor of Medicine (Infectious Diseases & Geographic Medicine) (Research), 6/1/02-5/31/05

Congratulations to all.