

## The Dean's Newsletter: November 18, 2002

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### HIPAA in the School of Medicine

Dr. Henry Lowe, Senior Associate Dean for Information Resources and Technology has indicated that the first in a series of public forums will be held Tuesday, November 19th from 1:00-2:00 PM in the Fairchild Auditorium. As you know, the Health Insurance Portability and Accountability Act (HIPAA) privacy regulations become effective on April 14, 2003. These regulations provide significant new privacy protections for the health information of patients and research subjects. As an academic medical center, Stanford University School of Medicine is implementing significant changes to address the management of health data in research, education and clinical care.

The School-wide assessment and planning phase is nearing completion. A School of Medicine HIPAA Steering Committee is being formed to spearhead the implementation effort in the departments and divisions. Among the important issues that will be addressed are:

- What are these changes and how will your work be affected? What is the timeline for implementation?
- Who is involved in making the changes?
- How can you be certain that your voice is heard? Where can you get answers to your questions?

You are invited to attend the first in a series of public forums on November 19th in the

Fairchild Auditorium at 1:00 p.m. At the forum the effort currently underway to achieve HIPAA compliance will be presented and discussed. Please click <http://reggie.stanford.edu/Signup.asp?638> to register. [School of Medicine HIPAA site: <http://med.stanford.edu/HIPAA/>]

### Women in U.S. Academic Medicine

The Association of American Medical Colleges (AAMC) just recently released a report entitled "Women in US Academic Medicine Statistics, 2001-2002" [<http://www.aamc.org/members/wim/statistics/stats00/start.htm>]. The data show some progress and some areas where improvement is needed - including at Stanford. The report includes aggregated data as well as comparative data among US medical schools.

Across the country, women now constitute 48% of applicants and 47.6% of new entrants to US medical schools. At Stanford, approximately 45% of the applicants are women and 55% of the entrants are women. With respect to postgraduate training, the proportion of women has grown to 38% in 2001. Obstetrics & gynecology (71% women) and pediatrics (66% women) are in first and second place respectively. They stand in sharp contrast to surgical specialties, e.g., general surgery (24%), urology (13%) and orthopedic surgery (9%). Clearly, given the proportion of women now enrolling in medical school, there will be serious work-force issues in the years ahead if the trends do not change so that greater proportions of women elect to commit to the surgical specialties.

On a national basis, the proportion of women faculty is 28% nationally and 25% at Stanford. The proportion of tenured women faculty is 15% nationally and 14% at Stanford. Further, at Stanford 23% of women faculty are tenured compared to 40% of men. Perhaps not surprisingly, the proportion of women faculty is lowest in departments of orthopedic surgery (11%) and surgery (13%) and is highest in pediatrics. At Stanford these proportions are 18% for orthopedic surgery, 26% for general surgery and 28% for pediatrics.

Leadership positions on a national basis as measured by division chiefs and department chairs are 16% and 8% respectively. At Stanford, 11% of the division chiefs are women as are 23% of our department chairs.

Although progress has been made for women in medicine during the last decades, much more remains to be accomplished. For additional information, you can review the paper by Janet Bickel et al entitled "Increasing Women's Leadership in Academic Medicine: Report of the AAMC Project Implementation Committee" [<http://www.aamc.org/members/wim/committees/increasing.htm>] and Commentary by Lois Margaret Nora, MD, JD in *Academic Medicine* 2002; 77:1044-1066. Continuing progress and opportunities for women students and faculty must be one of our highest priorities at Stanford in the years ahead.

### Council of Clinical Chairs

At the Council of Clinical Chairs meeting on Friday, November 8th, the approach to planning new clinical programs was discussed with the goal of establishing a template for business planning. Given the missions of Stanford Hospital & Clinics and the School of Medicine, it is clear that integrated planning is essential. Critical components include an assessment of the current state of operations for the proposed clinical program (e.g., recent trends in clinical volume, outcomes, service satisfaction, comparative market position compared to academic or other providers, financial contribution to the hospital and faculty practice, operational constraints), the future goal (i.e., what is being sought to improve the current situation in the areas noted above), strategies to bridge from the current to the future status (including the methods and rationale for volume growth, outreach, improving patient satisfaction, faculty/physician and capital needs along with other resources to support the faculty and staff, impact on other departments and on the School of Medicine, information technology requirements, etc.) and overall financial performance.

Given the size and scope of Stanford Hospital & Clinics, it is imperative that areas for potential growth and development be carefully planned and rigorously assessed both for strategic investment and for likely impact on the hospital, faculty and School. Currently, planning is underway in several clinical programs, including cardiac, cancer, solid organ transplantation, and neurosciences. At the November 8th COCC meeting, a preliminary presentation on the Cardiac Center program was presented by Dr. Robert Robbins, Associate Professor of Cardiovascular Surgery, based on work that he and Dr. Alan Yeung, Associate Professor Medicine (Cardiology) have been carrying out with at SHC. Drs. Robbins and Yeung have been recently appointed to serve as co-directors for the Cardiac Center and have been making significant progress in defining the scope of this important area of clinical medicine.

While developing plans for multidisciplinary centers is a vital component of the strategic initiatives of SHC, LPCH and the School of Medicine, it is also important to underscore that equally critical is the excellence of other important clinical programs, including those in various medical and surgical specialties as well as the novel and important diagnostic and support services that help make institutions great. Accordingly, the leadership is open to suggestions and input from all members of the medical community.

### Update from the Executive Committee

At the School of Medicine Executive Committee meeting on Friday, November 15th, we continued our series of reports from basic and clinical departments and heard an excellent update on the Department of Anesthesia by Dr. Ron Pearl, Professor and Chair. Dr. Pearl alerted the Executive Committee to the workforce problems that have impacted departments of anesthesia in the 1990's following erroneous forecasts of an oversupply of anesthesiologists. This resulted in a dramatic decline in the numbers of medical students who applied for training in anesthesia, reaching a nadir in 1996. Since

then, with the recognition that the assumptions guiding the workforce projections were incorrect, there has been a national shortage of anesthesiologists, and the numbers of applicants to training programs have increased accordingly. However, these remarkable swings in trainees have had a significant impact on the field of anesthesia. According to Dr. Pearl, these events, coupled with the consequences of managed care and the challenges facing anesthesia departments in predicting the correct size of their workforce since they do not control the schedule of patients or clinical programs, have eroded considerably the academic underpinnings of departments of anesthesia across the country.

Thankfully, the department of Anesthesia at Stanford has been able to weather this storm, and under Dr. Pearl's leadership, is well functioning and much valued. Indeed, considerable praise for the excellent clinical service provided by the faculty and physicians in the Department of Anesthesia was offered by the chairs of surgical departments following Dr. Pearl's presentation. Nonetheless, Dr. Pearl presented a critical assessment of the challenges at Stanford related to the rapid expansion of both adult and pediatric surgical programs during the past couple of years. These are made more difficult by some of the unique structural anomalies that exist at Stanford that impact further on optimizing efficiency and effectiveness of clinical operations. Equally importantly, Dr. Pearl outlined the special difficulties in training and developing clinician-scientists in anesthesia research but also underscored the importance of doing so and of finding ways to accomplish this at Stanford. There was concurrence, which I certainly endorse, that this must be a priority for both the Department and the School.

We also heard a presentation from Dr. Gabe Garcia, Director of Medical Student Admissions and Associate Professor of Medicine, on the current admissions process at Stanford Medical School. His presentation engaged considerable discussion and interest by the Executive Committee. Dr. Garcia outlined the procedures followed to select the 86 students entering each medical student class from the well over 5000 applicants. A particular area of focus was the solicitation of a broader engagement of senior faculty from both basic and clinical science departments both on the selection committee and in interviewing applicants. There was a consensus that the basic and clinical science chairs would work with Dr. Garcia to identify both junior and senior faculty members in their respective departments to participate in file reading, interviewing and selection of medical students. I am very appreciative of this support since it is clear that the work of the Admissions Committee is among the most important activities of the School. Indeed, it helps define the future of Stanford Medicine.

### [Labor Strike at Stanford Hospital & Clinics and the Lucile Packard Children's Hospital](#)

As you undoubtedly know by now, the Service Employees International Union (SEIU) Local 715 staged a 24-hour labor strike that began at 5 am on November 13th. Hospital CEO's Martha Marsh (SHC) and Chris Dawes (LPCH) worked diligently to reach an accommodation and resolution to avert this strike. They have each placed excellence in clinical care and support for employees, who provide the service to the hospital and to patients, as their highest priorities. Indeed, it was made abundantly clear how very valued the clinical services are at SHC and LPCH. Without question, assuring a quality

work environment for employees in a setting that offers outstanding clinical care and service is a priority that we all share. Thankfully, although the strike did compel the hospitals to reschedule elective surgeries on November 13th, six emergency surgeries were preformed during the day. Moreover, the inspection team from the Department of Health Services that was on-site during the strike noted the quality of care, teamwork and dedication that was evident among the staff at both SHC and LPCH.

## Events Past

### Fifth Anniversary Celebration of the Lucile Packard Foundation for Children's Health (LPFCH)

On Wednesday evening, November 13th, the LPFCH celebrated its Fifth Anniversary with board members and community leaders and supporters. In five short years, the LPFCH, led by Mr. Stephen Peeps, President and CEO, has made remarkable progress in improving the health and well-being of children in northern California and, by extension and example, throughout the world. LPFCH's tripartite missions include fundraising, grantmaking and information, and they have succeeded in all three. In partnership with the David and Lucile Packard Foundation and the community, they have emerged as the Lucile Salter Packard Children's Hospital's largest source of philanthropy and have provided the highest level of grant support ever achieved for a pediatric effort.

Because of the work and commitment of the LPFCH, the Packard Children's Hospital has emerged, during its 10-year history, as an outstanding community resource as well as a superb center of excellence for the care of children facing the challenge of serious illness. In addition, the LPFCH has supported various community-based programs that improve the lives of children and their families and provide valuable and important knowledge and information to improve the health of children in our community. The wonderful work of the LPFCH has also provided much appreciated support to the School of Medicine and its Department of Pediatrics, further enabling and enriching opportunities in pediatric education, research and clinical care. I am pleased to extend my sincere appreciation and congratulations to the Lucile Packard Foundation for Children's Health.

### The Fall Forum on Community Scholarship and Service

On Wednesday evening November 6th, thanks to the efforts of the PriSMS (Public Service Medical Scholars) program

[<http://med.stanford.edu/osa/publicservice/PRISMS/>], the First Fall Forum on Community Scholarship and Service took place at the Arrillaga Alumni Center. The PriSMS program, originally based on the ideas and creative energy of Stanford medical students Steven Chen and Noemi Steiner, became official in 2000. Since its inception, PriSMS has helped to nurture physician leaders, who will help re-shape the way medicine, research, and service are theorized, practiced and delivered, in public service. The program is directed by Dr. Timothy Stanton along with Ann Banchoff, Associate Director and Michaela Kiernan.

The program included oral and poster presentations by medical students and covered a

range of community and international topics. The evening's Keynote Speaker was Dr. Robert K Ross, President and CEO of the California Endowment, who spoke on "The Power of the Community".

In addition to congratulating each of the students who delivered excellent poster and oral presentations, I want to give special thanks to Shari Chevez (SMS III) and Nicole Marsico (SMS III) for their tremendous work and dedication in organizing this First Fall Forum. I do hope it will be followed by many others in the years to come.

#### Dean's Staff Recognition Banquet

Also on Wednesday evening, November 6th, the Annual Dean's Staff Recognition Banquet was held in the Faculty Club. Attended by over 230 staff who have worked at Stanford for five or more years, the evening proved to be a wonderful tribute and affirmation to the tremendous work and dedication of those who have truly helped make Stanford the wonderful institution it is today.

Special acknowledgement goes to those who have worked for 20 or more years. These include the following:

#### **Employees with 20 years of service**

- Wendy Lee Baumgardner, Radiology
- Pamela Bernstein, Dermatology
- Cecelia Coker, Surgery
- Linda Deasy McLaughlin, Dean's Office/Academic Affairs
- Susan Dejbakhsh-Jones, Medicine/Immunology
- Lawrence Fagan, Medicine/SMI
- Elizabeth Gananian, Pathology/Blood Center
- Gloria Garcia, Medicine/Oncology
- Susan Goodrich, Radiation Oncology/Radiation Biology
- Joyce Hages, Medicine/Cardiovascular
- Stephanie Johnson-Gray, Dean's Office/Controller's Office
- Lisa Joo, Dean's Office/Academic Affairs
- Julia Kraemer, Visual Arts Service
- Lucile Lopez, Medicine/Infectious Diseases
- Margaret Malone, Communications & Public Affairs
- David O'Brien, Dean's Office/Institutional Planning
- Susan Perkins, Pathology
- Elizabeth Pope, Cardiothoracic Surgery
- Holly Schrandt, Pathology/Blood Center
- Georgette Stratos, Medicine/General Internal Medicine
- Behnaz Taidi, Medicine/Oncology
- Eva Vasquez, Dean's Office/Graduate Student Support
- Janice Vierra, Visual Art Services
- Rosario Villacorta, Medicine/Infectious Diseases

- Kuo-Mei Wang, Pathology
- Claudia Weber, Genetics
- Reese Zasio, Comparative Medicine

#### **Employees with 25 years of service**

- Joan Bialek, Medicine/Nephrology
- Marie Elaine Casey, Molecular & Cellular Physiology
- Ella Doyle, Microbiology & Immunology
- Perry Everett, Dean's Office/Controller
- Shirley Feldman, Psychiatry
- Dolly Kagawa, Surgery/Emergency Medicine
- Sheryl Ann Kendall, Dean's Office/Planning & Budgeting
- Peggy Kemper, Pediatrics/Neonatology
- Mahmonir Keyhan, Microbiology & Immunology
- Paula Louie, Radiation Oncology/Radiation Therapy
- Frances Monroe, Comparative Medicine
- Rosella Morefield, Medicine/Gastroenterology
- Mary Palmer, Dean's Office/Research Management Group
- Hung Mihn Pham, Surgery, Plastic & Reconstructive
- Diane Rapacchietta, Radiation Oncology/Radiation Biology
- Debra Scheuch, Dean's Office/Controller's Office
- Laural Sledge, Office of Medical Development
- Sharon South, Microbiology & Immunology/Baxter Laboratory

#### **Employees with 30 years of service**

- Geraldine Derby, Medicine/Nephrology
- Lucino Hidalgo, Pathology
- Barbara Jean Hill, Biochemistry
- Nancy Houston-Miller, Medicine/Cardiovascular Medicine
- Wendy Leong, Pathology/Blood Center Laboratory
- Melchor Madrigal, Comparative Medicine
- Zera Murphy, Student Affairs, Dean's Office
- Richard Stovel, Genetics

#### **Employee with 35 years of service**

- Marjorie Weesner, Genetics

#### **Employees with 45 years of service**

- June Hoshi, Biochemistry
- Darla Wilson, Visual Arts

#### **Employee with 45 years of service**

- Gene Celis, Comparative Medicine

As the contributions of various individuals were highlighted, it was clear how each

played a vital role in providing vital functions to one or more of the missions of Stanford School of Medicine. From student services to animal care or research technology to operational support to clinical or basic science departments, the functions and achievements of the School and its faculty are clearly the result of the contributions of these wonderful employees. Equally impressive to me is the fact that so many of these individuals have had long years of dedicated service to Stanford, clear evidence of their commitment to the School and its value to them.

In addition to the remarkably dedicated members of the Stanford Medicine community, two individuals were selected to receive the SPIRIT Award. This is the second year this award has been given. SPIRIT stands for Service-orientation, Initiative, Resourcefulness/Reliability, Innovation and Teamwork. While these values extend across our community, they apply this year to two individuals:

### **2002 SPIRIT Award Winners**

- Ally Starrett, Library Specialist/Lane Library
- Michelle Ferrari, Research Nurse/Urology

Congratulations and thanks to all of these wonderful employees - it is because of your efforts that we have such a successful School of Medicine.

### **Berry Foundation Visit**

On November 8th, the Directors of the Berry Foundation visited Stanford. The Foundation is named after Walter V. and Idun Y. Berry who initiated a program to support nine post-doctoral fellows each year who are conducting research related to children's health. Since its inception in 1991, Berry Foundation has supported both basic and clinical science post-doctoral scholars thus permitting a score of young investigators to establish and launch productive research careers. A Committee led by Dr. Charles Prober, Professor of Pediatrics, along with Professors Linda Giudice, Mark Kay, Alan Krensky, James Nelson and David Reiman, select the Berry Fellows. We are deeply appreciative to the Berry Foundation for this very valuable support.

### **Moonlighting**

On Saturday night, November 9th, I was pleased to discover that our medical students put aside their studies, research and clinical activities to have a wonderful time at the Annual Moonlighting Semi-Formal Event, held this year at the Great American Music Hall in San Francisco. I was also pleased to attend - at least for a little while. Very impressive indeed.

### **Congratulations**

#### **Dr. Kelly Skeff**

Dr. Kelly Skeff, Professor of Medicine, was honored by the 113th Annual Meeting of Association of American Medical Colleges (AAMC) at a Black Tie event on Saturday November 9th where he received the Abraham Flexner Award for Distinguished Service to Medical Education. This award was established in 1958 by the AAMC "to recognize

extraordinary individual contributions to medical schools and to the medical education community as a whole". During the past 25 years Dr. Skeff and his colleagues have established a remarkably successful program to help train physicians to become better teachers. Clinicians from throughout the country have enrolled in this program and have taken the skills and knowledge back to their home institutions. In doing so, they have trained others to become better teachers. More recently, Dr. Skeff has begun working with basic science faculty to help improve and extend their teaching skills as well. We are fortunate indeed to have Dr. Kelly Skeff at Stanford.

#### Communications and Public Affairs

At the AAMC Annual meetings, the Office of Communications and Public Affairs was highly praised and the recipient of several awards. Among these were:

- Robert Fenley Writing Award for Medical Science Writing:
- Ruthann Richter took the top prize (the Award of Excellence) for the story in the winter/spring 2001 issue of Stanford Medicine titled "Making the Case for Trials."
- Krista Conger received the Award of Distinction for "The Hunt is On" in the fall 2001 issue of Stanford Medicine.
- In the category Publications-External Audience Periodicals -- Stanford Medicine was one of three publications to receive an Award of Distinction. Rosanne Spector and several other staff were recognized.
- Special Projects-Public Relations - The efforts of the Stanford Office of Communications & Public Affairs in promoting the medical center's bioterrorism preparedness plan received one of three Awards of Distinction. The entire staff played a direct role including Ruthann Richter, Michelle Brandt, Susan Ipaktchian and M.A. Malone.

#### Honoring Dr. Richard E. Behrman

Dr. Richard Behrman is one of the pioneering leaders in American Pediatrics. His impact on neonatology, academic pediatrics, community service and pediatric policy has been extraordinary. This past week Dr. Behrman was honored, on the occasion of the Fifth Anniversary Celebration of the Lucile Packard Foundation for Children's Health (see above), by the inauguration of the Richard E. Behrman Lecture Series in Pediatrics. The first speaker in this series was Dr. Paul Newacheck, Professor of Health Policy at UCSF's Institute for Health Policy Studies and the University of California-Berkeley School of Public Health.

In addition, Dr. Behrman learned at the LPFCH Anniversary Event that an endowed professorship at the Stanford School of Medicine was being established in his name. Congratulations to Dr. Richard Behrman and thanks to the LPFCH for honoring him in such important and significant ways.

**Dr. Richard Myers**, Professor and Chair, Department of Genetics, has been awarded a renewal of his grant entitled "Production of High-Quality Finished Human Genomic Sequence" from the Department of Energy. This award is for \$38,604,800 over the next 5 years. Congratulations to Dr. Myers and his colleagues.

### Appointments and Promotions

- Liqun Luo has been promoted to Associate Professor of Biological Sciences, effective 12/1/2002.
- Thomas Rando has been promoted to Associate Professor of Neurology and Neurological Sciences, effective 12/1/2002.

Congratulations!