

Dean's Newsletter

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Town Hall Meeting on School of Medicine Strategic Plan

On Monday November 19th the first of three Town Meetings was held to engage faculty, students and staff in our School of Medicine Strategic Planning efforts. This first meeting, held in the Fairchild Auditorium, reviewed the mission-driven interrelated planning effort now underway. Under the guidance of a Senior Associate Dean, seven work groups have been meeting to review the School's missions and goals, along with its strengths, weaknesses, opportunities and challenges in fulfilling them. The current work groups include medical education, graduate and post-doctoral education, research, clinical affairs, the academic professoriate, finance & administration, and advocacy, public policy and philanthropy. One other work group, "information technology", has yet to meet since we are finalizing plans for how to construct leadership for this very important area (see below).

In addition to providing an update on the current status of the Strategic Planning efforts, I encouraged those in attendance to share their views and visions for the School with me, other Senior Deans as well as the Strategic Planning Coordinator, Mr. Dave O'Brien. As you know, we will be reviewing the products of our 7-8 Working Groups at an Executive Retreat in February and, following that, we will develop our prioritized list of major initiatives for the next several years. During the next weeks I will be sharing some of the preliminary recommendations from the Working Groups in the Newsletter. I hope you will use those communications as an opportunity to share your reactions or alternate recommendations. Recognizing that in the end we will need to make a limited number of choices we can work on, I do want to engage as much input and feedback from you as possible during this phase of the planning process.

A common theme of my presentation was the role of Stanford School of Medicine as a leader in interdisciplinary education and research. It is our hope that new and novel collaborations and interactions will help us improve patient care and thus engage our community, locally, nationally and globally, in better valuing the role of academic medicine in general and Stanford in particular. This perspective was reaffirmed by comments we received following the Town Meeting.

10th Anniversary Celebration of the Lucile Packard Children's Hospital

On Thursday evening, November 15th, The Lucile Salter Packard Children's Hospital officially celebrated its 10th year anniversary. This event was coupled with the wonderful announcement that the David and Lucile Packard Foundation was committed to help assure the pre-eminence and sustainability of the Packard Children's Hospital. This will be accomplished through the combination of a \$100 million gift and a commitment to match an additional \$200 million raised from communities locally and nationally. The resultant \$500 million that would become available during the next decade would help Packard Children's Hospital and Stanford develop "Centers of Excellence" in such important areas as Brain & Behavior, Cardiovascular Disorders, Pulmonary Disease (including Cystic Fibrosis), Tissue Engineering and Organ Transplantation, and Cancer Biology and Treatment. In addition, the Johnson Center for Obstetrics and Newborn Medicine will continue to help improve the lives of high-risk neonates and infants. These are areas where significant progress is anticipated in the next decades. The role of children's hospitals in improving disease outcome has been significant and it is anticipated that the Lucile Packard Children's Hospital, which has already emerged as one of the nation's finest, will become a leader and innovator in the years ahead.

The first children's hospitals in the USA were founded in the 1860s, and included those in Philadelphia, Chicago and Boston. During the past 140 years, children's hospitals have made major contributions to the care and well being of children. A number of the diseases that took the lives of children in the 19th and 20th centuries are now preventable or curable. Others have moved from the fatal or highly morbid category to either treatable or controllable. Unfortunately, children are still vulnerable to a number of life-threatening illnesses - either congenital or acquired. These are the focus of activity in the leading children's hospitals.

In my opinion, the best children's hospitals are defined by two essential facets. The first is a focused attention on the care and well being of children and families, including child and family centered facilities, and committed staff to reduce the fear and pain associated with new or chronic illness. The second important characteristic of leading children's hospitals is to improve the lives of children by state-of-the-art care coupled with a constant commitment to improve it further through research. A children's hospital without a strong research and education commitment is unlikely to sustain excellence over time because it will lack the ability to be innovative and bring new knowledge to the care of infants, children and adolescents.

During the next 10-20 years I believe that Packard will become one of the nation's leading children's hospitals. Several factors will contribute to this. The first is the excellence of the current staff and leaders, and their commitment to doing the very best that can be done for children and families. The second factor includes the physical resources available for the care of children and families, including the plans to expand and improve them. The third and perhaps one of the most important factors is the proximity and connectivity to Stanford University School of Medicine and Stanford

Hospital. This creates an extraordinary amplification effect. Indeed, the interactions of Packard pediatricians and scientists with outstanding basic and clinical science investigators at Stanford will enable research to more rapidly disseminate to the children being treated at Packard. Equally importantly, as the School of Medicine increasingly engages the expertise and knowledge of the broader university, including faculty in engineering, humanities & science, laws, education, business, the prospect for developing unique solutions for the medical and social problems impacting children become even greater. Conversely, without the proximity and interactions of Packard with Stanford, the children's hospital alone would be unlikely to achieve national excellence. Thus, having Packard Hospital both focused on children but also closely intertwined with the School of Medicine and the university creates an environment and breadth of resources that is nonpareil. It will serve to distinguish Packard Hospital from all other children's hospitals.

Naturally, accomplishing the goals outlined above requires support and commitment. Accordingly, the extraordinary gift and grant from the David & Lucile Packard Foundation and, in addition the support of the community, will enable Packard Children's Hospital and Stanford to achieve the pre-eminence and excellence it can and must. This is not only important for those children who come to Packard Children's Hospital for care, but also for children worldwide who will benefit from the discoveries and innovations that are made here, and from the trainees who will leave Packard/Stanford to help children and families around the world.

Executive Committee: Review of Informatics and Information Technology

At recent Senior Dean's meetings and the Executive Committee meeting on Friday, November 16th, we reviewed the current and future challenges and opportunities for the School of Medicine in informatics and information technology. Drs. Mark Musen, Associate Professor of Medicine (General Internal Medicine) and, by courtesy, of Computer Science, and Parvarti Dev, Director of SUMMIT, reviewed the range of disciplines that come under the broad umbrella of informatics/information technology. They also discussed the specific direction that the School might take in helping to optimize its impact on programs in education, research and clinical care.

It is important to underscore that the range of informatics/information technology extends from the basic science concerned with the study and management of information (i.e., informatics) to the use of computer technology to support faculty, student and staff productivity in education, research, clinical care (i.e., "information technology"). Within this spectrum from basic to applied, are the exciting fields of computational biology and clinical computing.

Recognizing that there are areas of great strength in informatics and biocomputation already extant at Stanford, it is also important to note that these are currently located in different Schools and Departments. A unifying home or center, which could be School-based or, more ideally, inter-School structured, will be important in assuring that Stanford optimizes its academic program in informatics and

biocomputation. Because the Schools of Medicine, Engineering, Humanities and Sciences, each have significant interests in this rapidly evolving area, it is likely that the most optimal solution will emerge from an interdisciplinary program.

In tandem with a need to develop an organization that helps to organize informatics is a need to stimulate and improve information technology and integrated information management within the School of Medicine. This would seem to be best organized through the creation of a new position, namely a Senior Associate Dean for Information Technology. This office would stimulate and enhance the use of information technology in education and learning (including library services), in research and, importantly, in the interface with hospital-based clinical information systems.

Based on the reviews that we have conducted during the recent months, it is now clear that a stronger coordination of information technology is important to optimize learning, information and research programs within the School and Medical Center. Accordingly, we will be proceeding to search for an individual to fill a new position as Senior Associate Dean for Information Technology and Integrated Information Management.

Any thoughts or suggestions you have regarding this will be appreciated.

Radiology Department Faculty Meeting

On Tuesday November 13th I had the opportunity to attend a Department of Radiology faculty meeting where Dr. Gary Glazer, Professor and Chair of the Department of Radiology, along with other departmental leaders, reviewed recent past accomplishments and future plans for the education, research and clinical programs. It is clear that during the past decade Dr. Glazer and his colleagues have developed an academic department that stands among the very finest in the nation. The academic achievements in research and education are coupled with significant technologic advances to improve patient diagnosis. However, these advances are also associated with significant challenges in the need for new state-of-the-art capital equipment, as well as additional space and workforce requirements. These have been aggravated by the recent and current financial challenges faced by Stanford Hospital & Clinics in particular. The solutions will require active participation by the Department, School and Hospitals and will surely necessitate new creative approaches and shared ventures. The impact however can be enormous and, therefore, must be pursued. Further details will follow.

Thanks again to Dr. Glazer and the Radiology Department for past performance and future promise.

Roy B. Cohn-Theodore A. Falasco Professorship

On Tuesday evening, November 13th, a reception was held in the Iris & B. Gerald Cantor Center for the Visual Arts to announce and celebrate the creation of the Roy B. Cohn – Theodore A. Falasco Professorship in Cardiothoracic Surgery at Stanford

University School of Medicine. The first incumbent of this new Professorship is Philip E. Oyer, MD, PhD, currently Professor of Cardiothoracic Surgery

The official ceremony included remarks from Dr. Bruce Reitz, Professor and Chair of the Department of Cardiothoracic Surgery and Dr. Norman Shumway, Frances and Charles Field Professor of Cardiovascular Surgery, Emeritus. I also spoke on behalf of the School and University about the vital importance of endowed chairs to the support of faculty and the future enrichment and success of the School of Medicine and Stanford University

The Roy B. Cohn Professorship is being created through the generosity of Mr. Ted Falasco and his family. Mr. Falasco is a Stanford alumnus and successful business and community leader in Los Banos, California. His wonderful contribution honors Dr. Roy B. Cohn who treated his daughters Susan and Linda some 35 years ago. Dr. Roy Cohn, who died on January 11, 1999 at the age of 89 was a “one of the last of the old-time classical professors of surgery” at Stanford. As described by Dr. Shumway “Roy Cohn was unique, one of a kind, singular, and brilliant. There was never anyone quite like him. He was energetic to overflowing. He was funny and fun loving. But most of all he was THE professor to us, his colleagues.” Mrs. Cohn and members of the Cohn family, along with members of the Falasco family attended the ceremony.

It is fitting that Dr. Phil Oyer is named the first Roy B. Cohn – Theodore A. Falasco Professor. Professor Oyer is an outstanding cardiovascular surgeon and a pioneer in developing innovative approaches to difficult surgical procedures. Professor Oyer’s research has focused on the development of left ventricular assist devices an area in which he is a highly recognized leader. In addition to his skills as a surgeon and investigator, Dr. Oyer was also one of the very last residents to train under Dr. Roy B. Cohn, making this both a personal and professional tribute.

I want to thank the Falasco family for their enormous generosity in establishing the Roy B. Cohn Professorship to honor a highly regarded member of the Stanford Medical Community. I also want to congratulate Dr. Phil Oyer for being selected as the first holder of the Roy B. Cohn – Theodore A. Falasco Professorship.

Dean’s Staff Annual Recognition Banquet

On Wednesday evening, November 14th, the Annual Recognition Dinner was held to honor the staff of the School of Medicine who have served for 5, 10, 15, 20, 25 and 30 years. There is little question that Stanford’s leadership in academic medicine is directly related to the excellence of its faculty, staff and students. We are privileged to have an outstanding group of dedicated individuals who work diligently and with great commitment to assure that our missions in education, research and patient care are outstanding. Without the work and toil of the many hundreds of individuals who make our finance, administration, research, education and patient service operations function as optimally as they do, we would not be able to achieve the success that currently abounds at Stanford School of Medicine. We are fortunate to have a superb staff that provides the

connective tissue in a medical school family of excellence. It is fitting to honor those who have sustained their work and dedication over the years and I felt privilege, as a newcomer, to be among this distinguished group.

We also had the opportunity to announce the winners of the new "**SPIRIT Award**". This award recognizes two School of Medicine staff members who best epitomize the SPIRIT (**S**ervice Orientation, **P**ositive attitude, **I**nitiative, **R**esourcefulness/reliability, **I**nnovation, and contributing as a **T**eam Player) of Stanford. This new award will be given annually. The first two recipients of this year's Spirit Award are Catharine Booth, Lab Manager for the Department of Molecular and Cellular Physiology, and Greta Lazaro, Personnel Coordinator for the Human Resource Group. Catharine and Greta have served the School of Medicine and Stanford with many years of dedicated and outstanding service and have portrayed the true "SPIRIT of Stanford University School of Medicine.

In addition to congratulating Catharine Booth and Greta Lazaro, as well as all those who have committed years of service to the School of Medicine, let me take this opportunity to thank each and every member of our community. Now, perhaps more than ever, it is important and appropriate to acknowledge the important role that each of you play in helping to make Stanford a vibrant environment that values its missions in education, research and patient care – as well as the individuals who help make them successful.

Congratulations to Dr. Stanley Schrier.

It is a pleasure to announce that Dr. Stan Schrier, Professor of Medicine (Hematology), Emeritus, has been elected President of the American Society of Hematology for 2004. This is the largest and most prestigious society for hematology in the world and Dr. Schrier's election as President signals the esteem in which he is held by colleagues throughout the USA.

Congratulations to Stan Schrier.

Appointments and Promotions

I am pleased to announce that **Robert C. Robbins** has been promoted to Associate Professor of Cardiothoracic Surgery, with tenure, effective November 1, 2001

Congratulations to Dr. Robbins.