State of the Division
Looking back and looking ahead

Wishwa N. Kapoor, MD, MPH
University of Pittsburgh
Outline

• How the Division was built
• Review of the last academic year
• Lessons learned
• Future
DGIM—status in 1994

• 25 faculty
  – Clinical operations at University: needed work
  – Education: functioning well
  – Research: 1 senior faculty (me); 4 junior (2 in informatics)
  – Geriatrics; part of the Division
  – VA program well integrated

• No specific mandate from chair

• Package: $750,000
<table>
<thead>
<tr>
<th>Faculty</th>
<th>UPMC Mont/Presby</th>
<th>VAPHS</th>
<th>UPMC Shadyside</th>
<th>Mercy</th>
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<tr>
<td>Total</td>
<td>103</td>
<td>23</td>
<td>7</td>
<td>1</td>
<td>134</td>
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Vision

- Excellence in all its missions
- Roadmap:
  - Clinical: total rebuild
  - Education: build on success
  - Research: focus on K awards
    - Recruit at least one junior faculty per year
    - Recruit a leader for biomedical informatics
  - Build a fellowship program and secure training grants
First things I did

• Hired an administrator and empowered her to change
• Change happened quickly
  – Staff conflicts, complaints—led me to fire all the staff
    • Staff sued
  – Faculty
    • Clinical reorganization—templates, productivity, holding accountable
    • 6 faculty left/let go
    • Divested geriatrics into a separate Division
• Recruited lots of faculty
Building clinical operations

• Vision: excellence in clinical operations
• Recruitment and reorganization—early successes with templates, structure, staffing
• Issues: lack of control of operations; poor space, no EHR
• Negotiated: control, EHR, space, staffing, recruitment
• Support for clinical operations
  – HBC—staff, space, overhead all supported by hospital
• Aggressive QI and process improvement program
Building clinical operations: critical elements

- Recruited a medical director (ambulatory)—Gary Fischer
- QI infrastructure: a QI director (RN) and data staff—Deb Simak
- Applied for Medical Home Recognition by NCQA
- Special programs:
  - palliative care
  - women’s health
  - underserved populations
  - med-peds clinical site
- Status today
Ambulatory Care Visits

- UPMC Montefiore
- UPMC Shadyside
- Turtle Creek PC (Med-Peds Palliative Care)
- Palliative Care
- Other
- Total Ambulatory Visits


- 2011: 48,886
- 2012: 50,208
- 2013: 47,500
- 2014: 49,314
- 2015: 50,286
- 2016: 54,389
Clinical Excellence and QI

• Awards:
  – 3 NCQA Recognitions—PCMH twice, Diabetes
  – SGIM Practice Innovations
  – 3 Highmark Blue Cross—Best of the Best Practices (Hypertension, CDM, Diabetes)
  – 9 UPMC Quality Awards

• QI projects
  – More than 50 QI projects
UPP-GIM Leads Health Plan in Quality of Care

### Medicare Star Rating
- **UPP-GIM**
- **Shared Savings Groups**
- **Rest of Network**

### Medicaid: Quality Indicators Met
- **UPP-GIM**
- **Shared Savings Groups**
- **Rest of Network**

### Commercial: Quality Indicators Met
- **UPP-GIM**
- **Shared Savings Groups**
- **Rest of Network**
Chronic Disease Quality Measures Diabetes (thru 6/30/2016)
Comparison GIM (yellow) with National Benchmarks and PSD
Prevention Measures (through June 30, 2016)
Comparison GIM (yellow) with National Benchmarks and PSD

- Pneumovax 65-79 yo
- Pap Smear q3 or 5 yr
- Mammogram past 2 yr
- Colo-rectal Ca screen

50th Pctl, 90th Pctl, GIMO, PSD
Chronic Disease Process Measures (through June 30, 2016) Comparison GIM (yellow) and PSD
General Medicine South: 412-692-4888

Greg Bump, MD

Brent Thiel, MD

Sarah Jones MD

2397 Mountain View Dr.
West Mifflin, PA 15122
Hospitalist Program

- Started in 2001: initial aim to care for patients not on resident services—hired 4 hospitalists
- Current program: 31 physicians (27.68 FTEs)
  - Academic hospitalists: support teaching service
  - Nocturnists (PUH/MUH, PCI, and BMT/Leukemia)
  - Daylight Hospitalists
  - Ortho and Trauma co-management services
  - GIM Consult service
  - Preoperative Evaluation Center (PEC)
- Integrated into the fabric of hospital
  - Multiple committees; QI projects
  - Involvement in research and education including MS/certificate
  - Active in Society of Hospital Medicine
Inpatient Admissions

*billing data
Our Hospitalists
### Highlighting Palliative Care: Clinical

<table>
<thead>
<tr>
<th></th>
<th>1994</th>
<th>2016</th>
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<tbody>
<tr>
<td>Palliative Care clinicians</td>
<td>0</td>
<td>38 University (18 MD); 16 PSI</td>
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<td>Hospital Based Programs</td>
<td>0</td>
<td>5 University; 6 Community</td>
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<tr>
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<td>30 oncology; 6 cardiology; 11 cardiopulmonary; 1 renal; 1 geriatrics; 1 HIV</td>
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<td>• Home based palliative care program</td>
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<td>• Goals of Care electronic chart documentation</td>
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<td></td>
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PSI = Palliative and Supportive Institute
## Highlighting Palliative Care: Education

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<td>Communication courses</td>
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<td>26 courses for 353 physicians</td>
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<tr>
<td>Palliative care fellows</td>
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<td>ICU Nurses communication training</td>
<td>0</td>
<td>61 courses for 239 nurses</td>
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<tr>
<td>Multi-day fellow communication courses</td>
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<td>Neonatology; Intensivists; Renal; Cardiology; Oncology; Palliative Care</td>
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## Highlighting Palliative Care: Research

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<td>Non NIH grants</td>
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DGIM: Building Education and Training

- Existing Leadership and Teaching: 1994
  - 3rd and 4th year Clerkships
  - Residency: categorical and primary care
  - Inpatient and outpatient teaching

- New Programs
  - Expansion of leadership roles in medical school
  - Residency:
    - Education Innovation Project (EIP)—2006
    - LEAD Program
  - Fellowships—Clinician Educator and Research
  - Institute for Clinical Research Education (ICRE)
Medical School Course Leaders: Preclinical years

- Intro to Being a Physician
  - Shanta Zimmer
- Intro to Interviewing
  - Reed Van Deusen
- Intro to Physical Exam
  - Missy McNeil
- Ethics, Law, Professionalism
  - Missy McNeil
- Clinical Experience
  - Asher Tulsky
- Advanced Physical Exam
  - Scott Herrle
- Advanced Interviewing
  - Carla Spagnoletti
- Population Health
  - Greg Bump
- Mini Elective: Master Diagnostician
  - Twee Bui
  - Missy McNeil
Medical Student Course Leadership: Clinical Years

Third Year

- Adult Inpatient Medicine
  - Tom Painter, Missy McNeil, Erika Hoffman, Brian Heist
- Combined Ambulatory Med/Peds Clerkship
  - Mike Elnicki
Medical School Course Leadership: Clinical Years

• **Fourth Year**

  • Internal Medicine AI
    – Tom Painter
  • Women’s Health Elective
    – Missy McNeil
  • Underserved Care
    – Twee Bui
  • Substance Abuse
    – Adam Gordon
  • Palliative Care
    – Rene Claxton
  • Teaching to Teach
    – Missy McNeil
  • Transitions Course
    – Alda Gonzaga (NEW THIS YEAR)
Medical Students: Committees

- Chair and Vice Chair – Student Promotions
  - Tom Painter and Missy McNeil
- Chair – Student Honors Committee
  - Tom Painter
- Member-Third and Fourth Year Retention Committee
  - Tom Painter, Missy McNeil, Mike Elnicki
- Advisor - Student Honor Council, Student Wellness Committee
  - Missy McNeil
- Advisor-Humanism Honor Society
  - Missy McNeil, Raquel Buranosky, Twee Bui
- Advisor-Alpha Omega Alpha Honor Society
  - Frank Kroboth, Missy McNeil
Other Leadership

• Director, Standardized Patient Program
  – Reed Van Deusen (NEW THIS YEAR)
• Areas of Concentration
  – Underserved Care:  **Twee Bui**
  – Women’s Health:  **Missy McNeil**
• Director, Student Teaching Palliative Care
  – Rene Claxton
• Director, Clinical Scientist Training Program:  **Molly Conroy**
Medical Student Mentoring

- Assistant Dean For Medical Student Research: Molly Conroy

- Advisory Deans
  - Alda Gonzaga (NEW THIS YEAR)
  - Adam Gordon

- Fast advisors
- Pre-residency advisors
- Scholarly Project advisors
New Appointments for 2016-2017

• Course Director
  – CAMPC: Amar Kohli, MD

• Course Design Group
  – Newly envisioned basic science/social determinants of health elective requested by the Dean
  – Course co-director: Peggy Hasley
Residency: EIP (2006-2016)—Themes

1. Preparing doctors for their careers—individualizing training
2. Innovative use of IT
3. Innovative and diverse teaching methods
4. Fostering continuous healing relationship
5. Patient-clinician team communication
6. Evidence-based practice
7. Attention to patient safety
8. Prevention and chronic disease management
Residency Training: New Elements

- Individualized career paths for residents: tracks
  - Med-Peds Program
  - International Scholars
  - Global Health
  - Generalist
  - Clinical Scientist

- Residency teaching curricula: safety, QI, EBM, CDM, EHR use etc.

- LEAD
LEAD Updates

• Over 95% of PGY3 residents and the most recent graduating class identified mentors and projects

• 50 resident research projects were submitted to the resident component of the annual Department of Medicine Research Day (May 2016)

• Drs. Andrea Carter and Tim Anderson received DGIM support to conduct a formal evaluation of LEAD that will be used to improve the program
DGIM Fellowships 2015-16

- No fellowship in 1994
- Now: Strong, vibrant fellowships—total of 15 fellows
- GIM—Investigator, educator, women’s health: 11 fellows (6 second and 5 first year)
  - Funded through T32, VA, Shadyside Foundation, clinical revenues
- Palliative Care: 4 fellows
  - GME and UPMC Palliative and Supportive Institute
  - One year clinical and second year medical education or research

Research and education training through ICRE: MS in Clinical Research or Medical Education; PhD in CTS
Fellowship Program Leadership

• Director, Clinician Researcher Fellowship:
  – Kevin Kraemer, MD, MS

• Director, Academic Clinician-Educator Scholars (ACES) Fellowship:
  – Carla Spagnoletti, MD, MS

• Director, Palliative Care and Hospice Fellowship:
  – Rene Claxton, MD, MS
  – Rebecca Sands, DO, Associate Director
General Medicine Second Year Fellows

- Elena Lebduska, MD, MS: ACES
  - Assistant Professor of Medicine, University of Colorado

- Rani Nandiwada, MD, MS: ACES
  - Assistant Professor of Medicine, University of Pennsylvania

- Tom Radomski, MD, MS: Clinical Research
  - Assistant Professor of Medicine, University of Pittsburgh

- Jennifer Rusiecki, MD, MS: ACES/WH
  - Assistant Professor of Medicine, University of Chicago

- Brielle Spataro, MD, MS: ACES/WH
  - Assistant Professor of Medicine, University of Pittsburgh

- Swati Shroff, MD
  - University of Pittsburgh, Focusing on QI/WH
First Year Fellows for 2015-16

Amy Farkas, MD
ACES and WH Fellow
MD, University of Pittsburgh, 2012
Interests: Effect of WH tracks on WH knowledge

John Szymusiak, MD
ACES/Med-Peds Fellow
MD, University of Cincinnati, 20011
Interests: Patient safety curriculum for pediatric residents

Sarah Merriam, MD
ACES and WH Fellow
MD, University of Pittsburgh, 2011
Interests: Leadership skills training, quality improvement, faculty development

Eloho Ufomata, MD
ACES and WH Fellow
MD, University of Kentucky 2012
Interests: Mammogram shared decision Making; LGBT curriculum for IM residents

Natasha Parekh, MD
Clinician-Researcher Fellow
MD, University of Miami, 2011
Interests: Underserved populations, disparities, health policy, global health
Incoming ACES Fellows for 2016-17

Jill Allenbaugh, MD
Clinician Educator
MD, NY Medical College 2013

Eliana Bonifacino, MD
WH track
MD, University of Pittsburgh 2012

Andrea Carter, MD
WH track
MD, Northwestern University Feinberg School of Medicine 2012

Elizabeth Eden, MD
Hospitalist track
MD, University of Maryland, School of Medicine 2013

Tanya Nikiforova, MD
Clinician Educator
MD, Case Western Reserve University School of Medicine 2012

Rachel Vanderberg, MD
WH track
MD, University of Virginia School of Medicine 2012
Hospice and Palliative Medicine Fellowship

June 2016 Graduates:

• Christine Glaser, MD
  – Clinical Assistant Professor of Medicine, University of Pittsburgh, Section of Palliative Care and Medical Ethics

• Caitlin Siropaides, DO
  – Assistant Professor of Medicine, Division of General Internal Medicine, Palliative Medicine University of Texas Southwestern University Medical Center

• Dillon Stein, DO
  – Assistant Professor of Medicine, Palliative Care Team Butler Health System, PA

First year fellow moving to second year

• Amanda Brown, MD
  – Assistant Professor, Pediatrics
  – Pursuing MS Medical Education
Incoming 1st year Palliative Care Fellows

- **Justin Yu, MD**
  - MD, Temple University School of Medicine - 2012
  - Chief Resident, Medicine-Pediatrics, UPMC – 2016
- **Tara Cook, MD**
  - MD, University of Maryland School of Medicine - 2006
  - Residency, Neurology, University of Iowa 2010
- **April Christensen, MD**
  - MD, Vanderbilt University School of Medicine - 2013
  - Residency, Internal Medicine, Vanderbilt University - 2016
- **Taylor Lincoln, MD**
  - MD, University of Vermont College of Medicine - 2013
  - Residency, Internal Medicine, University of North Carolina – 2016
- **Jesse A. Soodalter, MD**
  - MD, Warren Alpert Medical School of Brown University
  - Residency, Brown University Providence
  - Fellowship, Heme-Onc, University of Chicago
Highlighting a Program: MS in Medical Education

- 2 years of course development.
- Enrollment of first students in 2002 and first graduates in 2004

- Degrees conferred through 2014:
  - 50 MS Med Ed
  - 10 Certificates
Participating Divisions, Departments and Schools

- General Medicine and Medicine-Pediatrics
  - 34 fellows in GIM to date
- Palliative Care Medicine
  - 11 fellows to date
- Critical Care Medicine
- Nephrology
- Cardiology
- Pulmonology
- Pediatrics
- Pediatric Oncology
- Pediatric Gastroenterology
- Neonatology
- Obstetrics and Gynecology
- Family Medicine
- General Surgery
- Otolaryngology
- Neurology
- Geriatrics
- Emergency Medicine
- Pediatric Emergency Medicine
- Dental Medicine
- Pharmacy
- Physical Therapy
Where are our graduates now?

- Survey of 2004-2014 graduates
- All except one are in academic medicine or are affiliated with an academic institution
- Academic ranks of graduates [n=50]:
  - 1 Clinical Instructor
  - 37 Assistant Professor’s
  - 8 Associate Professor’s
  - 4 No response
- 100% of graduates have worked on an education related research project or curriculum development
Institutions of Our Graduates

- University of Pittsburgh
- Johns Hopkins University
- Mayo Clinic
- Penn State University
- University of Chicago
- University of Colorado
- Baylor College of Medicine
- Duke University
- University of Alabama
- University of Wisconsin
- VA Cleveland
- University of Kentucky
- University of Minnesota
- University of Nebraska
- University of Pennsylvania
- Icahn School of Medicine at Mount Sinai
- Vanderbilt University
- Tufts University
- Indiana University
- Ohio State University
- Cleveland Clinic
Leadership Roles of Graduates

- **Dean’s Office**
  - Assistant Dean of Health Sciences
  - Advisory Dean of Student Affairs
  - Assistant Dean
- **Residency Program/Track Director**
  - Internal Medicine (4)
  - MedPeds
- **Fellowship Program Director**
  - GenMed/Medical Education
  - Women’s Health
  - Cardiology
  - Palliative Care
- **APD IM Residency (3)**

- **Vice Chair or Associate Chair Education (2)**
- **Director Standardized Patient Program**
- **Clerkship Director Internal Medicine**
- **Course Director**
  - Ambulatory Care Rotation
  - Palliative Care
  - Physical Diagnosis
  - Ethics Law and Professionalism
- **National Leadership**
  - SGIM TEACH Program
  - SGIM: WH Task Force, WH Education Group
  - APDIM: Program Planning Committee (2)
DGIM faculty trained in our fellowships

Clinician Educators
- Jen Corbelli, MD, MS
- Anna Donovan, MD, MS
- Carla Spagnoletti, MD, MS
- Amar Kohli, MD, MS
- Sarah Tilstra, MD, MS
- Alda Gonzaga, MD, MS
- Scott Herrle, MD, MS
- Debbie Dinardo, MD, MS
- Joanne Suffoletto, MD, MS
- Alex Mieczkowski, MD, MS

- Maggie Benson, MD, MS
- Julie Childers, MD, MS
- Rene Claxton, MD, MS
- Brielle Spataro, MD, MS
- Brian Heist, MD, MS

Research Masters
- Sonya Borrero, MD, MS
- Holly Thomas, MD, MS
- Natalia Morone, MD, MS
- Tom Radomski, MD, MS
Excellence in Education
Academy of Master Educators

- Executive Committee: Missy McNeil, Rosanne Granieri
  - AME Membership Committee: Missy McNeil
  - Faculty Development: Missy McNeil, Rosanne Granieri

- Eric Anish, MD
- Robert Arnold, MD
- Thuy Bui, MD
- Peter Bulova, MD
- Gregory Bump, MD
- Raquel Buranosky, MD
- Joyce Chang, PhD
- Hollis Day, MD
- Michael Elnicki, MD
- Alda Gonzaga, MD, MS

- Rosanne Granieri, MD
- Peggy Hasley, MD, MHSc
- Scott Herrle, MD, MS
- Frank Kroboth, MD
- Melissa McNeil, MD, MPH
- Thomas Painter, MD
- Carla Spagnoletti, MD, MS
- Gary Tabas, MD
- Reed Van Deusen, MD, MS
- Shanta Zimmer, MD
Total Students by Degree Program 2001-2016

- Cert in MedEdu
- MS in MEDEDU
- Cert in ClinRes
- MS in ClinRes
- PhD in CTS

Fiscal Year

Division of General Internal Medicine
CRHC, ICRE, CHERP, VAPHC

UPMC Life Changing Medicine
CTSI Renewal

• Core Areas
  – Workforce Development
  – Team Science
  – Workforce Diversity
  – TL1: 20 positions, 10 predoc and 10 postdoc
  – KL2: 9 positions

• Working with 18 Minority Serving Institutions
  – Recruitment into TL1

• Proposed programs
  – Online/hybrid courses
  – Entrepreneurship and commercialization (MS Track, course, mentoring)
  – Training the entire workforce
  – Teams science training
  – Career coaching
  – Leadership and Management
  – Stakeholder engagement
  – Externships
  – Innovative Dissemination Skills
  – Career Coaching
  – K to Independence (KIND)
Highlighting: Diversifying the Workforce

ICRE Working with Minority Serving Institutions

- 45 fellows and junior faculty
  - Abebe; Morone
- 18 med students
  - Borrero
- 37 trainees in 2 years; CER/PCOR
  - Landsittel
- 40 senior faculty
  - Coaching and mentor training
  - Rubio
- 13 trainees first year
  - Rubio
- predoc and postdocs yearly
  - Kapoor; Kraemer; Poloyac

- CEED
- ENACT
- CEED II
- PROMISED
- TL1
- LEADS
Building the Research Programs: Secrets

• Recruit excellent faculty, protect their time and provide mentoring

• Build Infrastructure for success of the faculty
  – CRHC—space, collaboration, grant management
  – CHERP
  – ICRE
  – CRHC Data Center
  – New Centers—goals are to increase capacity

• Institutional Career Development Awards

• Challenges:
  – Faculty recruited away for leadership or other positions
DGIM: Strategy in developing research

• Recruit promising fellowship trained MD or PhD junior faculty
  – Apply for CDA (K, VA, RWJ)

• CDA → Research Grant (R, Merit or other)

• Areas: Health Service, Clinical Epi, Palliative Care; other areas developed over time

• Goal: Recruit at least one investigator per year
University side: K awards

- 31 faculty applied and all 31 received K awards
  - In 2016 on K awards: 5 faculty
  - Transitioned to research project grants: 22
    - 8 moved (Harvard, Hopkins, Vanderbilt, Utah, Seattle, Yale, NYU)—7 in leadership roles
    - 3 moved to another institution while on K—additional funding unknown; all are involved in research
  - Practice: 1 Palliative Care
  - Overall success in K to R transition: 22/26= 85%
Since 1998, 16 junior faculty (8 MD, 8 PhD)
15 of 16 (94%) received VA or NIH CDAs (3 RWJ awards)
12 of 15 (80%) subsequently secured independent funding through VA or NIH
- Merit, R01, R18, R21, K24, R34, P60, P30, U01, U13, U24, QUERI

Combined VA and University CDA to independence: 34/41 = 83%
Highlighting: Center for Health Equity Research and Promotion

- Established (2001) and renewed (2007 and 2013) as a national VA HSR&D Center of Innovation
- Primary focus is on health equity for vulnerable populations; secondary focus on medication therapy
- 22 MD and PhD core faculty in Pittsburgh
- Generated $2,948,901 in VA funding to support research, career development awards, and QI in FY16
- Postdoctoral training programs in health services research, women’s health, addiction treatment, and medication safety
Research Faculty—Current

- Total: 35
  - 9 Professor, 11 Associate Professor
- Tenured: 12
- Tenure stream: 7
- Women: 18
- Underrepresented minorities: 4
We Have Trained Leaders

- VA Leadership
  - Joseph Francis
  - David Shulkin
  - Thomas O’Toole
  - David Atkins
- Eric Bass—Hopkins
- Amy Justice—Yale
- Said Ibrahim—Penn
- Josh Metlay—MGH
- Hilary Tindle—Vanderbilt
- Matt Freiberg—Vanderbilt
- Bimla Schwarz—UC Davis
- Bob Cook—Florida
- Rachel Hess—Utah
- Susan Zickmond—Utah
- Nicole Fowler—Indiana
- Scott Braithwaite—NYU
- Ateev Mehrotra—Harvard
- Joseph Congliaro—Northshore
- Amy Kilborne—Michigan
- Ed Post—Michigan
- Bruce Lee—Hopkins
- Jeff Whittle—MCW
- Peter Ubel—Duke
Centers/Institutes built since 1995

- **CRHC**—60 faculty, seminars, grant review, grant management, space
- **CHERP**—22 faculty, seminars, grant review process, space, funded through the VA
- **CRHC Data Center**—8 PhD faculty; ~200 active projects
- **RUPHI**—collaboration with local RAND and national offices, pilot funds, joint training, joint faculty
- **ICRE**—85 core faculty and 337 mentors; degrees, career development programs, mentoring, and many other programs; funding NIH, AHRQ
- 6 newly created Centers/sections in 2014-16
Highlighting: CRHC Data Center

- Currently working on 190 projects:
  - Biostatistics expertise
  - Data management
  - Website development
  - Graphic design
  - Qualitative expertise

- 537 successfully completed projects involving:
  - Multisite clinical trials
  - Survey designs
  - Qualitative designs
  - Quasi-experimental designs

- 8 PhD Faculty, 16 Staff
Research Funding

RESEARCH EXPENDITURES
GENERAL INTERNAL MEDICINE

TOTAL DOLLARS

FY10  FY11  FY12  FY13  FY14  FY15  FY16

INDIRECT
DIRECT
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<tr>
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<th>Type</th>
<th>Title</th>
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<td>Yael Schenker</td>
<td>R01</td>
<td>A Cluster Randomized Trial of a Primary Palliative Care Intervention (CONNECT) for Patients with Advanced Cancer</td>
<td>$2,802,447</td>
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<td>Wishwa Kapoor, Doris Rubio, Steven Reis</td>
<td>UL1</td>
<td>University of Pittsburgh Clinical and Translational Science Institute – Workforce Development, Team Science, Evaluation, TL1 Administration, CTSI Administration</td>
<td>$8,002,570 of $48,664,010</td>
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<td>Integrating Palliative Care with Disease Management to Improve Outcomes Among Patients with Advanced Heart Failure: Interventional Research Career Development</td>
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<td>Galen Switzer</td>
<td>R01</td>
<td>Improving the Availability of Younger Unrelated Hematopoietic Stem Cell Donors</td>
<td>$1,342,310</td>
</tr>
<tr>
<td>Kathleen McTigue and Molly Conroy</td>
<td>PCORI</td>
<td>Integrated Patient-Centered Exercise Coaching into Primary Care to Reduce Fragility Fracture</td>
<td>$3,675,612</td>
</tr>
<tr>
<td>Kathleen McTigue</td>
<td>PCORI</td>
<td>A PaTH Towards a Learning Health System (PaTH) – Phase II</td>
<td>$8,759,993</td>
</tr>
<tr>
<td>Doris Rubio</td>
<td>R25</td>
<td>Leading Emerging and Diverse Scientists to Success (LEADS)</td>
<td>$2,430,279</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>****</td>
<td><strong>$41,151,958</strong></td>
</tr>
</tbody>
</table>
Management

• Clear expectations
  – Every faculty knows their effort and sources of support
  – Transparent incentive program—mix of productivity and quality
  – Regular feedback about productivity and quality
  – State of the Division: Annual summary of all of division’s activities and budgets

• New program and changes—discussed, consensus developed (when possible); forums available for discussion of faculty input and concerns prior to implementation
Outline

• How the Division was built
• Review of the last academic year
• Lessons learned
• Future
Lesson 1: Vision is important

- Vision led to:
  - Focus
  - Strategies
  - Recruitment
  - Seizing opportunities

- Examples:
  - Recruited junior/senior investigators every year
  - Education Innovation Project—Transforming residency
Lesson 2: “Get the right people on the bus and wrong people off the bus”

• Major turmoil the first year—the best thing that happened
  – Accelerated change

• Right People: ambitious, motivated, nice, positive

• Getting wrong people off the bus
  – If someone is not working out, it is best to part ways
  – Will not hire someone if I have any concern

• Have I made mistakes: sure…
Lesson 3. Promote excellence

• Each faculty valued based on what they do
  – No second class citizens, no favors
  – Publically recognize excellent performance

• Clinical
  – Metrics: quality, productivity, satisfaction
  – Quarterly report to each faculty; interventions on lower performance

• Education
  – Metrics: evaluations, innovations, engagement

• Research
  – Metrics: science, funding, publications, collaboration
Lesson 4. Delegate

• I learned to delegate—develop leaders
  – Provided autonomy
  – Gave up control
  – Supported their decisions even if I would have done differently
  – For major decision asked for discussion ahead of time

• Provided resources to be successful: e.g., effort
Lesson 5. Nurture

• Promotion and tenure
  – Promote faculty as soon as possible
  – Propose faculty for tenure even if the odds are against

• Support faculty at work and outside
  – Unpredictable things happen—you have to be there
  – Support in difficult funding situations

• Advocate for compensation

• Reward those that excel beyond expectations
Lesson 6. Provide leadership opportunities

- Create a niche and local (national) recognition
  - It builds faculty portfolio
  - Promotion and tenure
- Expand the division chief’s reach
- Builds sustainable careers
- Builds leadership skills
Division Leadership

Wishwa N. Kapoor, MD  Chief, Division of General Internal Medicine
                      Director, Center for Research on Health Care
                      Director, Institute for Clinical Research Education
Melissa McNeil, MD    Associate Division Chief, General Internal Medicine
                      Director, Section of Women’s Health
                      Vice Chair, Education
Robert Arnold, MD      Director, Section of Palliative Care and Medical Ethics
Franziska Jovin, MD    Director, Section of Hospital Medicine
Shanta Zimmer, MD      Departing Director, Internal Medicine Residency Training
Jennifer Corbelli, MD  Director, Internal Medicine Residency Training
Kevin Kraemer, MD      Director, GIM Fellowship; Director, Section of Treatment, Research, and Education in Addiction Medicine
Gary Fischer, MD       Medical Director, GIM Practice–Oakland, Vice Chair, Quality
Alda Maria Gonzaga, MD  Director, Med-Peds Residency Training
Thomas Painter, MD     Director, Medical Student Clerkships
Doris Rubio, PhD       Director, CRHC Data Center; Co-Director, ICRE
Joanne Riley, RN, MPM  Senior Division Administrator
Deborah Simak, RN, Mned Director, Quality Improvement
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spagnoletti, Carla, MD, MS</td>
<td>Director, ACES Fellowship Program</td>
</tr>
<tr>
<td></td>
<td>Director, MS and Certificate in Medical Education in ICRE</td>
</tr>
<tr>
<td>Benson, Maggie, MD, MS</td>
<td>Medical Director, Program for Health Care to the Underserved Population</td>
</tr>
<tr>
<td>Lauren Broyles, PhD, RN</td>
<td>Director of the ICRE RAMP to K Program, ICRE</td>
</tr>
<tr>
<td>Molly Conroy, MD, MPH</td>
<td>Assistant Dean for Scholarly Project; Director, CSTP</td>
</tr>
<tr>
<td>Esa Davis, MD, MPH</td>
<td>Director, Tobacco Treatment Service</td>
</tr>
<tr>
<td>Natalia E Morone, MD, MS</td>
<td>Co-Director of CEED Program, ICRE</td>
</tr>
<tr>
<td>Yael Schenker, MD, MS</td>
<td>Director, Palliative Care Research</td>
</tr>
<tr>
<td>Winifred Teuteberg, MD</td>
<td>Medical Director, Community Support Services</td>
</tr>
<tr>
<td>Kenneth Smith, MD, MS</td>
<td>Directing EBM Curriculum; Co-Director, Section of Decision Sciences</td>
</tr>
<tr>
<td>Galen Switzer, PhD</td>
<td>Director of PhD in Clinical and Translational Science; Director of TL1</td>
</tr>
<tr>
<td>Susan Zickmund, PhD</td>
<td>Director, Qualitative Core, CRHC Data Center</td>
</tr>
<tr>
<td>Jodie Bryk, MD</td>
<td>Medical Director, Enhanced Care Program (ECP)</td>
</tr>
<tr>
<td>Greg Bump, MD</td>
<td>Co-Chair, Patient Safety and Quality GME; Medical Director, GIM South</td>
</tr>
</tbody>
</table>
Leaderships: Centers and Sections

Michael Fine, MD  Director, VA Center for Health Equity Research and Promotion
Rollman, Bruce, MD  Center for Behavioral Health and Smart Technology
Primack, Brian, MD, PhD  Director, Center on Research for Media, Technology and Health
Borrero, Sonya, MD  Director, Center for Women’s Health Research and Innovation (CWHRI)
Landsittel, Doug, PhD  Director, Section on Biomarkers and Prediction Modeling
Abebe, Kaleab, PhD  Director, Center for Clinical Trials and Data Coordination (CTDC)
Gellad, Walid, MD  Co-Director, Center for Pharmaceutical Policy and Prescribing
Barnato, Amber, MD  Director, Section of Decision Sciences
<table>
<thead>
<tr>
<th><strong>Director</strong></th>
<th><strong>Program</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Shanta Zimmer, MD</td>
<td>Departing Director, IM Residency Training</td>
</tr>
<tr>
<td>Jennifer Corbelli, MD</td>
<td>Program Director, IM Residency Training</td>
</tr>
<tr>
<td>Alda Maria Gonzaga, MD, MS</td>
<td>Director, Medicine-Pediatrics Program</td>
</tr>
<tr>
<td>Sarah Tilstra, MD, MS</td>
<td>Track Director, Women’s Health Track</td>
</tr>
<tr>
<td>Raquel Buranosky, MD, MPH</td>
<td>Director, Education Innovations Project</td>
</tr>
<tr>
<td>Robert Brooks, MD, PhD</td>
<td>APD, VAMC</td>
</tr>
<tr>
<td>Thomas Grau, MD</td>
<td>APD, Categorical IM at Shadyside</td>
</tr>
<tr>
<td>Peggy Hasley, MD, MS</td>
<td>APD Ambulatory, Track Director, Generalist</td>
</tr>
<tr>
<td>Anna Donovan, MD, MS</td>
<td>APD, Inpatient Medicine</td>
</tr>
<tr>
<td>Asher Tulskey, MD</td>
<td>APD, Evaluation and Advising</td>
</tr>
<tr>
<td>Reed VanDeusen, MD MS</td>
<td>APD, Medicine-Pediatrics Program</td>
</tr>
<tr>
<td>Gary Tabas, MD</td>
<td>Program Director, Transitional Year</td>
</tr>
<tr>
<td>Kathleen McTigue, MD, MPH</td>
<td>Track Director, Clinical Scientist Track</td>
</tr>
<tr>
<td>Thuy Bui, MD</td>
<td>Track Director, Global Health</td>
</tr>
<tr>
<td>Franziska Jovin, MD</td>
<td>Director, Hospitalist Pathway</td>
</tr>
<tr>
<td>Peter Bulova, MD</td>
<td>Track Director, International Scholars Track</td>
</tr>
</tbody>
</table>

Division of General Internal Medicine  
CRHC, ICRE, CHERP, VAPHC  

UPMC LIFE CHANGING MEDICINE
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rob Brooks</td>
<td>Assistant VP for Gen Med and Medical Education VAPHS; APD</td>
</tr>
<tr>
<td>Larry Gerber</td>
<td>Section Chief, Hospital Medicine VAPHS</td>
</tr>
<tr>
<td>Erika Hoffman</td>
<td>Section Chief, Outpatient General Medicine VAPHS; VA Site Director, Medicine Clerkship, UPSOM.</td>
</tr>
<tr>
<td>Jo-Anne Suffoletto</td>
<td>Associate Chief of Staff for Education, VAPHS</td>
</tr>
<tr>
<td>Gaetan Sgro</td>
<td>Director, Inpatient Resident Education, VAPHS</td>
</tr>
<tr>
<td>Missy McNeil</td>
<td>Director, Women’s Health Program and VA Advanced Fellowship in Women’s Health, VAPHS</td>
</tr>
<tr>
<td>Adam Gordon</td>
<td>Advisory Dean, UPSOM; Director, Advancing VA Interdisciplinary Addiction Training, Research, and Scholarship Center, VAPHS.</td>
</tr>
<tr>
<td>Scott Herrle</td>
<td>Course Director, Advanced Physical Examination, UPSOM</td>
</tr>
<tr>
<td>Visala Muluk</td>
<td>Medical Director, IMPACT Clinic, VAPHS</td>
</tr>
<tr>
<td>Dave Zielinski</td>
<td>Chair, Pharmacy and Therapeutics Committee, VAPHS</td>
</tr>
<tr>
<td>Ruth Preisner</td>
<td>Director, Primary Care Procedure Clinic VAPHS</td>
</tr>
<tr>
<td>Ajay Khurana</td>
<td>Director, VA Urgent Care Rotation</td>
</tr>
<tr>
<td>Bernie Good</td>
<td>Co-Director, VA Center for Medication Safety</td>
</tr>
</tbody>
</table>
Lesson 7. Balance the budget

• Negotiate hard for everything
  – If the chair or dean desires a program, I negotiate support
  – Find resources to support all the missions

• If I could not make a program work financially, I would not do it

• Saved up for a rainy day

• I run lean operations
## Finances FY16

### UPP Business Units Operation Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Care Revenues</td>
<td>$12,433,487</td>
</tr>
<tr>
<td>Hospital Support</td>
<td>14,528,126</td>
</tr>
<tr>
<td>Misc. Operating Revenue</td>
<td>172,175</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>27,133,788</td>
</tr>
<tr>
<td>Physician Salaries and Incentives</td>
<td>16,254,031</td>
</tr>
<tr>
<td>Staff Salaries and Wages</td>
<td>3,479,326</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>3,355,775</td>
</tr>
<tr>
<td>Other Operation Expenses</td>
<td>3,157,833</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>26,246,965</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$ 886,823</td>
</tr>
</tbody>
</table>

### Hard Money Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indirects Revenue</td>
<td>$2,951,382</td>
</tr>
<tr>
<td>ECU Revenue</td>
<td>1,356,405</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>4,307,787</td>
</tr>
</tbody>
</table>

### Research Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>DGIM Grant Direct Expenses</td>
<td>$11,996,390</td>
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<tr>
<td>DGIM Grant Indirect Expenses</td>
<td>3,291,088</td>
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<tr>
<td>VA Grant Direct Expenses</td>
<td>2,948,901</td>
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<tr>
<td><strong>Total Grant Revenue/Expenses</strong></td>
<td>$18,236,379</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>144,707</td>
</tr>
</tbody>
</table>
Lesson 8. Recognition, Celebration and Thanks

• State of the Division—faculty is recognized
  – With pictures, awards, thanks
• Regular email from the chief—awards, accomplishment, leadership roles
• Extra incentive payment—explicitly thanking for excellent contributions
## Awards and Recognition

<table>
<thead>
<tr>
<th>Name</th>
<th>Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Missy McNeil, MD</td>
<td>SGIM 2016 Career Achievement in Medical Education</td>
</tr>
<tr>
<td>Carla Spagnoletti, MD</td>
<td>Association of Chiefs and Leaders in General Internal Medicine (ACLGIM) 2016 Leadership Award.</td>
</tr>
<tr>
<td>Gary Fischer, MD</td>
<td>Division of General Internal Medicine was awarded the SGIM 2016 Quality and Practice Innovation Award</td>
</tr>
<tr>
<td>Wishwa Kapoor, MD</td>
<td>2016 ACLGIM Chief’s Recognition Award</td>
</tr>
<tr>
<td>Doris Rubio, PhD</td>
<td>Distinguished Educator Award from Association for Clinical and Translational Science</td>
</tr>
<tr>
<td>Shanta Zimmer MD</td>
<td>J. Nadine Gracia Award from the Student National Medical Association (SNMA)</td>
</tr>
<tr>
<td></td>
<td>Donald S. Fraley Award</td>
</tr>
<tr>
<td></td>
<td>Outstanding Teaching Attending, interns</td>
</tr>
</tbody>
</table>
Awards and Recognition

- Michael Elnicki, MD: Masters of the American College of Physicians.
- Gary Tabas, MD: American College of Physicians (ACP) Laureate Award for Western Pennsylvania
- Thomas Grau, MD: Pennsylvania Western Region Governor, American College of Physicians
- William M. Cooper, MD Award
- Gregory Bump, MD: 7th Annual Academic Medicine Awards for Excellence in Reviewing
- Walid Gellad, MD: Excellence in Government Award from the Federal Executive Board in the Outstanding Contribution to Science Category
- Thomas Painter, MD: Outstanding Teaching Attending, residents
- Reed Van Deusen, MD: William Cohen Award
Awards and Recognition

- Alda Maria Gonzaga, MD: Black Bag Award for support of students and the mission of the Student National Medical Association (SNMA)
- Yael Schenker, MD: American Academy of Hospice and Palliative Care Medicine (AAHPM) Early Career Investigator Award
- Joyce Chang PhD: Statistician of the Year’ from the Pittsburgh Chapter of the American Statistical Association
- Robert M. Arnold, MD: Distinguished Research Mentor Awards, ICRC
Top Doctor Recognition - 2016

Robert Arnold, MD
Lori Bigi, MD
Michael Fine, MD
Peggy Hasley, MD

Franziska Jovin, MD
Wishwa Kapoor, MD
William Levine, MD
Promotions—Fiscal year 2016

**Associate Professor**

- Erika Hoffman, MD
- Esa Davis, MD, MPH
- Kaleab Abebe, PhD
- Lan Yu, PhD

**Professor**

- Gary Fischer, MD
- Brian Primack, MD, PhD
- Adam Gordon, MD, MPH
Recognition: Franziska Jovin, MD

• Vice President of Medical Affairs, UPMC
• Vice Chair Patient Safety and Quality, Department of Medicine
• She has been leading efforts to engage residents developing and publishing systematic reviews, serves as a preceptor, advisor and member of residency recruitment and competency committees.
• Outstanding Teaching Attending Award
• Awards for presentations nationally at SGIM
• Mentors residents in developing their own research and education projects
Recognition: Robert Arnold, MD

Distinguished Service Professor

• Designation as a Distinguished Service Professor recognizes distinctive contributions and outstanding service to the University community in support of its missions, as well as performance excellence and national stature in his or her discipline or field.
Melissa McNeil, MD, MPH

- **Vice Chair of Education, Department of Medicine**
- **SGIM Career Achievement in Medical Education, 2016**
Commitment and Excellence in Service (ACES) Award

Dr. Jodie Bryk, won the UPMC’s Award for Commitment and Excellence in Service (ACES) for Fiscal Year 2016. The award is given annually to less than 1% of UPMC staff.
Joanne Riley has been a steadfast force in the division for over 22 years, launching successful strategies that have led to significant growth and a national reputation across all three missions--clinical, teaching, and research--and will retire on October 31, 2016. Joanne has led the development of the patient center medical home, the hospitalist program, expansion of research, the start-up and oversight of the ICRE, and almost every program we have started in the Division. Her energy and passion for delivery of high quality health care has allowed the Division to become a leader in delivery of primary care. Always at the epicenter of the Division, we express our sincere gratitude for the advancements she has made and wish her enjoyment and fulfillment in her retirement.
Lisa Book, Interim Administrator of GIM

• Lisa joined the Division in February of 2016 overseeing ECP, Primary care at Shadyside and South Hills
• RN, previously worked at Montefiore
• Has had leadership roles in program development and marketing, medical sales and management, education and training, and clinical operations.
Kathy Nosko

- Join the Division in 1995 as administrative assistant to Bob Arnold
- She has been promoted over the years to Admin III
- Designated office manager: manages our call center staff and medical secretaries
- She supports me and Missy and Joanne
- Never says no; helps everyone; always figures out what to do or who to go to; she goes above and beyond for everyone
Looking Ahead

• Financially Strong
• Build on successes
  – Build around successful research faculty and their centers
  – Develop educators in other divisions and departments at Pitt
  – Sustain a strong clinical operation
• Maintain a central role in the Department and School by excellence in all three missions
Thanks

• Division faculty
• Mark Gladwin
• Annmarie Lyons
• Special thanks
  – Missy McNeil
  – Franziska Jovin
  – Doris Rubio
  – Gary Fischer