

# MedStar Innovation Forum: Innovations in... Patient Safety

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MedStar Health

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**LENORA ADDISON, RN**

*Ms. Lenora Addison* is an accomplished nurse leader with more than 35 years of experience in patient care services. She has been with Harbor Hospital since 1973, when she joined the organization as a licensed practical nurse.

Following the acquisition of her registered nurse degree from what was then the South Baltimore General Hospital School of Nursing, Addison rose through the ranks of hospital leadership in numerous specialties, serving as an assistant nurse manager, patient care manager and director of Women and Children's Services. In 1997, Addison was promoted to vice president of patient care services and chief nursing officer, where she is responsible for the departments of nursing, cardiology, respiratory therapy, pharmacy, rehab services, quality and case management.

Addison has led numerous innovative patient care initiatives, including the conversion of the patient care delivery system, the renovation of Harbor Hospital's nursing units to a patient-centered model, and the creation of a state-of-the-art Women and Infants' Center.

Addison earned a bachelor's degree in nursing and a master's degree in management and hospital administration from the College of Notre Dame of Maryland. She has lectured on a variety of nursing topics, including patient centered care concepts, finances and nursing impact. Addison currently serves as a member of the Maryland Organization of Nurse Executives.

**PETER BASCH, MD, FACP**

*Dr. Peter Basch* practices general internal medicine in Washington, DC, and was an early adopter of electronic health records and ePrescribing. He also serves as the Medical Director for Ambulatory EHR and Health IT Policy at MedStar Health, a nine hospital not-for-profit health system in the Baltimore-Washington corridor, and is providing the clinical and strategic leadership for their ambulatory EHR implementation

Basch is a Senior Fellow for Health IT Policy with the Center for American Progress, and a Visiting Scholar with the Engelberg Center for Health Care Reform of the Brookings Institution. He represents the American College of Physicians at the Physicians' EHR Coalition, which he co-founded in 2004. He is currently serving on the Quality Measures Workgroup of the HIT Policy Committee. Basch is also a recipient of the HIMSS Physician IT Leadership Award. He served as the Chair of the Maryland EHR Taskforce and also served as an advisor on health IT to President Obama's transition team.

Basch received his Medical Doctorate from George Washington University School of Medicine and his Bachelor of Arts from Trinity College. He is certified by the American Board of Internal Medicine.

**ERICSON A. CATIPON, MD**

*Dr. Ericson Catipon* is a physician in internal medicine with more than 13 years in various fields of the health care industry. Catipon has experience in private, nonprofit and military agencies and has directed multiple medical clinics, participated in cancer research projects, cancer screening programs and diabetes disease initiatives. His history includes providing primary health care, preventive medicine and health education services to low income, underserved



minority and immigrant patients in a multilingual and multicultural setting. Caption joined Harbor Hospital in 2007 as a primary care physician and continues to serve and improve the quality of health care delivered to the community.

Catipon earned his medical degree from the University of the Philippines, College of Medicine, Manila, Philippines. He completed his Internal Medicine Residency at Providence Hospital, Washington, D.C. He is board-certified by the American Board of Internal Medicine and has an Advanced Medical Laboratory Technician Certificate from the Naval School of Health Sciences, San Diego, California. His other medical interests include improving access to primary care, information technology in health care, and end-of-life care.

**GERBEN DEJONG, PHD, FACRM**

*Dr. Gerben DeJong* is a (NRH) in Washington, DC. Prior to rejoining NRH in late 2004, DeJong served a 2-year stint with the University of Florida as a research professor in the Department of Health Services Research, Management & Policy. Previously until 2001, DeJong served for 16 years (1985-2001) as the Director of Research for the National Rehabilitation Hospital (NRH) in Washington, DC and as the founding Director of hospital's Center for Health & Disability Research. During his previous tenure with NRH, DeJong also served as the Director of the federally funded Research and Training Center (RTC) on Managed Care & Disability (1997-2002) and previously served as the Director of the RTC on Medical Rehabilitation and Health Policy (1993-97). He concurrently served as a professor (courtesy appointment) in the Department of Family Medicine at Georgetown University (1987-2002).

DeJong has conducted several large multi-center health outcome studies. He is the author or co-author of 250 papers on health policy, income maintenance, disability, post-acute rehabilitation, and health outcomes. He has been an avid student of the American post-acute health care system particularly its growth, development, and consolidation across the various post-acute industries. DeJong served as President of the American Congress of Rehabilitation Medicine in 2006-07. In 1985, he received the Licht Award for Excellence in Scientific Writing from the American Congress of Rehabilitation Medicine and, in 1998; he received the organization's highest award, the Gold Key Award. He is a frequently invited speaker both in the United States and abroad. In 1984, he was a Fulbright Scholar in the Netherlands serving with the research staff of the Social Security Council. DeJong received his PhD in public policy studies from Brandeis University in 1980.

**STEPHEN EVANS, MD**

*Dr. Stephen Evans* serves as vice president of medical affairs at Georgetown University Hospital. In this role, Evans provides strategic, operational and medical leadership to the clinical staff at Georgetown University Hospital. He also is responsible for strengthening relationships between the medical staff and the hospital, leading the identification and development of new programs, and acting as a liaison between administration, hospital staff and medical staff. In addition, Evans oversees and supports the medical staff structure, assuring high quality patient care and compliance with regulatory and accreditation requirements.



Over the last seven years as chief of service and chair of the department of surgery for Georgetown University Hospital and Georgetown School of Medicine, Evans has succeeded in building a strong reputation for the department both internally and externally. Under his leadership, he has significantly increased the surgical volume as well as the quality of residents to the surgical program.

Evans received his medical degree from The University of South Florida College of Medicine. He completed his residencies and fellowships at Brigham and Women's Hospital, Georgetown University Hospital, Harvard Medical School, and the Lombardi Cancer Center. As a specialist in general surgery, Evans is certified by the American Board of Surgery, American Board of Surgical Care, American Board of Obstetrics and Gynecology, and American Board of Obstetrics and Gynecology Critical Care.

Currently, Evans is a member of the American Board of Surgery, and has surgical focus regarding endoscopic procedures, hepatobiliary, gastric cancer, surgical oncology, laparoscopic anti-reflux, sarcoma, melanoma, and open and laparoscopic colorectal surgery.

### **ROLLIN J. (TERRY) FAIRBANKS, MD, MS, FACEP**

*Dr. Terry Fairbanks* recently joined the MedStar Health System and the Georgetown University Department of Emergency Medicine to establish the National Center for Human Factors Engineering in Healthcare. This Center is part of the MedStar Institute for Innovation, in association with the MedStar Health Research Institute, and the Washington Hospital Center.

Previously, Fairbanks served as Assistant Professor of Emergency Medicine, and of Community & Preventive Medicine at the University of Rochester School of Medicine. He maintains an appointment as Adjunct Assistant Professor of Industrial and Systems Engineering at the University at Buffalo.

Fairbanks holds an advanced degree in human factors engineering/industrial systems engineering from Virginia Tech and uses this background to apply safety engineering techniques and research methodology to medical systems. He has received funding for patient safety-related research from the NIH, AHRQ, CDC, RAND Corporation, and several foundations including the Emergency Medicine Patient Safety Foundation and the Society for Academic Emergency Medicine. He is currently funded by an NIH K08 Research Career Development Award from the National Institute of Biomedical Imaging and BioEngineering.

Fairbanks is a 2008 graduate of the HRET/NPSF Patient Safety Leadership Fellowship, and serves on national patient safety committees and advisory groups. He regularly presents his research and delivers lectures at national and international meetings, has served as an expert witness in patient safety/Human Factors Engineering cases, and as a consultant. Fairbanks has published over 70 journal articles, book chapters, and proceedings papers in the human factors engineering and medical literature.



**KAREN K. GOTT, RN, MS**

*Ms. Karen Gott* spent the first six years of her career as a staff nurse in Surgical Critical Care. Since then, she has held positions in Risk Management, Patient Safety and Quality including Director, Risk Management, Washington Hospital Center; Director, Clinical Risk Prevention, MedStar Health; Director Quality Resources, Washington Hospital Center and Senior Director, Risk Management and Patient Safety for Mid-Atlantic region of Kaiser Permanente. Currently, Ms. Gott is the Assistant Vice President for Quality Safety and Education in the Department of Nursing at Washington Hospital Center. She completed the Virginia Commonwealth University (VCU) Patient Safety Fellowship as well as the Institute for Healthcare Improvement (IHI) Patient Safety Officer Executive Development Program.

Gott graduated from the University of Maryland School of Nursing with a BSN in 1981 and subsequently earned a MS in Healthcare Risk Management from the Finch University of Health Sciences/The Chicago Medical School in 1995.

**NILDA LEDESMA, RN**

*Ms. Nilda Ledesma* is a nurse leader with more than 30 years of experience in nursing and more than 20 years in quality and case management at MedStar. She began her career as a critical care nurse and advanced to positions in Employee Health, Infection Control, Risk Management and an Administrative position in outpatient rehabilitation. Ledesma transitioned from Church Hospital and joined Harbor Hospital in 2000 as the Director of Case Management. Her extended knowledge and experience in health care advanced her to the position of Director of Quality and Case Management. She has been instrumental in Harbor Hospital's achievement of the Excellence award in Quality for Five years.

Ledesma received her nursing education from Kings County School of Nursing and Brooklyn College, Brooklyn New York. She is certified in case management and quality management from the American Board of Quality Assurance and Utilization Review Physicians. Ledesma is also certified in Basic Epidemiology from the University of Virginia.

**ROGER F. LEONARD, MD, MMM, CPE, FACC, FACP, FACPE**

*Dr. Roger Leonard*, a well-respected cardiologist, has served as Vice President for Medical Affairs at Montgomery General Hospital since 2004. Leonard leads more than 500 physicians and allied health practitioners in their pursuit of clinical excellence through the practice of evidence-based medicine, emphasizing quality outcomes and patient safety.

As liaison between the hospital's management team and the medical staff, Leonard is responsible for the development, maintenance, and implementation of clinical and medical staff policies. He has a special interest in peer review and performance improvement. Leonard's efforts led to the expansion of Montgomery General's cardiovascular program, including accreditation as a chest pain center and stroke center, both of which have received the Gold Performance Achievement Award by the AHA.

A graduate of Yale University and the University Of Virginia School Of Medicine, Leonard subsequently completed fellowships in clinical pharmacology and cardiovascular diseases. He has served as assistant professor of medicine and pharmacology at Marshall University, was



engaged in the private practice of clinical cardiology in Montgomery County for 20 years, and served as chief of staff at Montgomery General Hospital prior to accepting his current post. Leonard graduated from Carnegie Mellon University in 2008 with a Masters of Medical Management degree and became a Fellow of the American College of Physician Executives in 2009.

Leonard is a Fellow of both the American College of Physicians and American College of Cardiology, serving as governor of the Maryland Chapter of the American College of Cardiology from 2006-2009. In 2008, he co-chaired the Montgomery County Health Information Exchange collaborative that made recommendations for the implementation of a state-wide system of electronic health information exchange.

### **STEPHEN PARKER, MD, MBA**

*Dr. Stephen Parker* has served as the Chairman of the Department of Anesthesiology at Washington Hospital Center since 2002. Parker also maintains an appointment as professor of clinical anesthesia at Georgetown University School of Medicine and has duties as a special government employee at the Center for Drug Evaluation and Research at the United States Food and Drug Administration.

Parker joined MedStar Health from Johns Hopkins Medicine where he held a variety of positions including Medical Director of Outpatient Surgery Programs at The Johns Hopkins Outpatient Center, and Associate Professor in the Department of Anesthesiology and Critical Care Medicine at The Johns Hopkins University. He is often invited to lecture on his areas of clinical expertise and has published extensively in various medical journals, including *Anesthesiology* where he has been a reviewer for nearly twenty years.

Parker is board certified in both internal medicine and anesthesiology and completed residency training in internal medicine at University of Maryland Hospitals and the Johns Hopkins Hospital, followed by a fellowship in critical care medicine at Memorial Sloan-Kettering Cancer Center, and an additional residency in Anesthesiology and Critical Care Medicine at the Johns Hopkins Hospital. Parker received his medical degree from the Medical College of Virginia and also holds a Master of Business Administration from the Johns Hopkins University.

### **MICHAEL P. PIETRZAK, MD**

*Dr. Michael Pietrzak* serves as the director of strategic initiatives for the MedStar Institute for Innovation (MI2). Pietrzak was a founding director of the ER One Institute at Washington Hospital Center which is now part of MI2. Prior to the establishment of the ER One Institute, he was a project principal and director of Project ER One charged with leading the federally funded initiative in developing the design features, concepts, and specifications for an all risks medical facility in a multi-threat environment.

Pietrzak has held several academic positions including Assistant Clinical Professor of Emergency Medicine at Georgetown University, Associate Clinical Professor at George Washington University, and Associate Clinical Professor at the Department of Military Emergency Medicine at the Uniformed Services University of Health Sciences, where he continues to hold an adjunct faculty appointment. In addition, he is the founder and principal of



Knowledge Management Solutions, a consulting firm working in the areas of medicine, design, and technology application. He serves as senior medical consultant to HKS architects healthcare group and has been intimately involved in the development of environments for senior housing.

Pietrzak was a Fellow of the American College of Emergency Physicians having served as an officer and on numerous committees. He served on the American Institute of Architects committee for Guidelines for the Design and Construction of Hospital and Health Care Facilities, and on several committees and working groups providing input to the United States Government on critical infrastructure protection; over his career he has made over 100 presentations at national and international conferences.

Pietrzak received his Doctor of Medicine from the University of Iowa School of Medicine and completed a residency in emergency medicine at Georgetown University Hospital.

**BONNIE R. SAKALLARIS, RN, MSN, CNEA-BC**

*Ms. Bonnie Sakallaris* joined the executive leadership team in January, 2008 as the Vice President for Outcomes Management. She is responsible for quality, outcomes analysis, risk management, infection control, ethics, spiritual care and clinical resource management. Sakallaris has been affiliated with Washington Hospital Center since 1981, serving in multiple clinical, administrative and consultative roles. Her extensive clinical and administrative experience includes expertise in critical care nursing, data analysis and benchmarking, and process improvement. Sakallaris has served as educator, clinical specialist and division director. She has experience as a chief nursing office in another major health system, and as a clinical consultant for APACHE Medical Systems.

Sakallaris has published extensively and presented nationally and internationally on clinical topics related to critical care, cardiovascular care and trauma resuscitation, as well as outcomes management, data analysis and professional mentoring. She received undergraduate degrees from Northeastern University and Boston University, and holds a graduate degree in nursing from the Catholic University of America. She is a member of the American Association of Critical Care Nurses, as well as the American Association of Nurse Executives.

**SCOTT A. SHAPPELL, PHD**

*Dr. Scott Shappell* is a tenured professor of Industrial Engineering at Clemson University. He is an internationally renowned expert and a highly sought after consultant and speaker in the fields of human factors, systems safety, error management, and accident investigation. Shappell is also the co-developer of the Human Factors Analysis and Classification System (HFACS), a method for investigating and analyzing the role of human error in aviation accidents that has been adopted by aviation organizations around the world.

Shappell formerly served as Human Factors Branch Chief at the U.S. Naval Safety Center and as a human factors accident investigation consultant for the Joint Service Safety Chiefs. Prior to the Naval Safety Center, he served as the Force Aerospace Psychologist for the Commander, Naval Air Forces, U.S. Atlantic Fleet. His work experiences also include serving as the Human Factors Research Branch Manager at the Civil Aerospace Medical Institute of the Federal Aviation



Administration in Oklahoma City, OK. He has published over 50 papers in the fields of human error analysis and accident investigation, workplace injuries, and fatigue.

Shappell is a Fellow of the Aerospace Medical Association and Past-president of the Aerospace Human Factors Association. He is a member of the American Psychological Association, the Human Factors and Ergonomics Society, and the Association for Aviation Psychology. In addition, he serves as a consulting/associate editor for the International Journal of Aviation Psychology; Aviation, Space and Environmental Medicine and is a regular peer reviewer for Military Psychology; Human Factors; Air Traffic Quarterly.

Shappell received a B.S. in psychology (1983) from Wright State University, Dayton, Ohio graduating Summa Cum Laude with honors in psychology. He followed with a Ph.D. in Neuroscience from the University of Texas, Medical Branch, Galveston, Texas in 1990.

### **MARK S. SMITH, MD, FACEP**

*Dr. Mark Smith* is director of the MedStar Institute for Innovation (MI2). In this role, Smith leads a system-wide initiative to foster and catalyze innovation at MedStar Health. In addition, Smith serves as the chairman of MedStar Emergency Physicians and is professor and chairman of emergency medicine at the Georgetown University School of Medicine.

Prior to his appointment as director of MI2, Dr. Smith served as chairman of emergency medicine at Washington Hospital Center for 14 years. Prior to that, he was chairman and professor of emergency medicine at the George Washington University Medical Center and director of its Ronald Reagan Institute of Emergency Medicine.

Smith received his Bachelor of Arts in mathematics, philosophy and psychology with highest honors from Swarthmore College and a master's degree in computer science from Stanford University. His medical degree is from Yale University School of Medicine. Smith completed an internship in medicine at George Washington University Medical Center and a residency in emergency medicine at Georgetown University Hospital. He is board certified in emergency medicine and is a fellow of the American College of Emergency Physicians.

Additionally, Smith is the director of the ER One Institute and the co-founder of Project ER One, Washington Hospital Center's initiative to develop the design concepts, features, and specifications for an all-risks ready emergency care facility, one that is optimized to manage the medical consequences of terrorism and mass casualty incidents. He is the co-creator of MedStar Health's innovative Azyxxi clinical information system and has authored numerous journal articles and presentations on emergency medicine and two textbooks in the field.

### **WILLIAM L. THOMAS, MD**

*Dr. William Thomas*, as executive vice president for Medical Affairs and Chief Medical Officer for MedStar Health, oversees the medical education, research, clinical quality initiatives, and risk management of the system, as well as overseeing the academic partnership with the Georgetown University School of Medicine and MedStar's other academic affiliations. He is a board certified general internist who held several academic and medical positions prior to joining Franklin Square Hospital Center in 1984 as chairman of the department of medicine and program director



for the internal medicine residency. He then served for eight years as its senior vice president for medical affairs, before being appointed senior vice president for Medical Affairs and Clinical Integration for Helix Health.

Thomas is currently a member of the Council on Graduate Medical Education. He is past president of the board of the Alliance of Independent Academic Medical Centers, and has chaired the American Hospital Association's Coordinating Committee on Medical Education. In addition, he has been on the faculties of both Johns Hopkins University School of Medicine and the University of Maryland School of Medicine. Thomas is also a Fellow in the American College of Physicians, and holds memberships and board seats with numerous professional organizations.

Thomas received a bachelor's degree from Duke University and his Doctor of Medicine from the University of Connecticut, with post-graduate training in internal medicine at Upstate Medical Center in Syracuse and University of Connecticut hospitals.

**EDMUND A. TORI, DO**

*Dr. Edmund Tori* is the Medical Director of the Cardiovascular Step-Down Unit at Union Memorial Hospital (UMH) in Baltimore, MD where he also recently founded a Heart Failure Unit; as a member of the MedStar Institute for Innovation (MI2), Dr. Tori serves as Director of Presence where his responsibilities include strategic marketing and leveraging MI2's web presence to catalyze innovation throughout the MedStar Health system.

In addition to this work, Tori provides consulting on social media and internet marketing to physician practices. He runs several health care training, marketing, and humor websites, and as a father of five is publishing two children's books.

Tori completed his Doctorate in Osteopathic Medicine at the Philadelphia College of Osteopathic Medicine followed by a residency in internal medicine at UMH where he was both Chief Resident and Resident of the Year. He received his Bachelor of Arts in African Studies from Cornell University.