



MedStar Health

Revolutionizing surgical care **across Baltimore.**

Baltimore Integrated Surgery Department



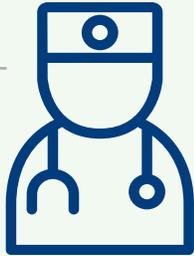
2020 annual report

Surgical Services **by the Numbers**

Our surgeons work in

76 operating suites, across the Baltimore Region.

259 physicians are part of the Baltimore Region's surgical team.



15,787 surgical cases were performed across the Region in FY20.

The organization made an investment of

\$80 million

to construct the new Surgical Pavilion at MedStar Franklin Square.

Community donors gave

\$16.7 million

to support the opening of the new Surgical Pavilion.



MedStar Health's surgical and oncology teams combined participated in **167** clinical trials in FY20.



Our residents hail from

9 states across the U.S. and



10 countries across the globe.

The program welcomed **11** guest lecturers for surgical Grand Rounds.

100% of our residents use



There are **153** Advanced Practice Providers working in our four hospitals.



Our faculty and residents published **9** manuscripts and **11** abstracts in 2020.



Collectively, our surgical residents have

15 pets





A Message from David E. Stein, MD, MHCM Chief of Surgery, Baltimore Region

What a year 2020 was! We are living through the most challenging period in our lifetime, yet the optimism and resilience displayed by our surgical team has been incredibly rewarding to see.

During my first few months at MedStar Health, I witnessed:

- Dr. Maggie Arnold shepherd our residency program through an ACGME site visit, allowing us to achieve full accreditation.
- Our team shift and adjust as COVID-19 cases spiked, resulting in a pause of elective surgical cases and redeployment of staff to help manage the influx of patients diagnosed with the virus.
- A fundamental change in how we interact with one another as the pandemic impacted so many lives in so many ways.
- A transition of surgical education into a virtual environment.
- The planning and implementation of algorithms to resume elective surgery in a safe manner.
- A commitment by our team to look inward to better understand systemic racism and its impact on people as civil unrest occurs in our country.
- The creation of a new Surgical Social Determinants of Health curriculum.
- The successful and on-time opening of a new, state-of-the-art Surgical Pavilion, despite various supply chain and personnel challenges due to the pandemic.
- Elevation of quality and safety initiatives for our Baltimore Integrated Surgery Program.

As challenging as 2020 was, the dedication, selflessness, and team-oriented approach displayed by our surgeons, residents, advanced practice clinicians, administrative teams, and associates has been incredible to behold. Together, we have problem solved and strived for excellence in patient care, every day. That is what we value most, and what this annual report is designed to spotlight.

Our vision is to become the premier clinical surgical program in the region. As said long ago by Vince Lombardi, "we continue to chase perfection in order to catch excellence." I am very thankful for the ability to work with so many resilient people, who are optimistic, focused, organized, flexible, and ready to take on the challenges, opportunities, and transitions that will continue to come our way.

Warm regards,

David E. Stein, MD, MHCM
Chief of Surgery, Baltimore Region
MedStar Health

Introducing the New Surgical Pavilion at MedStar Franklin Square

A State-of-the-Art Facility, Designed to Transform the Process of Surgical Care



Ten years ago, MedStar Health embarked on a multi-year, \$300 million investment, with a goal to create new, robust, spacious facilities to optimize the process of healthcare delivery for patients who turn to MedStar Franklin Square Medical Center. This commitment led to the construction and opening of a new patient tower as well as a new emergency department, marking key milestones in the modernization and transformation of the hospital campus. The construction of a new \$80 million Surgical Pavilion was slated to be completed in the final phase of this process, to centralize all surgical procedures under one roof. It would ultimately position MedStar Franklin Square as the place to turn for the latest, greatest, most advanced and sophisticated surgical care in the region.

“Our new Surgical Pavilion was designed and built to revolutionize surgical care, with features and functionalities that support what medicine looks like today, as well as how it will progress into the future,” said David Stein, MD, MedStar Health’s chief of surgery for the Baltimore Region. “It is packed with the most advanced, fully integrated technologies, opening a door for the most skilled and talented surgeons to provide the highest quality, most innovative care for their patients.”



The 82,000 square-foot, state-of-the-art facility officially opened its doors in August 2020, and is built to revolutionize the process of surgical care for patients and their families. Every detail was designed and built with patient experience and comfort in mind. It’s warm, welcoming, and inviting. It’s modern and sleek. And, it houses the latest, most innovative industry technologies,



allowing for the merge of science and medicine to take place on the MedStar Franklin Square Medical Center campus, every day.

"The opening of the new Surgical Pavilion has literally turned a vision into a reality," said Dr. Stein. "We've taken a big step in the right direction as we aim to become a destination for premier surgical care in Baltimore."



Key features and functionalities in our clinical space include:

- 14 spacious surgical suites, packed with the latest industry tools and technologies to optimize patient care, quality, and safety
- 1 "hybrid" operating room, featuring advanced imaging technology that allows an interventional pulmonologist, radiologist, and vascular surgeon to collaborate and multi-task during procedures
- 20+ Post Anesthesia Care Unit (PACU) bays
- State-of-the-art sterilization tools and processes
- Robust video systems, integrated in the operative suites to facilitate virtual training opportunities for the hospital's surgical residency program
- Multiple nursing stations, designed to support and accommodate multi-disciplinary collaboration among clinical providers
- Dedicated pre-admission and perioperative administration spaces
- Private consultation rooms
- 21 support spaces
- Registration areas designed to maximize patient privacy and maintain confidentiality

A Foundation to Build On

MedStar Good Samaritan and MedStar Union Memorial Stand as Landmarks for Surgical Excellence in Baltimore and Beyond



MedStar Union Memorial Hospital has been recognized as a training ground for surgical residents for more than 150 years. MedStar Good Samaritan Hospital opened its doors and initiated its training program many years later, but over time, the history and purpose of the two hospitals have become intertwined. Together, they deliver comprehensive care to both local community members as well as those who have opted to travel from afar to take advantage of the outstanding specialty treatment MedStar Health has become known for. From emergency care to designated centers of excellence in multiple surgical specialties, the range of services delivered by the institutions complement one another.

While the foundation of both MedStar Good Samaritan and MedStar Union Memorial hospitals is valuable and well respected, today's focus is redefining community surgical care for the future. The communities that have relied on these hospitals for decades, that know and trust "Good Sam" and "Union," expect and deserve continued progress in delivery of the latest, most advanced, and innovative medical care. Outstanding teams are in place to operate specialty care in areas such as the MedStar Heart & Vascular Institute, the Curtis National Hand Center, and the Wound Healing Center. As specialists are

added to progress care delivery approaches in endocrine surgery, colorectal surgery, acute care surgery, and surgical critical care, MedStar Health is simultaneously furthering its reach in the region.

"As we work to assure excellent general and specialty surgical care at all sites, our trainees and students will experience increased exposure to a wide variety of clinical cases," said Christian Jones, MD, chief of surgery at MedStar Good

Samaritan and MedStar Union Memorial. "Surgeons will see larger case volumes with a decrease in ancillary responsibilities. Patients will benefit from outstanding care that comes to them rather than being available only at subspecialty oases in the surgical desert."

Together, MedStar Good Samaritan and MedStar Union Memorial hospitals have a unique opportunity to deliver medical and surgical care in Baltimore and beyond.

"The many challenges met in the past, as well as the vision for the future, are important waypoints in the pursuit of excellence. We will continue to face each of them as they arise, as partners, as teammates, and as family," said Dr. Jones.



Spotlight: Center for Wound Healing, Hyperbaric Medicine, and Limb Salvage



The Center for Wound Healing, Hyperbaric Medicine, and Limb Salvage at MedStar Good Samaritan Hospital, in partnership with MedStar Georgetown University Hospital, provides patients with superior quality, safety, satisfaction, and the best possible outcomes for non-healing wounds. Among the specialized treatments offered: compression therapy, advanced wound dressings, and bioengineered skin substitutes. Additionally, the Center features four hyperbaric oxygen chambers to facilitate wound healing.

The Center staffs a team of limb specialists who offer the most advanced treatment options for people who suffer from diabetic-related neuropathy, fractures and other traumatic injuries, and foot deformities. Wound reconstruction and Charcot foot reconstruction is offered, as well as external fixation, a technique that leverages advanced computer technology to assist surgeons during reconstruction procedures.

"We work very efficiently as a multi-disciplinary team, which makes the care process more efficient for our patients and also goes a long way in improving their functional outcomes," said Dr. Zachary Martin, medical director of the program. "Our focus is on preventing limb loss and improving quality of life. Our healing and patient satisfaction rates are among the highest in the country."

On average, the Center is involved with care for anywhere between 20 to 40 patients who have been admitted to the hospital. An additional 35 to 50 are seen daily on an outpatient basis.

Perspective from a Patient



In October 2019, Greg Gates found out he had a diabetic ulcer under his toe. Through conversations with his care team, he learned that a diabetic foot ulcer can cause you to lose your leg. With that knowledge, he faced a difficult, critical decision: proceed with having his big toe on the left foot amputated, or risk the spread of infection. He played it safe, opting for the toe amputation as a way to salvage the limb. A multidisciplinary team of plastic, podiatric and vascular surgeons, along with hyperbaric medicine specialists, helped Greg achieve that goal.

"The team at MedStar Good Samaritan was outstanding. They made me feel like I was their only patient," said Greg. "With their guidance, I have learned so much and am now much more vigilant about managing my diabetes and making my health a priority."

Did You Know?

- More than 60% of all amputations involve diabetes
- Between 9-20% of ulcerations end in amputation
- Leg amputations carry a 75% five-year mortality rate
- Delays in care result in a 58% reduction in healing
- Amputation rates reduce 36-86% when a patient is treated by a limb salvage specialist

Advanced Practice Providers

A Critical Layer in Our Team-Based Approach to Surgical Care



MedStar Health's Baltimore Integrated Surgery Department is comprised of a multi-disciplinary team of clinical specialists - all of whom bring special knowledge,

skills, and talent to the table. One important layer in the program's team-based approach to surgical care is the Advanced Practice Provider (APP) group. They practice in hospitals, urgent care centers, and physician clinics, completely embedding themselves in the process of patient care. Collectively, they streamline procedures, fill gaps, maximize the patient experience, and play a crucial role in optimizing clinical outcomes. Additionally, they help foster an incredible environment of learning for residents.

"We have built a very strong, dynamic team that is there to step up when the pressure is rising," said Mark Small, PA-C, chief of the advanced practice surgery provider group, who is based out of MedStar Franklin Square. "Where we go and the type of patient care we provide can change daily, based on where there are shortages and where the greatest need for extra hands lies."

Maureen Cutting, PA-C, chief physician assistant for the department of surgery, who works at MedStar Good Samaritan Hospital and MedStar Union Memorial Hospital, agrees with that sentiment.

"Our APP team is very valuable because their skill set is synonymous with many other clinical providers," said Maureen. "They have been educated to manage a variety of medical pathologies and have a diverse skill set to work collaboratively with every member of the surgical team."

Longevity is a key theme for the APP team, too. Many providers have been part of MedStar Health long-term.

"We've worked hard to build a quality work environment where people feel welcome and valued," said Mark. "It makes a difference and explains why so many APPs come here and stay here."

What the APPs have to say...



"I've worked at MedStar Franklin Square for 35 years, covering the patient care units as well as the operating room. I get to rotate through all of the units where surgical patients are recovering, so there is great diversity in my day-to-day work. Every day is a new adventure. I enjoy collaborating with the subspecialists, nurses, and other staff. Everyone who works here plays a role in giving each patient the best possible, most complete care."

—Jeffry Long, PA-C



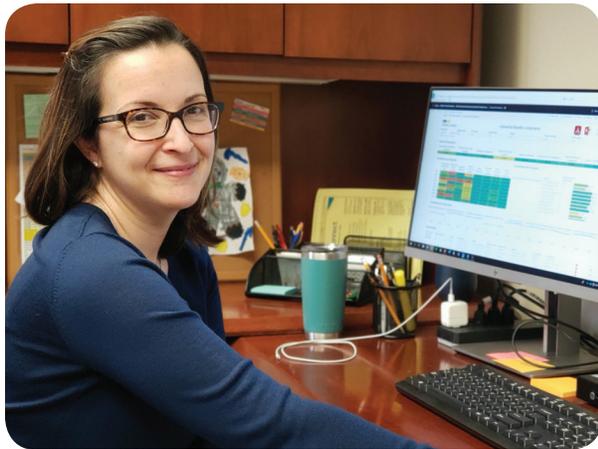
"APPs have an important job; they are an extension of the doctors they work with. I spend my time seeing patients, conducting consultations and exams, ordering and interpreting tests, and developing treatment plans. I also see patients pre- and post-operatively, and assist the surgeons during cases as needed. My scope and focus change often and that works well for me. I like spending my time supporting various services and working collaboratively with my team to make sure everyone, everywhere, has the coverage and support they need."

—Justin Waite, MHS, PA-C

Quality and Safety Tops the Priority List

Patient Experience, Clinical Outcomes, and Provider Efficiency Guide the Way

Surgeons who are part of the medical staff at MedStar Health share a common belief that to achieve excellence in surgical clinical care, the organization must continue to put patient safety first. Care plans must be tailored to individual patient goals, based on evidence-based practices, and informed by the most up-to-date developments in surgical care. Ultimately, care must be delivered in a way that is prompt, cost-effective, and readily available to every person in the community, without discrimination.



In line with that vision, the Baltimore Integrated Surgery Department has established aggressive goals, with agreement that continuous quality improvement is a long-term commitment. In 2020, colon and rectal surgeon Nicole Chaumont, MD, joined MedStar Health, appointed to the role of vice chair of quality, safety, and outcomes for the Baltimore Integrated Surgery Department. Her vision is to celebrate and support quality and safety initiatives that are already in place and producing effective results, while also adopting new best practices to help the department of surgery grow and evolve.

"Relocating across state lines amidst the pandemic with my family was quite an experience and one that I will not forget," said Dr. Chaumont. "But I was motivated. With this big move came an opportunity to join a department with a vision

I believe in—to provide the best surgical care available in the Baltimore region."

Dr. Chaumont's initial focus has been to understand the current quality and safety environment at each affiliated MedStar Health hospital in the Baltimore region, and how the Integrated Surgery Department can be a positive contributor to each hospital's quality and safety programs. Her commitment to quality and safety as a top organizational priority has been embraced.

"This process has been both educational and inspiring," said Dr. Chaumont. "Across the system, the quality and safety teams have welcomed me, guided me, helped me understand current practices, and most importantly, answered my endless questions! The level of support I have received is tremendous and greatly appreciated."

Surgical residents have also proven themselves to be a valuable resource for the ongoing development of the quality and safety program. Residents collaborate with the department of surgery, MedStar Franklin Square's department of quality and safety, and the infection control team to identify opportunities for potential improvement within our current SSI Prevention Program. In addition, a process is currently underway to establish a resident-led, faculty-supported initiative to identify and organize further quality improvement initiatives throughout the region.

"I think we're primed to continue developing effective initiatives aimed at improving patient experience, clinical outcomes, and provider efficiency," said Dr. Chaumont. "Most importantly, I believe that no matter how good we get - as a team, as a hospital, and as a system - we can always find ways to be better. We are committed to finding opportunity and mustering up the courage to lead change."

A Recap of 2020 Surgical Education Activity

Perspective from Dr. Maggie Arnold



Surgical education went on a bit of a wild ride in 2019 and 2020. I was thrilled to join the program in fall 2019, right at the beginning of the program's recruiting season. We matched a great group of interns who hit the ground running.

In January 2020, we honored the life and work of Dr. Martin Luther King, Jr. by participating in a day of service throughout Baltimore. Our residents came together to clean up city streets, assemble care bags for homeless individuals, and cooked and served a meal with women in a transitional housing facility. It was a meaningful day, and really felt great to connect both with each other and with the Baltimore community.

Of course, alongside every major medical center across the United States, we faced many challenges with the onset of COVID-19 in March 2020. I am so proud of our residents and their response during this critical time. They worked hard, caring bravely and compassionately for patients with the most critical needs. Incredibly, the residents maintained a positive "can-do" attitude in the face of the biggest health crisis our country has seen in almost 100 years.

As they say, necessity is the mother of invention. In order to maintain our didactic program in the midst of the COVID-19 crisis, we transitioned to a virtual format, using Zoom. We achieved this with great success, and our virtual didactics program

continues to progress. We also held our first-ever virtual Mock Oral Exam. This was facilitated as a multi-institutional collaboration with faculty from Johns Hopkins University and Sinai Hospital. In addition, the ABS Certifying Examination was temporarily converted to a virtual format. We benefited, in that our mock orals using Zoom provided an even more accurate simulation of the true exam.



In June 2020, we extended well wishes to our graduating chiefs, Ali Darehzereshki, MD, Allison Estep, MD, and Jen Reid, MD, as they embarked on the next phase of their training adventures. Sadly, our traditional graduation celebration overlooking Baltimore's Inner Harbor could not be held, along with all other large gatherings. Once again, we turned to Zoom to celebrate our chiefs. It was a memorable evening, with lots of laughs and more than a few tears. Dr. Darehzereshki is currently a cardiothoracic surgery fellow at UCLA. Dr. Reid is at UCSF as a trauma critical care fellow. We were lucky enough to keep Dr. Estep around for another year; she is serving as our first mastery of surgery junior associate, and will soon pursue a fellowship in bariatric surgery at St. Luke's Hospital in Pennsylvania.

We welcomed our new interns in July 2020 and they too, have hit the ground running. Under the guidance of our chief residents, Dave Blitzer, MD, and Kristy Hawley, MD, we made a smooth transition. New this year, our residents were grouped into “houses” (think Harry Potter) and compete against each other to win prizes each month. The residents have really embraced the spirit of this engagement, and encouraging each other to out-score the other houses!



Regarding Grand Rounds: they too are conducted virtually. While we miss being able to convene in person, the virtual format has come with some positives, too. It's given us the ability to invite speakers from across the country to teach us about topics ranging from deep venous reconstruction to gender affirmation surgery, and pancreatic cancer, just to name a few. In addition, we have implemented two new educational series: the Surgical Social Determinants of Health (SDH) longitudinal curriculum, and the Healthcare Leadership Forum.



Lastly, we've added some incredible new providers to our educational leadership team. Leslie Rogers, EdD, is our new surgical educator. Monica Wang, PhD, is the co-director of our SDH curriculum. And Sheryl Matthews joined us from Hahnemann Hospital, as our new program coordinator.



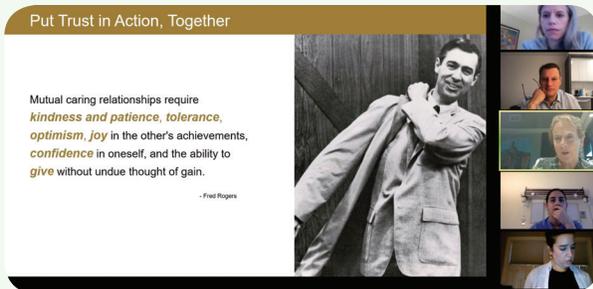
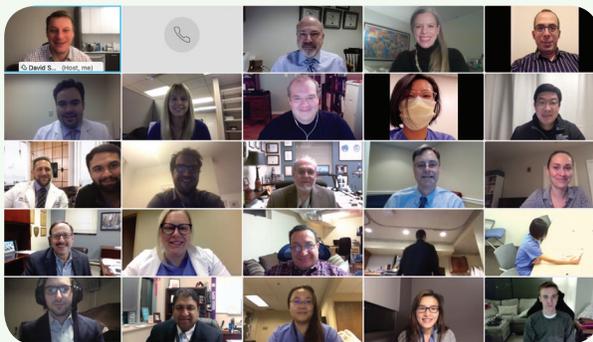
I'm so incredibly proud to be a member of this team. Clearly, in 2020 we faced and overcame many challenges through collaboration, innovation, and determination. I can't wait to see what 2021 has in store for our team.

Warm regards,

A handwritten signature in black ink, appearing to be "M. Arnold".

Maggie Arnold, MD
General Surgery Residency Program Director
Vascular Surgeon

Learning Goes On ... Using Virtual Tools



Under the leadership of Leslie Rogers, EdD, the Baltimore Integrated Surgery Department has developed and deployed a number of curricular and programmatic initiatives, providing both individual educational counseling and departmental professional development opportunities. The onset of COVID-19 has required creativity and a willingness to adapt, to allow learning opportunities to continue. Virtual tools were instrumental in making that happen.

A few initiatives that took priority were:

Didactics Curriculum and Instruction

Dr. Rogers and Maggie Arnold, MD, collaborated with other department leaders to revamp the didactics curriculum. Faculty and residents participated in training, applying case-based and active learning approaches. Dr. Rogers also delivered ongoing individual support to faculty and residents preparing instruction.

Feedback, Evaluation, and Mentoring

Dr. Rogers engaged faculty to gather feedback and mentoring perspectives, with a goal to foster improved communication and information sharing within the department. These sessions were part of a larger initiative focused on the improvement of educational protocols. A new structured mentoring program was also introduced to implement the SIMPL app for regular feedback.

Weekly Educational Resources

Dr. Rogers provided weekly educational resources to the department, concentrating on a range of topics including, but not limited to: study strategies, operative skills, presentation skills, wellness, social determinants of health, mentoring, and evaluation. Additionally, Dr. Rogers provided one-on-one academic and wellness counseling to residents. In group settings, she taught study and presentation skills. She also ran mock ABSITE exams and armed residents with tailored feedback for their study plans.

Introduction of the Healthcare Leadership Forum

It's no secret that today's healthcare environment is incredibly complex. In order to cultivate future leaders, the MedStar Baltimore Integrated Surgery Department launched the Healthcare Leadership Forum in fall 2020. The forum engages prominent healthcare leaders with both clinical and non-clinical backgrounds to discuss varied topics germane to the practice and progression of medicine. It unifies surgical faculty, medical colleagues from other disciplines, advanced practice clinicians, nurses, and residents to learn about the many challenges facing healthcare leaders, and the strategies they have used to manage and navigate them.

Speakers who participated this year included:



Julie A. Freischlag, MD, FACS, FRCSEd (Hon), DFSVS, is the chief executive officer of Wake Forest Baptist Health, dean of Wake Forest School of Medicine, and chief academic officer of the Atrium Health Enterprise. Her national leadership includes serving as a former governor and secretary of the Board of Governors and a regent and past chair of the Board of Regents of the American College of Surgeons. She is the past president of the Society for Vascular Surgery and the Society for Vascular Surgery Foundation, and past president of the Association of VA Surgeons and the Society of Surgical Chairs. Dr. Freischlag presented on October 2, 2020.



Daniel Carey, MD, MHCM, serves as the Secretary of Health and Human Resources for the Commonwealth of Virginia. Prior to this role he served as the Senior Vice President and Chief Medical Officer at Centra, where his responsibilities included information technology services, patient quality and safety efforts and performance improvement initiatives. Dr. Carey presented on December 18, 2020.

In 2021, we look forward to hearing from the following speakers:



Benjamin Schwartz, MD, MHCM serves as the senior vice president and regional physician executive for Northwell Health's Eastern Region. As the region's key physician executive, he works to optimize ambulatory operations, improve patient experiences and assist with overall clinical strategy. He also serves as the Chair of Obstetrics and Gynecology at Southside Hospital in New York.



Shlomit Schaal, MD, PhD, MHCM, serves as President of the University of Massachusetts Medical Group and Professor and Chair of the Department of Ophthalmology & Visual Sciences at the University of Massachusetts Medical School. In addition, she serves as adjunct faculty at Harvard's T. H. Chan School of Public Health. Dr. Schaal is responsible for the provision of all medical services delivered through the Medical Group's over 1,100 physicians.

Training the Next Generation of Surgeons Using Simulation



As surgical technology and the breadth of training continue to expand, residents require a safe place outside of the operating room to develop and practice their technical skills. Surgical simulation delivers a platform to accomplish exactly that.

“With great advancements in surgical simulation, we are now able to recreate experiences in the operating room that can then be applied to patients once a technique has safely been mastered,” said David Lisle, MD.

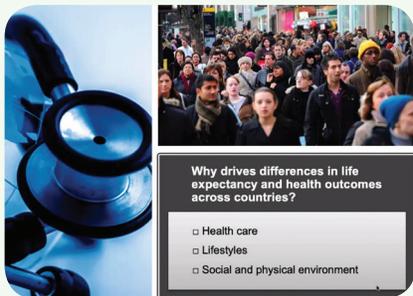
The simulation curriculum for the MedStar Baltimore Surgery Residency Program is state-of-the-art, with a robust curriculum.

Using the SiTEL training facility at MedStar Harbor Hospital, residents have access to cutting-edge surgical simulators. Simulations range from basic models of central line and arterial line placement to complex procedures including open thoracotomies, simulated traumas, and open AAA repair. Residents also have access to the skills training programs of Fundamentals of Laparoscopic Surgery (FLS) and Fundamentals of Endoscopic Surgery (FES).

Additionally, the new Surgical Pavilion at MedStar Franklin Square houses a daVinci Robotic Virtual Trainer, which allows residents to master basic skills and movements on the surgical robot.

“These simulation resources allow us to elevate skill development for our surgeons in training as well as pursue our goal of being the premier clinical destination in Baltimore,” said Dr. Lisle.

On a Mission to Resolve Social Determinants of Health



In June 2020, Monica Wang, PhD, Maggie Arnold, MD, and Leslie Rogers, EdD, teamed up to develop, implement, and evaluate a longitudinal educational initiative focused on Social Determinants of Health (SDH) and health care disparities.

As co-director of the initiative, Dr. Wang facilitates quarterly interactive Grand Rounds, with corresponding research-focused consultations to faculty and residents. Each concentrates on a different SDH concept, such as socioeconomic status, race/ethnicity, neighborhoods, job stress, and social connections. In

collaboration with Drs. Arnold and Rogers, Dr. Wang guides resident teams as they develop and execute research projects that address SDH issues relevant to specific patient populations.

Learning objectives for the two-year curriculum include:

1. Understanding social determinants of health and underlying drivers of health care disparities, including how these issues affect patients in a medium-sized urban center.
2. Investigation of potential areas for enhancing patient care based on knowledge gained through the curriculum.
3. Implementation of a strategy or research study based on the results of the investigation to improve patient care.

Faculty Directory



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For a complete list of surgeons, please visit [MedStarHealth.org/mhs/find-a-doc](https://www.MedStarHealth.org/mhs/find-a-doc).



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