PATIENT CARE

- Forty-nine Department of Medicine full-time faculty members were recognized as "Top Doctors" by Castle Connolly Medical Ltd. and Cleveland Magazine.

- Ambulatory visits increased by six percent while acute care visits increased by 10 percent, exemplifying clinical growth and enhanced recognition of the departmental faculty.

- Our high-reliability medicine initiatives as well as faculty’s dedication to quality have resulted in increased patient satisfaction rates and financial success.

- First available appointment wait time was reduced by 62 percent, dramatically improving the accessibility to health care for patients and their families.

- The annual Medicine Quality Summit built upon past successes and brought together a broad cross-section of providers with a focus on clinical integration and high-quality standardized care.

RESEARCH

- Awarded funds to the departmental faculty, including the University Hospitals Seidman Cancer Center, exceeded $67 million.

- Fifty percent of all research awards involved collaborations with other departments or institutions, signifying the department’s dedication to push the boundaries of scientific breakthroughs by creating and sustaining dynamic partnerships.

- Research awards favored competitive and prestigious national venues with nearly 71 percent coming from federal sources.

- Research activities of departmental trainees expanded significantly, reflected by the growing success of the Harrington Physician-Scientist pathway and record number of residents and fellows presenting original research at national meetings.

EDUCATION

- Departmental and divisional Grand Rounds included an impressive lineup of talented local faculty members and recognized national thought leaders, presenting innovative clinical techniques and latest scientific findings.

- The Internal Medicine Residency program initiated a new coaching program for all interns complementing existing mentorship and academic advising programs. The coaching program focuses on personal development, identity formation and wellness.

- Applications to the department’s training programs grew 10 percent across the board, reflecting the expanding national profile of training opportunities at University Hospitals Cleveland Medical Center and the Louis Stokes Cleveland VA Medical Center.

- The Internal Medicine Residency program achieved a 100 percent pass rate on the 2015 American Board of Internal Medicine certifying exam.
In 2015–2016, the department again sponsored strong intramural research-related initiatives. Three additional Team Science Challenge grants were awarded to departmental faculty (Alvin Schmaier, MD, and Marvin Nieman, PhD; Donald Anthony, MD, PhD, and Saba Valadkhan, MD, PhD; Shigemi Matsuyama, PhD, Richard Zigmond, DVM, PhD, and David Wald, MD, PhD) to stimulate interdisciplinary translational research between divisions and departments. Over 150 faculty and trainees attended the sixth annual Department of Medicine Research Day, and our residents, fellows, graduate students and postdoctoral investigators presented over 100 posters.

The Harrington Discovery Institute at University Hospitals in Cleveland, Ohio—part of The Harrington Project for Discovery & Development—continued to expand by supporting 60 physician-scientist research programs across the nation, including investigators at Case Western Reserve University. The institute solidified high-impact relationships with the Alzheimer’s Drug Discovery Foundation and the Foundation Fighting Blindness, while further strengthening ties with the University of Oxford. In partnership with the American Society of Clinical Investigation, the third Harrington Prize for Innovation in Medicine was awarded in 2015, garnering national attention as a mark of innovation and creativity.

The department’s clinical programs continue to grow in both volume and quality. Our faculty members admitted over 20,000 patients and provided nearly 200,000 physician service visits between University Hospitals Health System and the Louis Stokes Cleveland VA Medical Center. There is more emphasis on clinical program development, recruitment and alignment of faculty in University Hospitals Medical Group (faculty) and University Hospitals Medical Practices (community physicians). Patient services volume per physician, as measured by Medicare’s relative value unit system, increased on average by 8 percent to 81 percent. Increasing focus is placed on patient experience, and high-reliability medicine will be one of the major points of emphasis in the next academic year.

Forty-nine of our full-time faculty members were awarded “Top Doctor” status by Cleveland Magazine in 2016. The fifth annual Medicine Quality Summit was held in September 2015 and built upon the successes of previous summits with a focus on quality metrics and contemporary health care reform topics. Our clinical activities will be led by Rajesh Chandra, MD, in his new role as Vice Chair for Clinical Affairs & Transformation. The department, along with our Quality Institute, is highly involved in major quality initiatives at the programmatic, physician and trainee levels.
Our educational programs remain enormously robust and are strongly supported by our faculty. The 2016 match was again highly successful with a substantial increase in total applications. This academic year marked the third wave of residents admitted to our enhanced and successful Harrington pathway to fast-track into the ACGME-endorsed program for physician-scientists. This year also marked the strongest subspecialty match ever. University Hospitals Cleveland Medical Center remained by a wide margin the top choice for our medical students completing internal medicine acting internships. Our full-time faculty members continue to provide nearly 30 percent of the total teaching time at Case Western Reserve University School of Medicine. Three additional medicine faculty members were selected as Master Clinician Educators in the spring of 2016 (Keith Armitage, MD; Karen Horowitz, MD; and Arthur Halle, MD). This list, developed over five years, truly represents our department’s clinical and educational Hall of Fame.

In the next academic year, we have plans to enhance the mentoring programs for young faculty as well as increase our activities in the recruitment of women and minorities among our faculty and trainees. In addition, we plan to establish new high-level priorities in the clinical and research realms of diabetes, obesity, bone disease, hypertension, adult asthma, cystic fibrosis, congenital heart disease, end-stage renal disease, and respiratory health in conjunction with the development of the Respiratory Health Institute (COPD, ICU and sleep medicine), as well as focus on our strengths in cancer, cardiovascular medicine, infectious diseases, gastroenterology and liver diseases. To enhance our programs in diversity and faculty development, Usha Steifel, MD, led department-wide initiatives as Vice Chair for Diversity & Faculty Development. With the appointment of Marco Costa, MD, PhD, as President of the University Hospitals Harrington Heart & Vascular Institute as well as Chief Innovation Officer at University Hospitals, the department has significant opportunities to develop innovative clinical and research programs that will transform our institutions.

I invite you to become more familiar with our department by examining this report and by visiting our website at: medicine.case.edu.

It is my distinct honor and pleasure to lead our outstanding faculty, staff and trainees.

Respectfully,

Robert Salata, MD, FACP, FIDSA
Professor and Chairman
Department of Medicine
Case Western Reserve University
Physician-in-Chief
Master Clinician in Infectious Diseases
University Hospitals Cleveland Medical Center
The Division of Cardiovascular Medicine is focused on advancing clinical care through innovations to improve patient outcomes and enhance cardiovascular health every day.

Our patients benefit from the leading-edge advancements in transcatheter aortic valve replacement (TAVR), minimally invasive mitral valve repair, complex percutaneous coronary and peripheral vascular interventions, renal denervation, biodegradable stent therapies, left atrial appendage occlusion devices, atrial fibrillation and complex ventricular tachycardia ablations as well as the latest developments in cardiac and intravascular imaging and onco-cardiology treatments. Preventive cardiovascular patient care remains the hallmark of the division along with holistic care provided through cardiopulmonary rehabilitation. Our advanced heart failure team offers excellent care for patients with left ventricular assist devices and heart transplantation. These clinical efforts position the Division of Cardiovascular Medicine as a premier health hub in Northeast Ohio.

The division’s search for novel cardiovascular therapies never stops. The Case Cardiovascular Research Institute (CCRI) is the research discovery arm of the University Hospitals Harrington Heart & Vascular Institute that attracts some of the most prominent cardiovascular experts in the world. With research activities spanning from pediatrics to adult cardiovascular medicine, the CCRI is at the forefront of leading-edge discovery. The institute consists of 60 faculty and staff and is supported by robust funding at the R, K and F levels. Major scientific accomplishments over the past year include elucidation of a novel molecular regulator involved in aortic aneurysm formation; new pathways governing cardiac metabolism and heart failure; insights into the pathogenesis of rheumatic heart disease and HIV-associated cardiovascular disease; signaling and transcriptional pathways controlling vascular reactivity and blood pressure; and circadian control of nutrient absorption and utilization. Currently patients have access to more than 90 clinical trials that offer the latest breakthrough therapies for cardiovascular disease.

UH Harrington Heart & Vascular Institute is committed to physician and community educational activities. Our faculty members offer training through the annual Cardiovascular Disease Update CME, Vascular Disease Update CME and Cardiovascular Nursing Symposium, as well as ongoing EMS seminars and round table discussions with area practices. Due to our designation as a Center of Excellence, our renowned experts have taught novel techniques to many physicians in the field, including those for Stereotaxis Robotic Navigation for electrophysiology applications, St. Jude/LightLabs Optical Coherence Tomography (OCT) and Toshiba for 3-D echocardiography, which offer patients diagnostic and therapeutic options that are virtually unique to our institution.

With one of the most impressive programs in the country, the speakers invited to present at our Grand Rounds are nationally and internationally recognized thought leaders in their area of expertise. Our programs are free, open to all health care providers and trainees, and recorded for on-demand viewing. Interactive patient-oriented seminars are offered periodically for conditions such as heart failure and atrial fibrillation.

Our division’s fellowships are thriving with engaged and dedicated faculty members mentoring and leading outstanding trainees who join our programs from top institutions throughout the country. The outstanding performance of our fellows who are trained in the latest cardiovascular therapies using state-of-the-art technologies is not only recognized internally, but also celebrated by national organizations with notable awards presented by the Heart Rhythm Society.
The Division of Clinical & Molecular Endocrinology continues its legacy of providing outstanding individualized, specialty-focused medical care for our patients, advancing the knowledge in the subspecialty through basic and clinical research and also educating the next generation of leaders in the field.

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The academic contributions and achievements of the division have been nationally and internationally recognized over the years for their rich content and strong impact, and they encompass several disciplines within the subspecialty including diabetes mellitus, thyroid, adrenal and pituitary diseases. Over the past five decades, our faculty members have had leading roles in initiating, designing and conducting landmark National Institutes of Health-supported studies that culminated in setting the standards for the care of patients with endocrine disorders such as diabetes. Alongside these clinical investigations, basic research studies are being conducted to examine the mechanisms involved in diabetes complications and explore potential treatment options for them. The research studies conducted recently by our faculty were first in the literature to offer a critical appraisal of the alterations in endocrine function during critical illness. Latter studies originating from the division have resulted in major shifts in the approach of investigating, assessing and managing adrenal function in critically ill patients.

The division prides itself on having a highly motivated team of physicians, scientists, trainees, nurses and nurse practitioners working synchronously to achieve our clinical goals. Our faculty members offer nationally and internationally recognized expertise in practically all disciplines of the subspecialty. A unique attribute of our faculty is that many have secondary appointments in basic science departments such as biochemistry and pharmacology. This unique characteristic has promoted and strengthened the high level of collaborations and served as an outstanding foundation for advancing basic and multidisciplinary translational research projects. Our clinical faculty members have also established close collaborations with other departments within the institution such as neurological surgery; general surgery; ear, nose and throat; and ophthalmology. These close working relationships resulted in the improvement of integrated clinical activity and seamless patient care.

“THE DIVISION PRIDES ITSELF ON HAVING A HIGHLY MOTIVATED TEAM OF PHYSICIANS, SCIENTISTS, TRAINEES, NURSES AND NURSE PRACTITIONERS WORKING SYNCHRONOUSLY TO ACHIEVE OUR CLINICAL GOALS.”
The past academic year has continued to define the Division of Gastroenterology & Liver Disease as an international leader in clinical research, education and community service.

Our top programs — including the Cleveland Digestive Diseases Research Core Center, Program Project Grant: Innate Immunity and Experimental Crohn’s Disease, Barrett’s Esophagus Translational Research Network (BETRNet), Research Center, and the Lansing C. Hoskins Education and Research Fund — continue to flourish with important accomplishments, publications and funding of new projects.

The division continues to be successful in large, multidisciplinary National Institutes of Health grants, leading the research initiatives of the division through the following projects:

- Digestive diseases and metabolism: P30 Center (PI: Fabio Cominelli, MD, PhD)
- Inflammatory bowel disease: P01, R01 (PI: Fabio Cominelli, MD, PhD)
- Barrett’s esophagus: U54 (PI: Amitabh Chak, MD)
- Gastrointestinal cancers: P50 (Co-PI: Amitabh Chak, MD)
- Alcohol and tissue injury from mechanisms to treatments: P50 (Co-I: Pierre Gholam, MD)
- Stent versus indomethacin for preventing post-ERCP pancreatitis: the SVI Trial (Co-I: Amitabh Chak, MD)
- Education and training: T32 (PI: Fabio Cominelli, MD, PhD)
- Esophageal cancer outcomes: ACG CDA (PI: Linda Cummings, MD)
- Adipose stem cells and Crohn’s disease: DoD PRMMP Discovery award (PI: Maneesh Dave, MD)
- Mesenchymal stem cells and experimental ileitis: CCFA CDA (PI: Maneesh Dave, MD)

Our division’s clinical activity remains highly productive, providing integrated care within the primary and secondary markets, which have further expanded the development of our clinical programs to the east and west sides of Cleveland. The recent recruitment of two nurse practitioners as advanced practice providers will increase our access to patients with gastroenterology and liver diseases at the main campus as well as at satellite facilities.

The fully renovated UH Cleveland Medical Center Endoscopy unit is scheduled to be completed in December 2016. The new unit will offer a larger waiting room, additional prep and recovery bays to improve throughput, and larger procedure rooms furnished with state-of-the-art equipment to improve the overall experience for both health care providers and patients.

The Lansing C. Hoskins Education and Research Fund provides support to the Division of Gastroenterology & Liver Disease to assist talented fellows and junior faculty members to pursue and develop innovative, original ideas that hold promise for the advancement of knowledge, treatment and prevention of digestive diseases. This year we funded two pilot projects headed by two of our gastroenterology fellows that promise to deliver exceptional results. We look forward to pursuing excellence in all areas of the departmental mission and strive to provide state-of-the-art care for patients with digestive diseases, while remaining inquisitive researchers and educational innovators.

“We look forward to pursuing excellence in all areas of the departmental mission and strive to provide state-of-the-art care for patients with digestive diseases, while remaining inquisitive researchers and educational innovators.”
The Division of General Internal Medicine had another productive year marked with notable accomplishments in education, research and patient care.

At UH Cleveland Medical Center, our hospitalist faculty led one of the system’s first High Reliability Medicine projects that focused on developing a standardized approach to the early recognition and timely management of sepsis across the hospital system. The success of this quality improvement initiative spurred a second high-impact project addressing patient throughput at UH Cleveland Medical Center that is currently underway, led by the division’s hospitalist leadership. The Hospitalist program continues to expand at both UH Cleveland Medical Center and the Louis Stokes Cleveland VA Medical Center and currently employs 33 hospitalists. This expansion has facilitated the engagement of hospitalists in academic pursuits including three now serving as Associate Program Directors for the Internal Medicine Residency program and one serving as Chair of the Intern Selection Committee. Our hospitalists working at the Louis Stokes Cleveland VA Medical Center have also taken on leading roles in the national VA Center of Innovations program that looks to export best practices with a multidisciplinary approach to other facilities.

Under the Medical Clerkship program led by our faculty, this year two Case Western Reserve University School of Medicine students’ case reports were ranked in the top 10 nationally and were selected for presentation at the American College of Physicians annual meeting in Washington, DC.

In 2015, the Douglas Moore Residents’ Clinic at UH Cleveland Medical Center started morning clinics to accommodate additional residents into the practice and now serves as the main primary care educational clinic site for our residency program. It has also established a Post-Hospital Discharge Follow-Up Clinic that provides scheduled follow-up appointments within one or two weeks of discharge to any patient with immediate clinical follow-up needs.

The Louis Stokes Cleveland VA Medical Center Primary Care Clinic welcomed a new medical director this year, resulting in the expansion of services, including the introduction of a new Multidisciplinary Transgender Clinic and implementation of alternative medicine with the Wade Park Acupuncture Clinic. The clinic remains actively involved in residency education in both the traditional and Center of Excellence models, with the center producing its third graduating class of residents this year. It also saw the development of the Musculoskeletal Project, which emphasized collaboration among orthopaedics, rheumatology, physical medicine and rehabilitation as well as primary care services to systematically evaluate patients with nonoperative arthritis symptoms to ensure the use of standardized conservative measures before referring for joint replacement. The Louis Stokes Cleveland VA Medical Center Women’s Health Clinic successfully procured breast care navigation certification for several staff members to ensure that their patients receive timely, efficient and clinically relevant care by utilizing the VA breast health registry. The Louis Stokes Cleveland VA Medical Center Emergency Department has recruited an Associate Director for Emergency Medicine and recently succeeded in decreasing its “door-to-doc” time to meet the national benchmark of 35 minutes.

Our faculty members are proud of their contributions to the medical community as clinician-educators and remain committed to providing high-quality care and effective medical training.

"THE DIVISION OF GENERAL INTERNAL MEDICINE SEEKS TO PROVIDE COMPREHENSIVE PATIENT CARE WHILE PURSUING CLINICAL INQUIRY AND TEACHING IN A STIMULATING ACADEMIC ENVIRONMENT."
We share faculty for educational activities across Northeast Ohio, including MetroHealth, Summa Health System and the Cleveland Clinic Foundation. Our clinical programs continue to experience growth and provide excellent services to our communities. In the past year, we have added four faculty members to our ranks at University Hospitals (Mriganka Singh, MD; Jennifer Savoca, MD; Elie Saade, MD; and William Schwab, MD, PhD) as well as one faculty member at the Louis Stokes Cleveland VA Medical Center (Ekundayo Bolaji, MD). Our nurse practitioner support expanded in palliative care to include Debbie Dubeansky, CNP; Emily Sopko, CNP; Hilary Applequist, CNP; and Josie George, CNP. This past year we have added skilled care services at Judson Park, expanded the support through nurse practitioners to house calls, initiated support for geriatrics and house calls at Jewish Family Services and launched a pilot program for geriatrics-surgical comanagement. The program to prevent incident delirium (PRIDE) has continued to mature and is now being piloted at the community hospital in Bedford. The PACE program has also grown and moved to a new setting in Bedford. The clinic has expanded its collaboration with the neurology program colocated with our program at University Hospitals Foley ElderHealth Center.

Our faculty members are in the spotlight for quality improvement and research, and our leadership is consistently recognized through national rankings. Our research initiatives are supported through the VA, NIH, Agency for Healthcare Research and Quality, Sanofi and the McGregor Foundation as well as AmeriCorps and ServeOhio. Over the past year, the division produced over two dozen publications from our programs, in addition to many abstracts presented at national meetings. Both the Louis Stokes Cleveland VA Medical Center and UH programs have led quality improvement work and shared their accomplishments and insights through publications on delirium reduction, antibiotic stewardship and Clostridium difficile infection, readmissions reduction, team-based management, urinary incontinence, influenza immunology and vaccine work, vitamin D, dementia care, benign prostatic hyperplasia and urinary retention, urinary incontinence in prostate cancer patients, and several molecular-based studies related to bacteria resistance, detection and treatment. The findings presented in these publications have improved clinical care locally and advanced science nationally, raising the bar for compassionate care for older patients.

The curiosity and dedication our faculty members share to find novel clinical treatments are driven by the commitment to pass the knowledge to the younger generation of physicians training in the department. Our educational programs not only teach key principles of geriatric care but also cultivate leadership skills among trainees to positively influence patient safety and quality.
The overall goal of the Division of Hematology & Oncology is to advance the field through clinical and basic research while providing innovative, leading-edge clinical care and training for the next generation of leaders in the specialty. Our faculty include physician-scientists, PhDs conducting laboratory research, clinical researchers and clinical members focused on patient care and teaching. We provide patient care and teaching at UH Cleveland Medical Center on the Case Western Reserve University campus and at the nearby Louis Stokes Cleveland VA Medical Center. We also bring high-quality care and innovative clinical trials to communities throughout Northeast Ohio through our well-integrated regional practice network. Divisional faculty serve in a variety of national positions, including National Cancer Institute (NCI) Board of Scientific Counselors (Sanford Markowitz, MD, PhD); NCI Board of Scientific Advisors (Stanton Gerson, MD); American Association of Cancer Institutes (President-elect, Stanton Gerson, MD); NCI GI Steering Committee (Chair, Neal Meropol, MD); and American Society of Clinical Oncology (ASCO) Board of Directors (Neal Meropol, MD).

The division is closely aligned with University Hospitals Seidman Cancer Center, a member of the NCI-designated Case Comprehensive Cancer Center, and our faculty play key roles in the center’s research and clinical activities. This year, 18 of our division members were recognized as “Top Doctors” by Cleveland Magazine. We are also a member of the National Comprehensive Cancer Network, an elite group of the nation’s top cancer centers that work together to develop effective clinical pathways recognized worldwide. We are proud of several new key initiatives that took center stage in 2015–2016. We have become a vanguard member of the American Society of Clinical Oncology (ASCO) CancerLinQ program, the first academic medical center to join this nationwide data aggregation rapid learning system to inform cancer care locally and beyond. A five-year investment in substantial growth of our early-phase clinical trials program was initiated in 2016. A notable recruitment to our ranks was Richard Lee, MD, the inaugural Parker Hannifin-Helen Moss Cancer Research Foundation Professor of Integrative Oncology. Three faculty members (Evi Stavrou, MD; Marcos de Lima, MD; and Richard Lee, MD) received endowed professorships.

New federal and major foundation grants highlight the spectrum of our research activities. These include:

- Targeting PKM2-InsP3R interaction to treat acute myeloid leukemia
- RUNX1T1 amplification to induce small cell cancer
- Standardized monitoring of cellular adhesion to improve clinical care in sickle cell disease
- Interpreting the mutational signature of African-American colon cancer
- UM1 grant to join the NCI Experimental Therapeutics Clinical Trials Network
- Reducing functional health disparities among older breast cancer survivors

The division has an ACGME-accredited Hematology & Oncology Fellowship program in addition to training medical students, basic science graduate students, postgraduate researchers and residents. Divisional faculty also oversee an NCI-funded K12 training program for clinical investigators, and an NCI-sponsored T32 cancer biology training program. In the past year, our fellows were recipients of highly competitive awards from the American Society of Hematology and Conquer Cancer Foundation of the ASCO. Our strong commitment to training includes participation of several faculty members as mentors for the annual American Association of Clinical Research/American Society of Clinical Oncology Cancer Clinical Trials workshop.
The research programs in the Division of Infectious Diseases & HIV Medicine continue to build on the long-standing strengths in HIV/AIDS, tuberculosis, antimicrobial resistance, geriatric and nosocomial infectious diseases. Uganda remains the major focus of the division for conducting international research with extensions into South Africa, the Philippines and Latin America. Notably, the research funding for 2015–2016 increased by 11 percent, totaling $14.3 million, with National Institutes of Health accounting for the majority of the support. Research diversification has led to obtaining funding from the Centers for Disease Control for Tuberculosis clinical trials, the Bill & Melinda Gates Foundation and Fogarty International Center for research on resistance to latent M. tuberculosis infection. With the help of the Richard J. Fasenmyer Foundation, Pathogens and Immunity, a new journal on host-pathogen interactions (Michael Lederman, MD, Editor-in-Chief), was launched. The AIDS Clinical Trials Unit and Phase I Infectious Diseases Clinical Trials unit continue to be important resources with national reputations showcasing the work of our faculty aimed at designing and implementing promising treatment options for patients. As for our young faculty, pilot project funding from the STERIS Foundation remains an important resource for the advancement of their scientific paths. Plans are underway to recruit talented research faculty members for existing programs to thrive and new programs to develop. The division’s outpatient activities encompass general infectious diseases, HIV/AIDS, travel medicine and transplant-related infections. Overall, the clinical productivity of the division has remained at the 90th percentile. The Carpenter service at UH Cleveland Medical Center admits more than 100 patients a month. In addition, the infectious diseases consult services have grown to 150–200 consults per month. The division is currently recruiting clinical faculty members to develop a new program in infectious diseases of the immune compromised host with a focus on stem cell and organ transplantation. Our community-based practice continues to expand at University Hospitals Ahuja Medical Center and University Hospitals Richmond Medical Center, a campus of UH Regional Hospitals. A generous donation by Roe Green allows the Roe Green Center for Travel Medicine to offer targeted support for facilities, programs, training, research and educational activities in international health, as well as provide support for Master Clinician awards for Robert Salata, MD, FACP, FIDSA, and Keith Armitage, MD. The division's faculty members are actively engaged in second-year medical school teaching in microbiology and antimicrobials, while supervising PhD and MD-PhD students in laboratories or serving on thesis committees. Talented medical students, mentored by the division's faculty members, are undertaking prominent research projects in Asia, Africa and South America. Our faculty members are also dedicated to transferring their clinical knowledge and therapeutic skills by teaching residents and fellows. Our fellowship program is thriving with ambitious current fellows participating in coursework toward master’s degrees in public health in addition to their clinical and research work. The dedication of our fellows to push the boundaries of professional growth ensures the progress of our division with the advancement of our specialty in new and meaningful ways.
The Division of Nephrology & Hypertension excels in renal replacement therapy, providing care to more than 400 hemodialysis patients throughout Northeast Ohio. The division’s faculty members play leading roles in kidney and pancreas transplant programs at University Hospitals Transplant Institute, including active participation in an outreach clinic that provides services for the evaluation of potential transplant recipients in Akron, Ohio.

The division provides major leadership for key NIH-sponsored multicenter research trials including the African-American Study of Kidney Disease and Hypertension (AASK), the Chronic Renal Insufficiency Cohort (CRIC) – a study focusing on uremic toxins and factors that influence the progression of chronic kidney disease – and the NIH-sponsored Systolic Blood Pressure Intervention Trial (SPRINT). UH Cleveland Medical Center is a leading participant in a multicenter consortium enrolling patients in the NIH’s Clinical Trial in Organ Transplant initiative, evaluating the utility of noninvasive immune monitoring tests to facilitate individualization of immunosuppression in kidney transplant recipients. Donald Hricik, MD, serves as Protocol Chair of the CTOT-19 study, a randomized trial of anti-TNF antibody therapy in kidney transplant recipients. The division’s members also hold prominent roles in scientific journals with Joshua Augustine, MD, appointed Associate Editor of the Clinical Transplantation Journal and Donald Hricik, MD, serving as Associate Editor of the Clinical Journal of the American Society of Nephrology.

In June 2016, the annual Transplant Olympics took place in Cleveland, Ohio, for the first time. These games demonstrate that organ transplant recipients can lead healthy, full lives and push themselves to train and successfully participate in competitive athletic events. Joshua Augustine, MD, offered additional support for this important initiative by serving on the organizing committee for this year’s games. This unique connection to patients and opportunity to celebrate their accomplishments is very important for our clinicians who work tirelessly to improve their quality of life.

In addition to our strong clinical and research efforts, the division also has a successful training program for clinical nephrology fellows and an NIH grant for the training of physician-scientists. We are also accredited by the American Society of Transplantation to train fellows in transplant nephrology. Our trainees benefit from both bench and translational opportunities in a multidisciplinary environment encompassing the departments of medicine, pathology, physiology and biophysics. The ultimate goal of the division is to prepare tomorrow’s academic physicians, scientists and clinician-educators to continue our legacy.
The Division of Pulmonary, Critical Care & Sleep Medicine continues to expand its clinical services to patients and their families while placing high importance on quality outcomes.

Under the leadership of Rodney Folz, MD, PhD, the Medical Intensive Care Unit and blended Intensive Care Unit coverage throughout the system has expanded with University Hospitals Ahuja, Conneaut, and Geauga medical centers joining University Hospitals Bedford and Richmond medical centers, campuses of UH Regional Hospitals, and UH Cleveland Medical Center as being covered by University Hospitals providers.

The multidisciplinary programs encompassing lung health remain the cornerstone of success for our division and provide a full range of services from the diagnosis and management of common conditions to state-of-the-art distinguishing technologies to treat the most complex cases. Our clinical expertise includes lung nodules/cancer, cystic fibrosis, chronic obstructive pulmonary disease (COPD), asthma/emphysema, pulmonary hypertension, lung transplantation, sleep studies, pulmonary vascular disease, allergies, pulmonary rehabilitation, bronchoscopy and pulmonary function.

Over the past year, the program in neurostimulation has increased its presence with the development of a pathway for assessment and implantation of the hypoglossal nerve stimulation device (the Inspire System), being led by Kingman Strohl, MD, Colleen Lance, MD, and Mark Weidenbecher, MD. Carol Rosen, MD, and Krisite Ross, MD, are working on a second study highlighting the effects of adenotonsillectomy in childhood obstructive sleep apnea.

The division supports a broad-based research enterprise from basic to clinical and translational science, working collaboratively to develop novel therapeutic approaches for the treatment of pulmonary diseases. The division’s faculty members lead, support and participate in NIH, Department of Defense, academic and industry-sponsored research in multiple areas, including cystic fibrosis, acute respiratory distress syndrome, critical care data integration (Frank Jacono, MD), human immune signatures of dengue virus and mycobacterium tuberculosis exposure, residential air quality and COPD (Richard Silver, MD), asthma (Rodney Folz, MD, PhD), pulmonary hypertension, pneumonia, idiopathic pulmonary fibrosis (Robert Schilz, DO, PhD), sleep medicine neurobiology and obstructive sleep apnea (Kingman Strohl, MD).

The fellowship programs in Pulmonary/Critical Care as well as Sleep Medicine, under the direction of Steven Strausbaugh, MD, FCCP, and Kingman Strohl, MD, respectively, are designed for bright trainees focused on excelling in the subspecialties of pulmonary/critical care and sleep medicine. The core philosophy of our training is to cultivate talent and produce excellent clinicians and inquisitive researchers. The division is committed to advancing the careers of our fellows and inspiring them to become dedicated advocates for patients, building our presence in the community and growing our reputation as a national clinical leader.
The Division of Rheumatology is committed to providing patient-centered clinical services in the greater Northeast Ohio area and growing its reputation as a trusted provider for diagnosing and managing the most complicated cases in rheumatic diseases. The division has taken steps to increase the accessibility of care by opening add-on slots in all the faculty schedules and hiring a clinical nurse practitioner trained in the field of rheumatology and equipped to independently evaluate patients with rheumatic diseases. The Division of Rheumatology is actively involved in enhancing and growing cohesive relationships with rheumatologists across the entire hospital system, improving cooperation in care, research and education. Steps are currently being taken to decrease the number of waiting days for an appointment, improve the balance of referrals to all rheumatologists in the system and enhance educational sessions through the involvement of all specialists, increasing the exposure of seasoned practitioners with rich clinical experiences among young faculty and trainees.

The Division of Rheumatology develops effective treatments to challenging patient cases by spearheading studies aimed at identifying promising scientific discoveries and providing valuable insight into the mechanisms of rheumatic disorders. Presently all fellows and faculty are engaged in several IRB-approved or pending projects, including Sjögren’s syndrome and malignancy, and lupus (outcome of pregnancy and cardiac failure in lupus). Pending studies include B and T cell function in rheumatoid arthritis, suppression of MMP in cartilage in response to JAKs inhibitor Xeljans and TRegs function in lupus. The research initiatives of the division have resulted in over 20 original or review papers published by our faculty members over the past year. The scientific imprint of the division promises to grow even further as we collaborate with colleagues in a spectrum of musculoskeletal services such as orthopaedic surgery, physical and occupational rehabilitation, neurosciences and diagnostic radiology.

Seamless integration of education has been the hallmark of the division’s activities, as we mentor and train the next generation of academic leaders in rheumatology. Our competitive fellowship program offering four first-year positions attracted over 120 applicants this year. Fellows are trained as caring practitioners with an emphasis placed on practice-based learning, scientific inquiry and professionalism. Trainees are viewed as an essential part of the division as they play key roles in developing novel ideas and perspectives, thereby influencing the intellectual environment of the Division of Rheumatology. Three recent graduates have joined us in our academic practice as faculty members and will help us lead initiatives aimed at positioning the Division of Rheumatology as an innovative clinical and basic science research hub, a widely recognized center for outstanding patient care, and an unsurpassed training site for talented rheumatology specialists.
The Louis Stokes Cleveland VA Medical Center is a nationally recognized 1A facility that is committed to providing high-quality and timely medical care in outpatient, inpatient and long-term care facilities.

The five core values of the medical service are integrity, commitment, advocacy, respect and excellence (“I CARE”). We are committed to basing our practice on quality, safety and efficiency.

The clinical mission of the Louis Stokes Cleveland VA Medical Center remains paramount and unites multiple sections in the pursuit of clinical excellence. The General Internal Medicine Section encompasses comprehensive primary care services, inpatient hospital medicine and emergency care as well as a Center of Excellence in primary care and women’s health. The Cardiology Section continues to be a major referral center among the VA health care system and has an established program for Destination Therapy in Congestive Heart Failure. The Pulmonary, Critical Care and Sleep Medicine Section maintains nationally funded programs in ventilation mechanics, tuberculosis, allergy and sleep apnea. The Gastroenterology Section is leading the country in the establishment of evidence-based guidelines in the screening and treatment of hepatitis C patients. The Endocrinology Section provides innovative programs by offering the LEADER Trial, DEVOTE and GRADE research protocols to improve the care of patients suffering from diabetes. The Geriatrics Section is continuing services in a new state-of-art community living center and has research programs that address patient-centered care of the hospitalized elderly. The Infectious Diseases Section leads the research efforts in C. difficile, MRSA, HIV and resistant gram-negative bacteria.

Our recent research activities are characterized by enhanced emphasis on multi-investigator and translational/implementation projects. Our investigators possess VA Merit awards, NIH grants, awards in women’s health and enrollment of faculty in the VA Quality Scholars programs. The Louis Stokes Cleveland VA Medical Center is dedicated to maintaining its leadership role in medical education and research. This year was marked by an outstanding array of academic awards and research highlights. Some noteworthy accomplishments include the following:

- Ashley Faulx, MD, was appointed to the Gastroenterology Field Advisory Committee
- Yngve Falck-Ytter, MD, was recognized by Thompson Reuters as one of the most highly cited researchers in 2015
- Evi Stavrou, MD, received the Ratnoff Chair in Medicine and Hematology at Case Western Reserve University
- Karen Horowitz, MD, was recognized as Diabetes Self-Management Education Program Leader
- Denise Kresevic, PhD, received the Greater Cleveland Nurses Association Lifetime Achievement Award
- Usha Stiefel, MD, received the 2016 Helen Evans Mid-Career Faculty Development Award from the Women Faculty of the School of Medicine at Case Western Reserve University
- Curtis Donskey, MD, received the American Journal of Infection Control Award for best paper
- Jose Ortiz, MD, led the Cardiology Section to the Get with the Guidelines – Gold Plus Award (consecutive honors since 2011)

These outstanding accomplishments and accolades position the Louis Stokes Cleveland VA Medical Center faculty as true leaders in patient-centered research, compassionate proactive care and hands-on education for residents and fellows.
Since its launch in 2012, Harrington Discovery Institute has evaluated more than 1,500 discoveries and accepted 60 scholars into our programs across the United States and United Kingdom. Annually, Harrington Discovery Institute supports 35 scholar projects.

The Innovation Support Center within the Harrington Discovery Institute, which oversees the development of these programs, has gained recognition in the physician-scientist community as a truly differentiating capability. By 2018, we will have funded over 100 scholar-innovators across the United States alone.

The Harrington Project, now in its fourth year, is being recognized as a novel paradigm for accelerating breakthrough discoveries into medicines. Several Harrington Scholar-Innovator projects have transitioned this year to BioMotiv, our for-profit, mission-aligned accelerator, bringing BioMotiv’s portfolio to eight. Three discoveries have been licensed to major pharmaceutical companies.

The Harrington Prize for Innovation in Medicine, the product of our collaboration with the American Society for Clinical Investigation, is attracting exceptional nominees from across the globe and is increasingly identified with innovation, creativity and clinical impact at the highest level. Harrington Discovery Institute has solidified relationships with the Alzheimer’s Drug Discovery Foundation and the Foundation Fighting Blindness, and we have strengthened our ties with the University of Oxford in the United Kingdom.

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We have invested significantly in our infrastructure by recruiting outstanding leaders to join our team. Mukesh Jain, MD, an internationally renowned physician-scientist, is making his mark as our Chief Scientific Officer. Shobha Parthasarathi, PhD, Director, Strategic Initiatives, and Diana R. Wetmore, PhD, Director, Innovation Support Center, combine solid industry experience with a keen understanding of our mission and vision. We have instituted an Investment Advisory Board of eminent investors and entrepreneurs to act as an investment committee, thereby ensuring financial stewardship of our nonprofit Harrington Discovery Institute.

With these valuable additions to our leadership, Harrington Discovery Institute is positioned for continued growth and new initiatives. Over the next year, we plan to test the concept of Centers for Excellence in specific clinical areas linked with our foundation partners. The Centers for Excellence will be hubs of discovery and translational research focused on science and innovation, aligned with philanthropy. We will continue to carefully select opportunities that are consistent with our model and mission.

For more information about Harrington Discovery Institute, please visit HarringtonDiscovery.org.
GRADUATE EDUCATIONAL PROGRAMS

KEITH ARMITAGE, MD
VICE CHAIR, EDUCATIONAL PROGRAMS

The Internal Medicine Residency program at UH Cleveland Medical Center and the Louis Stokes Cleveland VA Medical Center is based on two principal themes guiding the education of trainees: patient care and career development.

Our residents continue to succeed in academic careers, successfully competing for the most prestigious and rigorous fellowships or preparing for life as general internists. Our fellows are trained as future opinion leaders who will advance clinical care and push the boundaries of scientific knowledge.

Noted below are select accomplishments from academic year 2015–2016:

• The 2016 National Resident Match yielded outstanding results for the Department of Medicine with the recruitment of a highly talented, diverse and ambitious intern class. The residency match included residents from top medical schools and six under-represented minorities.

• Our 2015 graduates achieved a 100 percent pass rate on the American Board of Internal Medicine (ABIM) Certification Examination, demonstrating thorough knowledge of internal medicine and subspecialties and proving they are fully equipped to confidently deliver the best possible patient care.

• Our residents showed exceptional results in the 2015–2016 Internal Medicine specialty match with the majority receiving their first choice.

• The Department of Medicine places a strong value on trainees and is focused on maximizing internal talent, including leadership development, retention and succession. Following this focus, 16 residency graduates in 2016 were retained at UH Cleveland Medical Center and the Louis Stokes Cleveland VA Medical Center for fellowship training or faculty positions. In addition, seven graduating fellows elected to join the institutions and continue their career paths at University Hospitals or the Louis Stokes Cleveland VA Medical Center.

• In June 2016, we successfully graduated our first class of residents in the Harrington Physician-Scientist pathway. The pathway was specifically designed for highly motivated applicants with a strong research background and is ABIM-approved. Upon the successful completion of the pathway, interns are guaranteed a fellowship position. The 2016 pathway graduates are joining fellowship programs in cardiology and hematology & oncology at UH Cleveland Medical Center as they advance the development of their career paths.

• Our new Leadership in Medical Education pathway is in its second year, with two second-year residents and four interns taking part in this innovative training focused on preparing the future leaders of medical education. Among other initiatives, under the leadership of Charles Lopresti, MD, our residents created a unique two-week “capstone” course for fourth-year Case Western Reserve University medical students.

• Keith Armitage, MD, Internal Medicine Residency Director, completed a two-year term as Chair of the Organization of Program Directors Associations (OPDA). OPDA is a national umbrella organization for graduate medical education with representatives from each core residency training specialty working synchronously together to improve the quality of resident education and promote the medical education community.

• The Department of Medicine sponsors fellowships in 13 subspecialties. All subspecialty programs received full accreditation from the ACGME in 2016. The Department of Medicine is prepared to meet new health care challenges through the strength and balance provided by the excellence and expertise of our faculty in fulfilling our mission of exemplary medical care, development and application of new knowledge, as well as superior training of health care professionals.
The Department of Medicine faculty remain strongly engaged in medical student training and serve as mentors and teachers contributing nearly 12,000 hours of teaching time to the third-year core clerkship, basic science curriculum and fourth-year students combined.

This represents approximately 30 percent of total faculty teaching time at Case Western Reserve University School of Medicine. UH Cleveland Medical Center and the Louis Stokes Cleveland VA Medical Center remain the teaching hospitals of choice for students doing their core medical clerkships as well as internal medicine acting internships (AIs), with approximately 100 students completing their AIs in 2015–2016.

The Core Internal Medicine Clerkship program at UH Cleveland Medical Center and the Louis Stokes Cleveland VA Medical Center continues to thrive. Clifford Packer, MD, Internal Medicine Clerkship Director at the Louis Stokes Cleveland VA Medical Center, and Debra Leizman, MD, Internal Medicine Clerkship Director at UH Cleveland Medical Center, work closely together with house staff and faculty to strengthen and further elevate the core clerkship experience for students. A unique aspect of the clerkship program is the strong emphasis on medical case analysis facilitated through introducing students to writing their own case reports about patients they cared for during the rotation. Dr. Packer shared his success with case reporting efforts nationally this year with his new book titled “Writing Case Reports: A Practical Guide from Conception through Publication.” Drs. Leizman and Packer were proud to be recognized for the fifth consecutive year with an award for the high percentage of medical student abstracts accepted for presentation at the American College of Physicians Ohio Annual Chapter’s Meeting in Columbus, Ohio. Dr. Leizman continued to present data nationally showcasing her work with a night float initiative for medical students and recently spearheaded a project aimed at improving student notes in the electronic medical records.

In addition to the above-mentioned programs, the Department of Medicine sponsors and advises the Internal Medicine Interest Group for medical students. This group offers monthly events during the academic year designed for students considering careers in internal medicine, attracting 60–100 student attendees at each event. The events provide venues for students to interact with residents, fellows and attendings in the department to learn firsthand about their work and lifestyle starting right from their first year of medical school. We are proud that nearly 30 percent of students from this year’s graduating medical school class chose careers in internal medicine.

Case Western Reserve University medical students are also active participants in research within the Department of Medicine, taking advantage of the outstanding research opportunities and attentive mentorship our faculty members offer. Medical students are involved in research at different phases throughout their medical school years. Our faculty serve as mentors, thesis advisors and teachers as they encourage and are actively involved in the development of future physician-scientists. The Department of Medicine’s commitment to scholarship along with its consistent excellence in patient care and research forms an outstanding platform for teaching future health care professionals.
The Department of Medicine places high importance on developing leading-edge research, working fearlessly on shaping the future of medicine by forging promising partnerships, developing scientific talent and supporting a culture of curiosity and thirst for new knowledge.

The external funding for the department’s research activities remains excellent and continues to grow to support new discoveries and research initiatives. Awards to Case Western Reserve University School of Medicine and the Louis Stokes Cleveland VA Medical Center totaled over $55 million for 2015–2016; this represents a five percent increase over the prior year.

In addition to remarkable and increasing financial support, a large number of research activities and accomplishments took center stage this year. They include:

- The results of the Systolic Blood Pressure Intervention Trial (SPRINT) led by Jackson Wright, MD, PhD, revealed that lowering systolic blood pressure below 120 may lead to better health outcomes for patients. These prominent multicenter results may influence national treatment guidelines and were published in the New England Journal of Medicine as well as featured in a New York Times report.
- Jane Little, MD, received support from the Doris Duke Charitable Foundation to develop a regional network to study sickle cell disease.
- Cynthia Owusu, MD, received a four-year grant from the NIH to investigate methods to reduce health disparities among older breast cancer survivors.
- The National Institute of Diabetes, Digestive and Kidney Diseases funded Thomas Hostetter, MD, and Jeffery Schelling, MD, (MetroHealth System) for a proposal within the BioCon initiative. This effort encompasses a number of institutions and seeks to define better markers of progressive kidney disease over the next five years.
- The Annual Research Day was held in May and showcased a record number of posters from trainees of all levels in the department. Three plenary talks from faculty members further embellished the day.
- Three Team Science initiatives received seed funds from the department to develop and support grant submissions across disciplines. The recipients of the prior year’s awards gave enthusiastic progress reports at Research Day, highlighting outstanding results from ambitious research partnerships.
- The Harrington Physician-Scientist pathway continues to grow with new talented trainees recruited to the program. This pathway offers candidates aspiring to become leading physician-scientists a unique training atmosphere with emphasized clinical and laboratory experience, course work and individualized mentorship.
- Michael Lederman, MD, received a grant from the Richard J. Fasenmyer Foundation to establish the Journal of Pathogens and Immunity. The publication’s purpose is to fill a pressing need in biomedical science for a translational immunology and infectious diseases research journal that promotes rapid publication of high-quality, peer-reviewed research in a format that is easy to access by researchers.

As the landscape of health care funding keeps changing, the Department of Medicine relies on strong collaborative relationships, a diversified research portfolio and the dedication of talented researchers and investigators to push the boundaries of scientific and clinical progress and offer new and effective therapeutic modalities to our patients.
The Department of Medicine is committed to making a positive impact on the academic lives of its faculty and trainees. Such an impact includes promoting diversity and inclusion, as well as assisting each individual member of the department in achieving his or her own professional career goals. To better accomplish this, we have focused in the past six months on improving communication within the department, facilitating access to relevant professional development programming, assessing the principal needs of the junior faculty within the department and initiating a departmental Career Mentoring Program.

- Communication and access to programming. Case Western Reserve University is home to an ever-increasing amount of quality faculty development programming, facilitated by numerous entities including the Women Faculty School of Medicine, School of Medicine’s Office of Faculty Development and Diversity, Center for the Advancement of Medical Learning, Flora Stone Mather Center for Women, Office of Inclusion and Diversity, Social Justice Institute and many others. Unfortunately, many faculty do not have the time or familiarity with these institutions to be aware of programs that are relevant to their professional goals, and no central repository of programs currently exists. To meet this need, we have developed a weekly newsletter, compiling a carefully screened catalogue of programs relevant to Department of Medicine faculty and trainees, that has been going out to all members of the department since October 2015. Faculty are now able to review and register for pertinent programs in a timely fashion. The newsletter has also served as a platform to encourage and grow participation in longer-term professional development programs, such as the FRAME Minority Faculty Development Program at the School of Medicine, and to promote RFAs to relevant awards programs, such as the Women Faculty School of Medicine’s Mary Hellestein and Helen Evans Professional Development Awards. As a result of this campaign to increase awareness, more than 75 percent of junior faculty in our department have now indicated that they are aware of career development programming and workshops of relevance to themselves and their careers. Finally, the department has also scheduled its own programs to address the needs of the faculty in this regard; the past year has encompassed department-wide Grand Rounds sessions on mentorship and diversity, as well as resident programs on work-life balance and negotiation.

- Assessment of faculty needs. Junior faculty within five years of appointment may be particularly in need of specialized professional programming or career guidance. In order to assess this, a detailed junior faculty survey was conducted this winter. While faculty felt that they had a good network of peers and mentors, were aware of career development opportunities open to them and had career input from senior mentors or division chiefs, gaps were found in general awareness of the standards for promotions and tenure as well as in holding a clear career vision. Future initiatives within the department can now be tailored to address these specific needs.

- Career mentoring. To bridge the gaps identified in the survey above, a departmental Career Mentoring Program is currently being implemented. This program will partner approximately 30 junior faculty interested in participating in the program with a career mentor who is outside their home division. The purpose of the program will be to encourage the development of a long-term career vision among junior faculty and assist with the necessary steps to get there, thus facilitating the process of promotion for our faculty. The program is currently in the stage of matching mentors with mentees. Future plans will cement this as an ongoing process, as new faculty members are welcomed annually into the department.

As health care and science evolve, so will the needs and challenges that our faculty members face. The department remains committed to giving each and every member the tools they need to succeed in their careers in academic medicine, both here at Case Western Reserve University School of Medicine and beyond.
The Department of Medicine is committed to maintaining and enhancing our leading-edge clinical expertise while balancing this effort with the other two elements of the hospital’s tripartite mission - research and education.

We remain committed to the mission through our outstanding faculty, trainees and staff, while steadily navigating the ever-changing landscape of health care with the firm commitment to diversity among our ranks. Academic year 2015–2016 included several notable achievements for the department and its divisions. Physician charges grew at a rate of nine percent year-to-year, surpassing budgeted net operating income by over $153,000, and wRVUs increased from 68 to 76 percent (currently trending at 81 percent for 2016). The current first-available appointment for the department is 19 days; the plan is to leverage this important metric even further and decrease it to 10 days by year-end.

Forty-nine full-time faculty members were recognized as “Top Doctors” by Castle Connolly Medical Ltd. and Cleveland Magazine; 84 physicians affiliated with the department were recognized in total. Patient satisfaction, measured against comparative internal and national data, again showed faculty providing an exceptional experience to patients and their families. The Department of Medicine faculty members were successful in the adoption and utilization of the ICD-10 conversion with no impact on revenue or productivity targets. Full electronic capture of all charges will be in place by the end of 2016, further enhancing the clinical processes. In addition, organizationally the scheduling systems currently being used will be converted to the Soarian product, further improving the registration, scheduling and billing processes for patients and practice.

In 2015, the department was successful in the recruitment of 15 new faculty members who brought strong clinical expertise and exceptional research portfolios. In 2016, 15 of the 30 planned recruits have officially joined our ranks with the others pending approval. The Department of Medicine strives to maintain and enhance innovative activities in the areas of patient safety and quality. Currently there are two High Reliability Medicine projects implemented: the Percutaneous Coronary Intervention Project and the Sepsis Project. Wave II will bring us the Patient Throughput Initiative. These important initiatives will help us in our goal of maintaining and achieving the highest patient care quality, excellent patient experience and top patient safety standards.

As the department continues to navigate the challenges of health care today, our strategic objectives for 2016 - 2017 will continue to be focused on increasing patient access and improving patient experience. We will also work to become a top 10 nationally ranked Department of Medicine with respect to federal funding while significantly enhancing support from foundations, societies and industry in collaboration with the new UH Chief Scientific Officer and the Center for Clinical Research and Technology. We are focused on building a strong community of internal clinical talent and committed to attracting the highest caliber of trainees into the Internal Medicine Residency and Fellowship programs.
Academic year 2015–2016 included several notable changes and achievements for departmental and divisional administration.

The most significant change was the appointment of Robert Salata, MD, FACP, FIDSA, as Chairman of the Department following the 17-year tenure of Richard Walsh, MD, as Chairman. Additionally, Frederick Creighton, MHA, FACMPE, FACHE, Director of Administration and Chief Operating Officer, also completed his 28-year role with the Department of Medicine. Both Dr. Walsh and Mr. Creighton were instrumental in advancing the Department of Medicine in each area of our tripartite mission.

Dr. Salata has brought a renewed emphasis to our academic activities and has advanced efforts to increase extramural research funding. Academic year 2015–2016 saw substantial increases in funding from public and private sources for our basic, translational and clinical research activities. Internally, the department continues to enhance collaborative research efforts through the Department of Medicine Team Science Challenge. Our continued relationship with the Louis Stokes Cleveland VA Medical Center also proved fruitful in generating additional support in 2015–2016. The funding mechanism through the Louis Stokes Cleveland VA Medical Center allows our investigators to compete for grants that will advance the health care of our veterans.

The Centers for Medicare and Medicaid Services, through reimbursements to UH Cleveland Medical Center, provide financial support for a large portion of our training programs. In 2015–2016, Dr. Salata, along with our Vice Chair for Education, Keith Armitage, MD, have worked to modify the distribution of some of these dollars used to support physicians’ teaching efforts. The new methodology will recognize and reward physicians for their specific efforts in training medical students, residents and fellows. The expectation is that the new system will serve to invigorate and improve training at every level.

In addition to Dr. Salata’s appointment as Chairman, several other key administrative positions were filled. Dr. Salata named Usha Stiefel, MD, as the first ever Vice Chair for Diversity & Faculty Development. In this role, Dr. Stiefel will concentrate on programs in leadership, mentorship, promotion and development as well as work and life balance for departmental faculty members. Rajesh Chandra, MD, Chief of the Division of General Internal Medicine, was appointed Vice Chair for Clinical Affairs & Transformation. In his new role, Dr. Chandra will act as a liaison between the department and institutional leadership to develop and implement improvements in the efficiency and effectiveness of our clinical operations.

Along with the central administrative changes, a number of divisions have hired new administrators to provide support for our clinical, research and educational endeavors. These individuals are critical to our success in adopting and implementing new policies, procedures and systems to augment our existing activities, increase our compliance and steer us to a stronger future. Their roles in a multi-institutional academic medical center grow increasingly complex. Their ability to catalyze transformation in this environment is a strong testimony to their ongoing dedication to the faculty and to the department.
### BY THE NUMBERS

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<th>Category</th>
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Our physicians are all proud faculty members of Case Western Reserve University

**LEADERSHIP**

- **ROBERT SALATA, MD, FACP, FIDSA**
  Professor of Medicine
  Physician-in-Chief
  University Hospitals
  Knight Cancer Institute
  UH Seidman Comprehensive Cancer Center
  Chief, Division of Pulmonary, Critical Care & Sleep Medicine
  CWRU School of Medicine

- **RAHUL BHURTI, MD**
  Chief, Division of Pulmonary, Critical Care & Sleep Medicine
  CWRU School of Medicine

- **SUSAN BOYKIN, MD**
  Chief, Division of Rheumatology
  CWRU School of Medicine

- **STANLEY D. CHANG, MD**
  Chief, Division of Gastroenterology
  CWRU School of Medicine

- **NANCY ZARZYCKI, MD**
  Chief, Division of Endocrinology & Metabolism
  CWRU School of Medicine

- **LINDA D'AUGUSTINE, MD**
  Chair, Department of Medicine
  CWRU School of Medicine

- **JONATHAN STAMLER, MD**
  President, Harrington Discovery Institute
  Foundation Distinguished Chair in Cardiovascular Science
  CWRU School of Medicine

- **JAMES D. RITCHIE, JR., MD**
  President & Chief Executive Officer
  UH Cleveland Medical Center
  Chief Innovation Officer, University Hospitals

- **ALVIN SCHMAIER, MD**
  Professor of Medicine
  Chairman, Department of Medicine
  CWRU School of Medicine

- **ALVIN SCHMAIER, MD**
  Professor of Medicine
  CWRU School of Medicine

**MENTIONED PHYSICIAN FACULTY**

- **RAJilion EILORIO, MD**
  Professor of Medicine
  UH Cleveland Medical Center

- **KHARISMA THOMPSON, MD**
  Medical Director, House Call Program
  CWRU School of Medicine

- **ALVIN SCHMAIER, MD**
  Professor of Medicine
  CWRU School of Medicine

- **WILLIAM SCHINDEWOLCH, MD, PHD**
  Medical Director, House Calls
  UH Cleveland Medical Center
  CWRU School of Medicine

- **RICHARD SUEHR, MD**
  Professor of Medicine
  CWRU School of Medicine

- **SAIRA SHERZAD, MD**
  Assistant Professor of Medicine
  CWRU School of Medicine