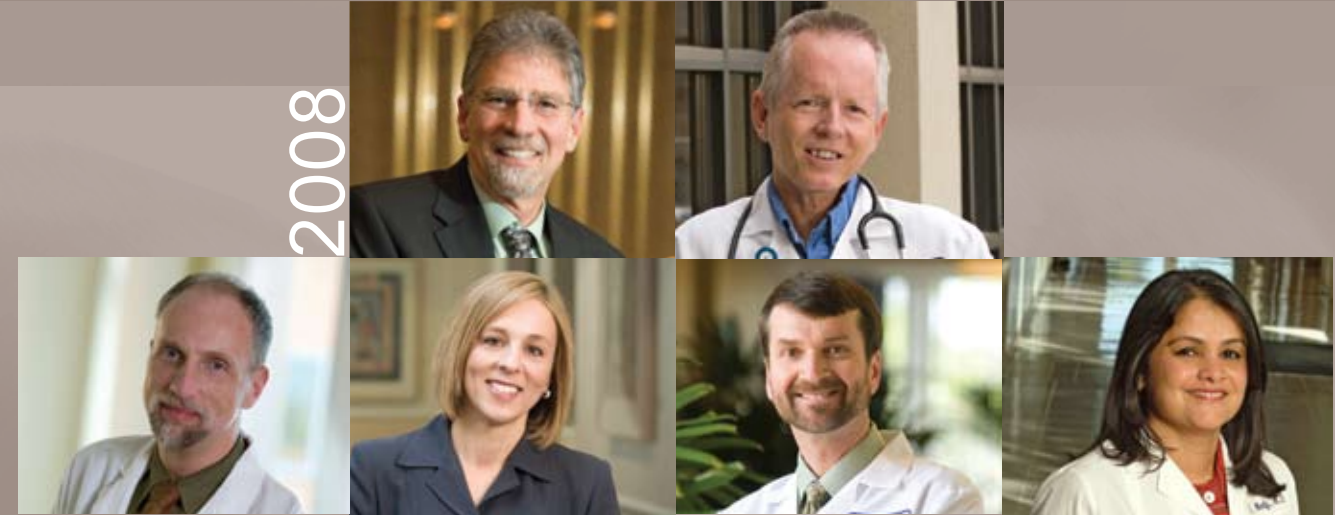


2008



CECIL CUTTING LEADERSHIP AWARD



TRANSFORMING
AMERICAN HEALTHCARE



DESIGNED AND PRODUCED BY MULTIMEDIA COMMUNICATIONS



Cecil Cutting, MD



With foresight and tenacity, Dr. Cutting was instrumental in overseeing the growth of the Kaiser Permanente Medical Care Program at the conclusion of World War II, when Kaiser Permanente first opened its doors to the public as a commercial health plan.

Under his leadership, the Kaiser Research Institute (predecessor to the Division of Research) was founded, intern and residency training programs were established, and KP became a pioneer in exploring the power of computing in medicine.

Dr. Cutting emphasized the importance of day-to-day leadership and management, and in particular the importance of the role of the Chief. He wrote, "...in my opinion the Chief of Service is key to our success as a medical program. It is a most difficult role, balancing the needs of physicians, patients, departments, and the organization. Success will depend on the Chief's ability to develop meaningful relationships of mutual respect, and physicians' willingness and ability to work together." The Cecil Cutting Leadership Award recognizes the achievements of physicians who have distinguished themselves as leaders in TPMG.

Steven Bornstein, MD

Director, KP HealthConnect, Ambulatory, Regional Office



Since the 1970's, Steven Bornstein, MD has recognized the power of computing to improve patient care. As a staff physician for the Indian Health Service, he developed a database to track patient immunizations. Following his residency at KP San Francisco, he joined TPMG, where his enthusiasm for medicine and computing flourished.

Noted as a technology futurist, Dr. Bornstein served as Division Chief and chaired the regional committee Chiefs for Information Systems from 1994-1995. As an operational leader, he became APIC for the South San Francisco medical center, and he later became the first Chair of the APICs for Technology.

Dr. Bornstein's leadership continued with the development of the Clinical Information Presentation System and the Clinical Data Repository, for which he received the TPMG Exceptional Contribution Award in 2003.

In the same year, Dr. Bornstein and his team began work on the ambulatory portion of KP HealthConnect, which is now fully operational. The rollout was the largest and fastest in medical history. Today, there are 5,500 physicians using the system and 20,000 trained users.

Dr. Bornstein is currently developing new technologies for use in the oncology and radiology practice areas.

“I am completely energized by what we do and love the technology we develop.”

Michael Carl, MD

Assistant Physician-in-Chief for Emergency and Trauma Services, South Sacramento



Michael Carl, MD never loses sight of why he chose medicine. When his daughter was born with a heart defect, he switched careers to become a physician. After completing a rotation in emergency at UC Davis, he knew he had found his passion in medicine.

The Chief of the emergency department from 2003-2006, Dr. Carl initiated important changes that streamlined operations, including the implementation of KP HealthConnect and the development of the Physician-In-Triage program. The triage program shortened the admission process, resulting in less waiting time and more available beds.

In 2005, Dr. Carl enthusiastically accepted the role of APIC, and he led South Sacramento's successful campaign to receive Level II Trauma Center status, a victory he is quick to share with his team. The South Sacramento emergency department consistently receives MPS scores above the regional average. The department cares for 65,000 patients per year; 25% of these patients are not Kaiser Permanente members.

With over 16 years as an outstanding physician and leader in TPMG, Dr. Carl continues his affiliation with the UC Davis School of Medicine, where he teaches emergency medicine and serves on the Board of Directors for the Alumni Association.

“I treasure an eagle feather given to me by a Native American patient. It reminds me that it's all about the lives that we touch in a special way.”

Mark DuLong, MD

Assistant Physician-in-Chief for Specialty Care Access
Chief, Department of Plastic Surgery and Division of
Maxillofacial Surgery, Santa Clara



Believing no leader is successful without a team, Mark DuLong, MD uses his considerable gifts as a communicator to mobilize physicians and staff for change. As a result, Dr. DuLong was able to create a premier department of plastic surgery, and to increase patient access to specialty services at Santa Clara.

Dr. DuLong practiced plastic surgery in TPMG for ten years before becoming the Chief of the department, as well as Quality Chair. Since then, Dr. DuLong has raised the bar for patient care. With his team, he dramatically increased the size of the department, which is now the largest in the region.

In his role as APIC for Specialty Care Access, he analyzed data for departments across the medical center and created tools to increase patient access. Santa Clara now has one of the highest success rates for 14-day access, and the medical center strives for even better performance.

In addition to his medical credentials, Dr. DuLong holds degrees in computer science, biology and mathematics. His gifts as a communicator and trainer, and his passion for learning and performance improvement, keep him at the forefront of his field.

PLASTIC
SURGERY

“No leader is successful on his own. My greatest accomplishment has been developing a cohesive team that works so well together.”

Jane Galustian, MD

Assistant Physician-in-Chief for Access
Chief of Ophthalmology, Central Valley Area



Jane Galustian, MD is no stranger to change. Born in the Middle East, English was not her first language. Growing up between two cultures and understanding how to be effective in a changing environment has helped her become a better leader.

Dr. Galustian became the Chief of Ophthalmology at Stockton one year after arriving at Kaiser Permanente in 1995. Since she joined the Medical Group, membership in the Central Valley Area has increased from 65,000 members to 250,000 – and the number of ophthalmologists has quadrupled.

During this time, Dr. Galustian spearheaded the effort to build the ophthalmology department by adding skilled subspecialists, allowing a full scope of eye services to be available, including laser refractive surgery, retinal, pediatric, glaucoma, and oculoplastic services.

As APIC for Access, Dr. Galustian led the Access Action Team, and created a forum to support the rapid operational changes that have improved access and service to Central Valley Area members.

The challenge is to continue to develop a culture that is passionate about delivering great service and access. With Dr. Galustian leading the way, the Central Valley Area is sure to enjoy even greater success.

OPHTHALMOLOGY

“Growing up, my life was all about adjusting to change. I believe those skills have helped me become a better leader.”

Scott Gylling, MD

Chief of General Surgery, North Valley



Scott Gylling, MD became Chief of the Surgery Department in 2002, fifteen years after his arrival at TPMG. From his rotations as a resident until now, Dr. Gylling’s desire to understand the workings of a medical center has led to a deep familiarity with hospital operations.

Dr. Gylling is highly regarded for fostering relationships with other departments, such as pediatrics and nephrology, and for building interdepartmental collaboration.

In his first years with the Medical Group, Dr. Gylling served as Assistant Chief of the department, and as president of the medical staff of KP Sacramento. But long before he assumed his formal leadership titles, he served on committees responsible for various aspects of the hospital’s operations, including nutrition, step-down unit, budget planning, quality assurance, risk management, and utilization review.

Adding change management to his list of accomplishments, Dr. Gylling was an early adopter of laparoscopy, and championed its use in his department. He developed the process for training, credentialing, and proctoring surgeons on laparoscopic cholecystectomy. Today, under Dr. Scott Gylling’s inspiring leadership, the North Valley surgery department delivers outstanding service and access to patients.

GENERAL
SURGERY

“Fostering the development of a team means appreciating people’s strengths and allowing everyone to contribute to the goals.”

Suhani Mody, MD

Assistant Physician-in-Chief for Health Promotion
Greater Southern Alameda Area



Suhani Mody, MD practices what she preaches. As a Medical Group leader, she pushes herself and others beyond the comfort zone to achieve operational improvements. In her personal life she follows the same course: she has hiked Machu Picchu, gone skydiving, and jumped into the frigid waters of Antarctica with her family.

Dr. Mody began her pediatrics practice at Kaiser Permanente in Oakland in 1988, and she became the Assistant Chief of pediatrics at Fremont in 1996. After much success – she has some of the highest MPS scores and is a STARS recipient – her energetic and engaging style led to being chosen as Associate Chief of pediatrics in 2003.

As the IT revolution and the implementation of KP HealthConnect gained momentum, Dr. Mody embraced the opportunity to serve as APIC for Health Promotion, a role she accepted in 2005. Together with her team, she has been a powerful advocate for reaching into the community and encouraging patients to be active partners in their health care experience.

Dr. Mody is a strong supporter of KP.org and secure messaging, tools patients can use to easily communicate with their physicians. She is also proud to be sponsor of a Young Adult Service, and of her work in building the Physician Ambassador Program and worksite wellness programs.

HEALTH
PROMOTION

“Health promotion is so much more than health education – it transcends the boundaries of member and community outreach, marketing and technology.”

Dale Poppert, MD

Chief of Staff, Antioch Medical Center
Associate Physician-in-Chief, Diablo Service Area



When Kaiser Permanente decided to open a new hospital in Antioch, the organization needed a leader who could develop the project, build broad support, and bring the vision into reality. The choice was easy – Dale Poppert, MD.

Today, the Antioch medical center is magnificent and serves as a template for future KP medical centers. Offering both in-patient and out-patient care, the medical center provides an array of specialties, including ophthalmology, general surgery, urology, and orthopedics. The hospital contains eleven operating rooms, each with state-of-the-art features. Antioch is the first hospital to open with KP HealthConnect fully operational from the first day.

In a career that spans twenty-four years, Dr. Poppert has served as Chief of emergency services at Walnut Creek, and as APIC for the Diablo Service Area – roles that required him to build a highly functioning team of ED physicians, HBS physicians, surgeons, and others who could provide Permanente Medicine to our members in what was then a non-KFH, community hospital.

Always looking to improve service, Dr. Poppert believes that leaders must stay close to the ground to understand the issues of patients and the medical staff -- he still works the night shift in the emergency department.

“In emergency medicine, we see life up close and personal. My clinical experience has shaped me as a leader, and as a person.”

EMERGENCY SERVICES

Mark Roberts, MD

Chief of Medicine, Adult Primary Care and Specialty Services
CMS Lead Physician, Napa Solano Area



Mark Roberts, MD appreciates the value of long-term relationships. This feeling speaks volumes about his dedication to his rheumatology patients, and it also informs him as a leader.

He joined TPMG in 1985 so he could practice medicine in an integrated system, and he established close relationships with colleagues across the medical center. He was the natural choice to become Assistant Chief of medicine and Chief of Quality in 1993. He became Chief of medicine in 2002, responsible for both primary care and medical specialties.

Dr. Roberts has promoted a team approach to meeting goals. As a result, professional satisfaction and department performance have improved under his leadership.

He is also recognized as a stellar recruiter of top physicians for his department in Vallejo, and for his excellent work with regional recruitment services. A knack for cultivating lasting relationships has helped him attract the best and brightest from all over the country.

Dr. Roberts is well respected as a leader in Napa Solano, for his communication skills, relationship-building, and his administrative expertise. He has developed some of the most highly regarded departments in the KP system.

“There is nothing more touching than receiving a thank you from a patient for whom I feel that I have not done enough.”

INTERNAL MEDICINE

William Sheridan, MD

Chief of Neurosurgery and Neuroscience, Redwood City



William Sheridan, MD was drawn to the Medical Group by the collegial practice style of the neurosurgeons and the complex medical issues they faced each day. With a vision to regionalize neurological services, he has transformed a top-notch neurosurgery department into a premier neuroscience center in Northern California.

A native of the Bay Area, he joined TPMG in 1991 after finishing his neurosurgical residency at Stanford, where he remains an Adjunct Clinical Professor. A highly respected surgeon and leader, he was the Assistant Chief for several years before his appointment as Chief of neurosurgery in 2001.

Building on the strengths of his department, Dr. Sheridan marshaled efforts to create a fully rounded program with subspecialties such as neurooncology, functional neurosurgery, and epilepsy. His efforts to centralize paid off, and now the center brings every neurological patient in the area to a single location, where all aspects of care can be managed. Centralizing services was not only more cost effective, it also improved the quality of care for patients.

Dr. Sheridan’s approach exemplifies Kaiser Permanente’s philosophy for patient care. As a result of his visionary leadership, world-class physicians aspire to join the neuroscience center.

“We are the model that everyone tries to create. I’m very proud of this organization.”

NEUROSURGERY

Ananse Taharka, MD

Director of Adult Intensive Care and Pulmonary Consultant
East Bay Area



Dr. Ananse Taharka’s definition of leadership is simple -- understand the perspective of each team member so everyone knows what to do to accomplish the goal.

During his twenty-year tenure at the Oakland medical center, where he was APIC for Inpatient Services throughout the 1990s, Dr. Taharka led the effort to establish and expand critical care units throughout the East Bay, including Richmond’s ICU and Oakland’s PICU. He exercised the same tenacious leadership in helping to develop Kaiser Permanente’s cardiac surgery program at Summit Hospital, one of California’s top-ranked cardiac surgery units.

A highly regarded pulmonary and critical care physician, teacher, and leader, Dr. Taharka has received many awards -- five for excellence in teaching -- and repeated recognition for his clinical practice, both locally and nationally. Most recently, Oakland Magazine selected him as one of the East Bay’s Best Doctors.

But don’t expect him to toot his own horn, unless it’s his favorite instrument: the trumpet. Dr. Taharka likens his leadership style and the work of his top-notch medical team to the great tradition of jazz improvisation -- everyone contributes a unique talent to the ensemble, and ultimately, success is achieved through collaboration.

“I’ve learned a lot about leadership from the world of jazz. You have to be ready to improvise and you have to allow each voice to express itself.”

INTENSIVE CARE

Lorna Yamaguchi, MD

Assistant Physician-in-Chief for Risk
and Human Resources, San Jose



Lorna Yamaguchi, MD embodies clinical and interpersonal excellence.

But if it wasn't for her high school chemistry teacher, who encouraged her to pursue her love of medicine, she might not have become a doctor. Her guidance counselor thought it was a poor career choice for a girl. Perhaps that explains why Dr. Yamaguchi is such a passionate mentor.

Dr. Yamaguchi's capacity to influence change became evident soon after joining the Medical Group in 1982, and during her tenure, she has held a variety of leadership positions.

Currently, her range of responsibilities is truly impressive: in the human resources area, she focuses on recruitment and retention; in the area of career development and professional satisfaction, she supports education and leadership training; in risk management, the focus is on the protection of patients and physicians. Dr. Yamaguchi has played key roles in the implementation of patient safety programs, emergency training, and technologies to improve patient care.

Dr. Yamaguchi finds ways in which physicians can clinically flourish. She has the unique ability to spot talent and is noted for developing top-shelf programs for new physician orientation and mentoring.

HUMAN RESOURCES

**“In no other organization can a physician
find such a rich tapestry of experience.”**