



TRANSFORMING
HEALTHCARE

2009 *Cecil Cutting*
LEADERSHIP AWARD

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.

KARL CHAN, MD

Chief, Internal Medicine, SOUTH SAN FRANCISCO



Kaiser Permanente South San Francisco/Daly City members who want to thank someone for extending their lives need look no further than Karl Chan, MD.

Under Dr. Chan's stewardship, the Internal Medicine department leads the region in quality metrics, particularly in cardiovascular health.

He continues to improve access and personalized care for all adult members by experimenting with appointment schedules, panel management, and procedure room efficiency. Rising member satisfaction scores reflect the success of his efforts.

He always seeks ways to support his colleagues in difficult times and coach them to excel. He encourages professional growth by providing opportunities for general internists to learn skills such as flexible sigmoidoscopy and stress testing.

In addition to his administrative challenges, Dr. Chan cares for a large, complicated patient panel, yet he still finds the time to work as a hospitalist on weekends.

His success in achieving superior patient satisfaction, excellent access and inpatient coverage makes him an admirable leader.

Dr. Chan succeeds as a leader by organizing, delegating, cajoling and holding everyone accountable.

ROBIN DEA, MD

Chair, Chiefs of Psychiatry; Director, Mental Health Services, REGIONAL OFFICE



Dr. Robin Dea's assignment was clear – design and implement a mental health and chemical dependency system for a group model program that will lead the nation. She did it.

In the early 1990s, Dr. Dea launched an intensive effort to redesign Northern California's mental health and chemical dependency system. She created what is now regarded as the gold standard for population-based mental health programs.

Her system redesign resulted in a dramatic increase in the range and quality of services.

She implemented an on-call system that allows patients in the emergency room who need psychiatric services to receive them quickly. She created subregional chemical dependency recovery programs. She helped develop intensive outpatient programs to provide people with care and services formerly available only during hospitalization.

Dr. Dea is a skilled and generous psychiatrist with executive ability. She is visionary, creative, willing to tackle any task, and relentless in her determination to make things better.

Dr. Dea is unafraid to make changes that question the norm.

DENNIS DURZINSKY, MD

Chief, Cardiovascular Surgery, EAST BAY AREA



When KP created a cardiovascular surgery program in the East Bay in 2000, it needed a principled leader with administrative talent to turn a new program into a model of patient care. That leader is Dennis Durzinsky, MD.

In less than a decade, Dr. Durzinsky built a program widely regarded as the premier Off-pump (or Beating Heart) Coronary Artery Bypass Center in California.

The program's excellence is evident. It received the highest rating from the Society of Thoracic Surgeons, a distinction held by only 15% of cardiovascular programs nationwide.

In the past three years, Dr. Durzinsky has excelled in his role as an APIC responsible for coordinating the Cardiac Cath Lab, CV Surgery and Surgical Services for the East Bay.

In all his administrative roles, he demonstrates an ability to solve problems with a calm demeanor.

Dr. Durzinsky's leadership provides a solid foundation for the continued growth of superior cardiac surgery services for KP's East Bay members.

Dr. Durzinsky tackles problems when they arise, never putting off until tomorrow what he can solve today.

ROBERT LONJERS, MD

APIC, Information Technology and Pharmacy, FRESNO



If there's a leadership role in which Dr. Robert Lonjers does not excel, no one's found it.

His exceptional performance as Fresno's former Chief of Internal Medicine led to being selected as APIC for Information Technology and Pharmacy.

As APIC for IT, he led the successful transition to HealthConnect. Many of his teaching and skill enhancement ideas formed the basis for HealthConnect University, a curriculum that has been adopted region wide to enhance physicians' skills.

He is tireless in working one-on-one with physicians (especially the technologically challenged!) to help them master HealthConnect to benefit themselves and their patients.

As APIC for Pharmacy, he spent countless hours and displayed enormous skill and patience in teaching physicians best practices for pharmacy tasks in HealthConnect.

He continues to be a sought-after mentor and innovative leader in his department, where his next challenge is to drive an initiative to enhance working relationships with Medical Assistants in Adult Medicine and Pediatrics.

Dr. Lonjers has a knack for taking conceptually difficult concepts and making them comprehensible.

STANLEY MUI, MD

Chair, Chiefs of Head and Neck Surgery, SAN FRANCISCO



A few years ago, San Francisco's Head and Neck Surgery Department suffered from low service scores. Today, the opposite is true. The architect of this transformation is Stanley Mui, MD.

When he became chief in April 2006, Dr. Mui moved to create a collaborative environment that embraces innovation and teamwork. This approach resulted in consistently superb access and improved patient satisfaction scores.

He instituted a self-referral policy so patients with specific problems can see a specialist without waiting for a referral. The physicians in his department also provide a cell phone service for immediate consultation with primary care.

Applying similar team building and morale boosting efforts, he helped the Audiology Department improve access and service.

He is acknowledged as an outstanding teacher and is a valued contributor to the Kaiser Permanente Oakland HNS Residency Program. In 2005, he received the Resident Teaching Award.

Dr. Mui is recognized for his leadership, and for building a team that shares his vision.

Dr. Mui built a staff that leads the Medical Center in terms of innovative ideas to improve service and quality of care.

GARY NICOLAISEN, MD

APIC, Surgical Services; Chair, Chiefs of Urology, SAN RAFAEL



San Rafael's Urology Department has earned a reputation as a model of communication and teamwork. Gary Nicolaisen, MD, made it happen.

Key to the department's success is Dr. Nicolaisen's ability to hire and retain outstanding physicians. He encourages teamwork by facilitating collaboration and creating a culture "where urology is a team sport, not an individual event."

He also helped other departments create supportive cultures to benefit providers and patients alike. He helped implement a region wide nurse-run prostate-specific antigen follow up program, and was instrumental in developing the region's robot assisted prostatectomy program.

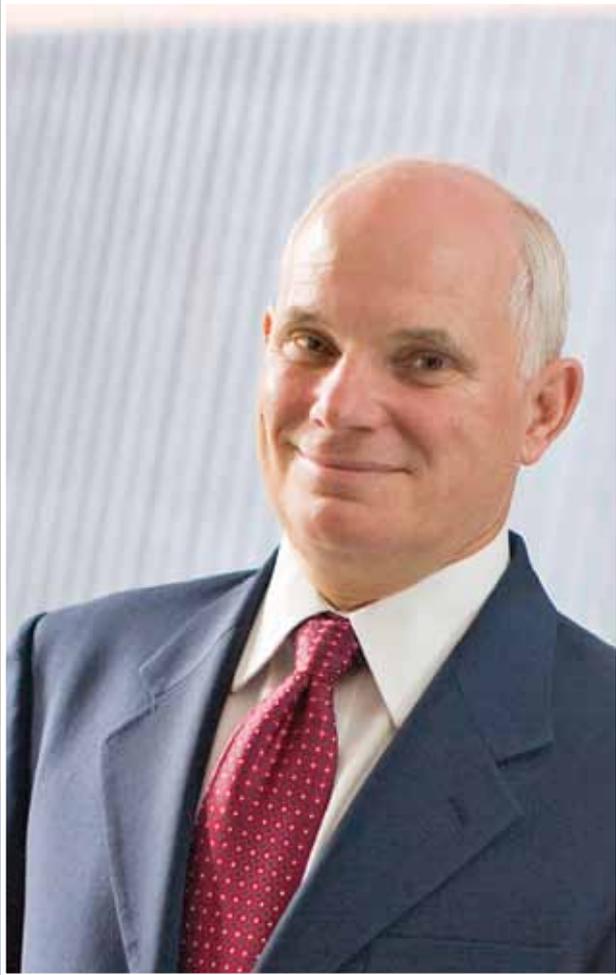
When he became APIC of Surgical Services in 2007, he set three challenging goals – to institute highly reliable surgical teams; improve operating room efficiency; and create a preoperative clinic. He achieved these goals and continues to refine, enhance and expand his initial vision.

A superb clinician, he maintains an active practice and is regularly called to consult on difficult urology cases throughout the region.

Dr. Nicolaisen distinguished himself as an excellent department chief and APIC who is always willing to share his time, ideas, and innovations.

PATRICK PAGLEN, MD

APIC, Specialty Access; Chair, Chiefs of Ophthalmology, SANTA ROSA



When Patrick Paglen, MD, became Santa Rosa's Chief of Ophthalmology, he set the bar high for operational improvements.

He was determined to improve the relationship between Ophthalmology and Optometry. So he did something many other chiefs would not consider -- create an environment in which ophthalmologists and optometrists would co-manage patients and collaborate freely.

The culture of cooperation has been adopted region wide, and it's paying dividends in terms of increased morale and quality of care. Dr. Paglen demonstrates equally impressive leadership as a corneal surgeon.

He's a pioneer in Deep Lamellar Endothelial Keratoplasty, which helped revolutionize the treatment of corneal disease. His research and clinical efforts helped convince eye surgeons around the world that a procedure they viewed as impossible, was indeed possible.

He continues to play a key role in developing advanced surgical techniques and implementing their practice throughout the region.

Dr. Paglen's leadership is defined by an innovative drive, collaboration, and deep respect for the abilities of everyone to contribute.

ARIF SEYAL, MD

Chief, Allergy and Clinical Immunology, NORTH VALLEY



Everyone breathes easier with Dr. Arif Seyal at the helm of North Valley's Allergy Department.

Dr. Seyal is a gifted leader, able to anticipate and solve problems, and bring out the best in his team.

To that end, he's streamlined allergy testing and reduced the time to receive immunotherapy. He started a program that lets patients choose how they are followed by the department, resulting in a 50% reduction in returns, and increased patient satisfaction.

He is a shining example of service to people, both at home and abroad.

He volunteers for "Breathe California" and co-wrote the organization's book, "Your Asthma," which is used to help asthma sufferers in over 50 countries.

His response to a disastrous earthquake in Pakistan in 2004 was to head to the crisis and set up a disaster relief clinic. Closer to home, he volunteers to teach community clinic physicians how to improve asthma care for their patients.

Dr. Seyal is highly respected by national and regional groups, and often singled out as a perfect example of how to lead a department.

SCOTT SULLIVAN, MD

Chief, Internal Medicine, GREATER SOUTHERN ALAMEDA AREA



Everyone knows they can count on Scott Sullivan, MD, for extraordinary care and concern.

Dr. Sullivan personifies what it means to be a compassionate and supportive leader, believing that "spending time on the human connections makes everything else possible."

His office door is always open and if colleagues don't stop by to see him, he'll go to them. He communicates as effectively as he listens, taking time to share goals and aspirations in a way everyone understands.

He focuses on solutions rather than problems, and encourages his colleagues to try new ideas without fear of failure.

His supportive leadership style pays handsome dividends in terms of performance. His department has among the highest scores in the region on the Physician Opinion Survey; is a regional leader in meeting outpatient quality goals; and sees continuous improvement in its Member Satisfaction Survey scores -- evidence of what can happen in a department where collaboration and compassion flourish.

Dr. Sullivan is supremely able to convey concern for and pride in his colleagues.

RONALD WYATT, MD

Chair, Chiefs of Orthopedic Surgery, DIABLO SERVICE AREA



If there's anything he can do to improve operations, Ronald Wyatt, MD, will do it.

He excels at assembling the right team for the task, and makes everyone feel "part of the process and part of the success."

He spearheaded a program to perform 3 or 4 total joint replacement surgeries a day. Some said it couldn't be done, but Dr. Wyatt assembled the team and led the way. Now he's orchestrating efficiencies in outpatient surgery.

He got everyone on board to reduce patient hospital stays after total joint surgery, and created a new regional musculoskeletal program to provide better outpatient care for patients with acute musculoskeletal injuries.

A dedicated volunteer, he's been on numerous missions for Orthopedics Overseas to teach physicians in remote locations how to improve care for patients. He also helped build a DSA volunteer team for Operation Access, a program supported by KP, which provides free surgical services for uninsured patients.

Dr. Wyatt excels at seeing opportunity and translating it into reality.



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