

2019 SIDNEY R. GARFIELD, MD  
**Exceptional Contribution Award**



**PERMANENTE MEDICINE®**  
The Permanente Medical Group



2019

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**Sidney R. Garfield, MD**, was the physician founder of Kaiser Permanente and one of the great innovators of 20th century American health care delivery.



Dr. Garfield was a surgeon and visionary. He first applied the novel principles of prepayment, prevention, and group medical practice in the 1930s, while he was providing medical and hospital services for construction workers building the Colorado River Aqueduct in the Mojave Desert.

Then, during World War II, he developed a medical care program for hundreds of thousands of workers and family members at Kaiser shipyards in the San Francisco Bay Area, the Vancouver/Portland area, and at the Kaiser Steel Mill in Southern California. His health care system focused as much on the prevention of illness as on caring for the sick.

Dr. Garfield looked for innovations in health care throughout his career. In the 1950s, his revolutionary hospital designs drew international praise. In 1960, he was in the vanguard of physicians who embraced the computer as a tool that could radically improve the delivery of medical care.

Historians writing about events of the 1900s see the work of Dr. Garfield in co-founding Kaiser Permanente as one of the major social contributions of the century.



The Exceptional Contribution Award was established by the Board of Directors of The Permanente Medical Group in 2000 to recognize physicians who are instrumental in the development and dissemination of ideas and programs that have a significant impact on patients, colleagues, and the broader community.

*“Keep your arms on each other’s shoulders and your eyes on the stars for innovation and change for the future.”*

**Sidney R. Garfield, MD**



## Naveen Chandra, MD

Ophthalmology, KP Diablo Service Area

“A solution like this has so much more potential at a place like Kaiser Permanente—not only because of our integrated practice, but also because our culture centers on always looking out for patients’ best interests.”

# Corneal Crosslinking

For 15 years Dr. Chandra witnessed the deteriorating vision of patients diagnosed with keratoconus, while at the same time knowing that people with the same condition in other parts of the world had access to a procedure called corneal crosslinking that stabilized the disease. When the U.S. Food and Drug Administration (FDA) approved the procedure in 2016, Dr. Chandra wasted no time implementing a strategy to deploy the procedure, not only at Kaiser Permanente Walnut Creek, but across KP Northern California as well.

Keratoconus is a progressive eye disease in which the cornea thins and bulges into a cone shape that deflects light, causing distorted vision. About 1 in 2,000 adults in the United States are affected by the disease, and up to 20% of them eventually need a corneal transplant. Corneal crosslinking, which first became available in Europe, is a minimally invasive, 70-minute outpatient procedure that stops keratoconus in its tracks by creating new links between collagen fibers that stabilize and strengthen the cornea.

Because quick access to the procedure requires close collaboration between ophthalmology and optometry, Dr. Chandra developed a streamlined testing and referral system in anticipation of FDA approval to help patients navigate efficiently from diagnosis to procedure. This was particularly important for patients who already had keratoconus and were anxious for a cure.



Thanks largely to Dr. Chandra's efforts, specialists across KP Northern California have performed more than 900 corneal crosslinking procedures since 2016, and signs indicate that the rate of corneal transplants in KP Northern California is declining.

"Dr. Chandra has a real passion for providing the best care to patients," says Dr. Ken Grullon, co-physician-in-chief for the Diablo service area. "He stayed abreast of cutting-edge treatments for keratoconus, saw how convincing the data was for corneal crosslinking, and made sure our patients had access to this treatment as soon as it was approved. He really does exemplify what it means to be a TPMG physician."



## Issa Fakhouri, MD

Internal Medicine, KP Stockton

“I wanted to disrupt the conventional practice of episodic care—the model in which people get help only when they are sick. We must work further upstream, so that people with diabetes, for instance, receive consistent, proactive care.”

# Diabetes Care Management

Less than a decade ago, Kaiser Permanente Northern California ranked in the low 100s in the country for diabetes management. But thanks to a program Dr. Fakhouri implemented in the Central Valley and then helped spread throughout the region, KP Northern California now ranks in the top 5.

For Dr. Fakhouri, who grew up in Stockton, diabetes is personal. His grandfather had diabetes and high blood pressure and received sporadic, inconsistent care, which ultimately led to an early death in his mid-50s. When he joined The Permanente Medical Group in 2000, he knew he wanted to make a difference by ensuring patients with diabetes get the very best care.

Dr. Fakhouri flipped the conventional model of diabetes care management, in which 95% of patients with type 2 diabetes consulted with their primary care physician, and 5% whose blood sugar was not in good control partnered with a chronic condition manager. Under the new structure, patients who found it more difficult to manage their diabetes continued to consult with their primary care physician, and the remaining 95% with type 2 diabetes got help controlling their condition from an accountable care manager (ACM) or physician extender, who is a pharmacist or registered nurse.



Once the program was successful in the Central Valley, Dr. Fakhouri helped get more than 216,000 patients throughout KP Northern California connected with their local ACM. Today the majority of patients with diabetes have a dedicated pharmacist or nurse who partners with the patient's personal physician to provide long-term, consistent, and comprehensive care.

"Dr. Fakhouri implemented a program in which all patients, rather than only the sickest ones, get appropriate education and care for their diabetes," says Sameer Awsare, MD, TPMG associate executive director. "His tremendous passion for and commitment to delivering exceptional and highly efficient care has translated into better outcomes for patients, including fewer heart attacks and strokes."



## Jason Lee, MD

Pathology, KP Santa Clara

“Receiving blood is a gift, donated by volunteers who sacrifice their time. It also comes with some inherent risks. That’s why the decision to transfuse should be made judiciously, to conserve the supply and keep patients safe.”

# Blood Conservation Program

After Dr. Lee finished his pathology training at Stanford University in 2008, he joined The Permanente Medical Group and soon became director of the blood bank at Kaiser Permanente Santa Clara, where he noticed a trend: blood transfusions were on the upswing.

A closer examination revealed that physicians commonly ordered red cell transfusions when patients' hemoglobin concentration fell below 10 g/dL, even though recent randomized trials had shown that liberal transfusions are not beneficial and observational studies associated transfusion with numerous untoward outcomes. "There were no real guidelines at the time, and most physicians relied on what they'd learned in medical school," says Dr. Lee. "Because there is always a risk of complication from transfusion, I wanted to see if we could do a better job conserving this precious resource and keeping patients safe."

So Dr. Lee created a restrictive transfusion guideline, educated clinicians on the evidence supporting a conservative transfusion strategy, and helped embed decision-support tools in our electronic medical record system to make it easy for clinicians to do the right thing. Once the KP Santa Clara program was successful, Dr. Lee worked with local and regional partners to help all medical centers revitalize their local blood utilization committees, set up data analysis and review processes, and further promote physician education.

"Within a year and a half of launching the program across the region in 2010, nearly every medical center was reaching its



targets in terms of not ordering transfusions unless hemoglobin levels fell below 7, and then reassessing before giving a second unit," says Diane Craig, MD, assistant physician-in-chief for hospital operations at KP Santa Clara.

Since 2010, blood utilization has decreased 35% across KP Northern California, despite a significant increase in KP members.

"Dr. Lee recognized an opportunity for improvement based on recent research, developed a systematic solution, and helped physicians learn collaboratively to make a difference," says Stephen Parodi, MD, TPMG associate executive director. "His contribution represents evidence-based medicine at its best."



## Suchada Nopachai, MD

Ob-Gyn, KP San Jose

“Brain injury after cardiac arrest can occur within 5 minutes and become permanent within 10. Given that paramedics take 9 to 11 minutes to arrive, the true first responders in any medical emergency are the bystanders—you and me.”

# Turning CPR Into Law

Dr. Nopachai has always known her life's calling is to help others. But this purpose took on a laser focus after a traumatic event in 2014, in which the gynecologic surgeon's 4-year-old son suddenly collapsed in cardiac arrest while playing in a park.

Dr. Nopachai's son, who fully recovered after she administered CPR and paramedics rushed him to Kaiser Permanente San Jose, is one of the lucky ones. Approximately 350,000 adults and 15,000 children experience sudden cardiac arrest outside the hospital setting each year in the United States, and the survival rate is just 10%.

"One reason survival is so low is that bystander CPR is often not provided," says Dr. Nopachai. "It has become my mission to change that. CPR can double or triple a person's chance of surviving."

Dr. Nopachai wrote a California Medical Association (CMA) resolution calling for all teachers and staff for grades K through 12, as well as high school students, to be CPR trained. CMA passed the resolution, and she helped get it adopted into California law. The bill, AB 1719, mandates that all public and charter high schools requiring a course in health education for graduation include instruction in performing hands-only CPR, which is chest compressions without mouth-to-mouth breathing.



"Children as young as third grade can learn hands-only CPR," says Dr. Nopachai, who continues to lobby for bills that support cardiac arrest protocols in schools, and volunteers teaching CPR to students. "With over 80 percent of sudden cardiac arrest cases occurring in the home, people are most likely to perform this skill on a loved one."

Dr. Nopachai has also had tremendous impact in her medical center, where she helped implement CPR recertification training for physicians, as well as piloted a program with the American Heart Association that provides infant CPR kits and training to new moms with premature or health-compromised babies.



## Bethan Powell, MD

Gynecologic Oncology, KP San Francisco

“Being diagnosed with a genetic mutation that increases cancer risk is not news any woman wants to hear. But this knowledge is power, because it means you can change your destiny.”

# Women's Hereditary Cancer Centers

Dr. Powell's interest in oncogenetics was sparked by a historic case in her own practice. "Three sisters came to see me in the early 1990s with a strange family history—three generations of an incredibly rare fallopian tube cancer," Dr. Powell says. "What we ultimately discovered was one of the first identified cases of the BRCA2 gene, which causes 69 percent of women to develop breast cancer by the age of 80."

Dr. Powell has since dedicated her career to researching and helping women mitigate hereditary cancer risk. Since joining The Permanente Medical Group in 2008, she founded the multidisciplinary Hereditary Cancer Center at Kaiser Permanente San Francisco, and then collaborated with physician colleagues across KP Northern California in 2014 to create a network of five additional centers.

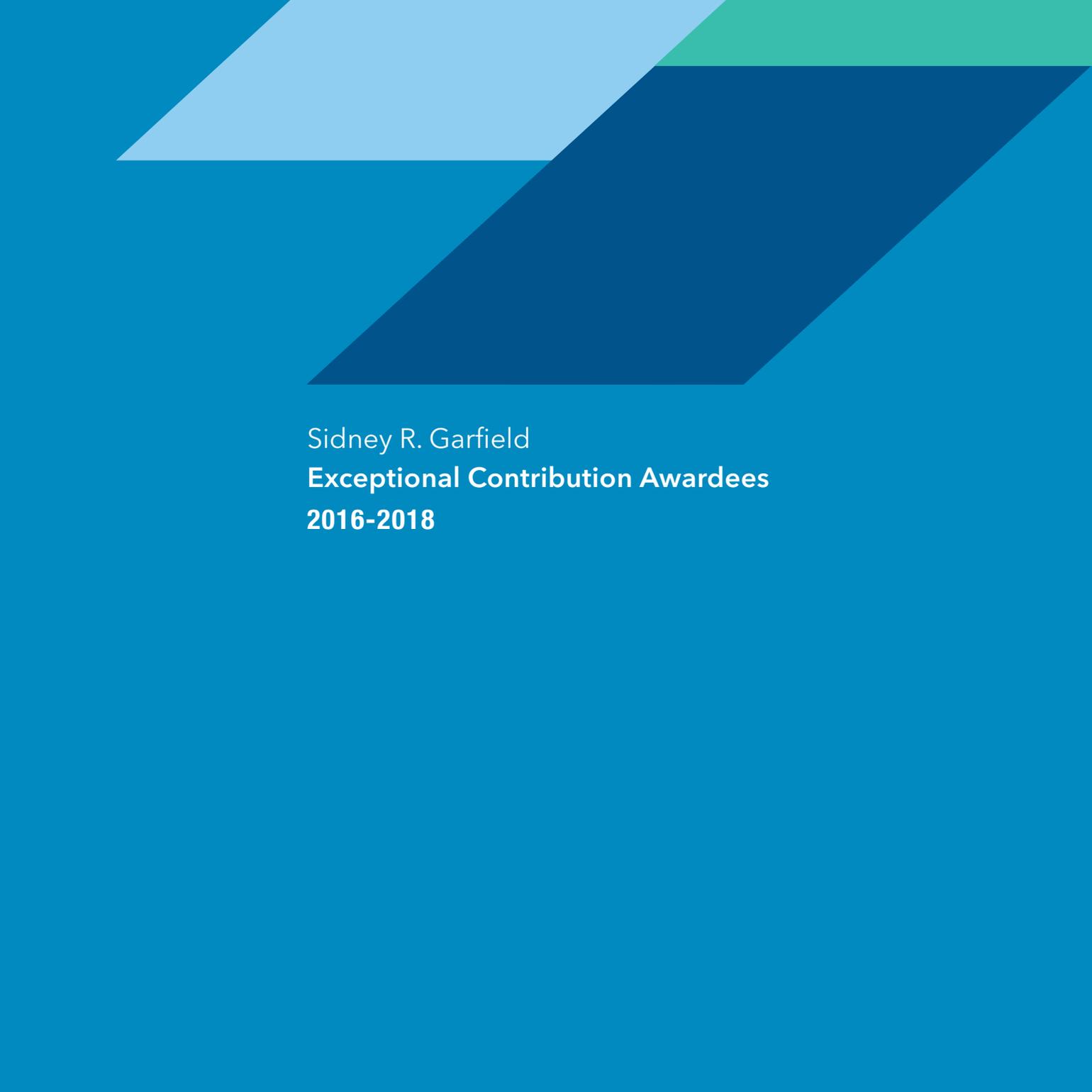
At each center, teams of specialists identify patients with any of the approximately 30 known cancer-related mutations via genetic screening, and then offer risk-reducing medical and surgical options and personalized cancer-screening schedules. Patients also receive consultation on targeted treatment, clinical trials, and novel therapies, and are closely tracked to ensure consistent follow-up.

To alleviate anxiety about diagnosis and provide full-service care, each patient's care team meets in advance to discuss her unique circumstances, and then coordinates all needed services



into a single visit. "A woman with a BRCA mutation, for example, will meet with a genetic counselor, a gynecologist, a breast surgeon, and—if she's interested in prophylactic mastectomy—a plastic surgeon to discuss reconstruction," says Dr. Powell. "She never has to leave the exam room."

The centers also support research and innovative clinical trials, and Dr. Powell, who has published more than 80 studies on hereditary cancer and gynecologic oncology in medical journals, is considered a national expert in the field. She is currently studying early detection of ovarian cancer and health outcomes in women with BRCA mutations.

The background features a solid blue field with abstract geometric shapes in light blue and green at the top. A large, dark blue parallelogram is positioned in the upper right quadrant, overlapping the other shapes.

Sidney R. Garfield  
**Exceptional Contribution Awardees**  
**2016-2018**

## 2018

### Ethan Cutts, MD

Pediatrics  
KP North Valley  
*Safe Sleep Baby Program*

### Eric Dilda, MD

Emergency Medicine  
KP South San Francisco  
*eHospital Safety Net Program*

### Dee Lacy, MD, PhD

Infectious Diseases  
KP Fresno  
*Vaccination Program for Functional Asplenia*

### Theodore Levin, MD

Gastroenterology  
KP Diablo Service Area  
*Colorectal Cancer Screening Program*

## 2017

### Daniel Jacobs, MD

Plastic Surgery  
KP San Jose  
*Microvascular Hand and Finger Replantation Center*

### Jeffrey Klingman, MD

Neurology  
KP Diablo Service Area  
*Stroke Express Program*

### Lynda Lam, MD

Neurology  
KP San Rafael  
*ALS Multidisciplinary Teams*

### Mai Nguyen-Huynh, MD

Neurology  
KP Diablo Service Area  
*Stroke Express Program*

### Will North, MD

Neurology  
KP Greater Southern Alameda Area  
*ALS Multidisciplinary Teams*

### Steve Offerman, MD, FACMT

Emergency Medicine  
KP South Sacramento  
*Regional Toxicology Service*

### Vivek Rao, MD

Neurosurgery  
KP Redwood City  
*Stroke Express Program*

### Joanna Ready, MD

Gastroenterology  
KP Santa Clara  
*Hepatitis B Screening Program*

## 2016

### Joann Bergoffen, MD

Genetics  
KP San Jose  
*Lynch Syndrome Screening Program*

### Lindsay Cheng, MD

Radiology  
KP Diablo Service Area  
*Breast Imaging and Same-Day Biopsy Program*

### Michele Evans, MD

Pediatrics  
KP North Valley  
*CASP: Child Abuse Services and Prevention*

### Steven Levine, MD

Emergency Medicine  
KP East Bay  
*R1 Expedited Cancer Diagnosis System*

### Dan Li, MD

Gastroenterology  
KP Santa Clara  
*Lynch Syndrome Screening Program*

### Alison Meadows, MD

Cardiology  
KP San Francisco  
*Adult Congenital Heart Disease Care*

### Michael Rizzo, MD

Radiology  
KP East Bay  
*R1 Expedited Cancer Diagnosis System*

### Veronica Shim, MD

Surgery  
KP East Bay  
*R1 Expedited Cancer Diagnosis System*

### Dorothy Wilborn, MD

Pediatrics  
KP North Valley  
*CASP: Child Abuse Services and Prevention*

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Sidney R. Garfield  
**Exceptional Contribution Awardees**  
**2014-2015**

## 2015

### **Clay Angel, MD**

Hospital Medicine  
KP San Rafael  
*Delirium Management Program*

### **Wendy Eberhardt, MD**

Psychiatry  
KP San Rafael  
*Delirium Management Program*

### **Charles Meltzer, MD**

Head and Neck Surgery  
KP Santa Rosa  
*Head and Neck Cancer Care*

### **Stephen Wang, MD**

Interventional Radiology  
KP Santa Clara  
*Inferior Vena Cava Filter Program*

## 2014

### **Diane Craig, MD**

Hospital Medicine  
KP Santa Clara  
*Sepsis Management*

### **Kavin Desai, MD**

Pediatric Cardiology  
KP Greater Southern Alameda Area  
*Camp Taylor*

### **Robert McLaughlin, MD**

Head and Neck Surgery  
KP North Valley  
*Specialty Care Access*

### **Karen Murrell, MD**

Emergency Medicine  
KP South Sacramento  
*Innovations in Emergency  
Department Care*



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