

Sidney R. Garfield, MD

Exceptional Contribution Award

2021



PERMANENTE MEDICINE®
The Permanente Medical Group

CONTENTS

Allen Fischer, MD	
<u>Michael Kuzniewicz, MD</u>	4
Mark Gasparini, MD	6
<u>Tatjana Kolevska, MD</u>	8
<u>Charulata Ramaprasad, MD</u>	10

SIDNEY R. GARFIELD, MD

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.



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

– Sidney R. Garfield, MD

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.



“I remember the thrill we felt the first time the calculator was used 500 times in just a month. Today the tool averages about 70,000 hits a month in the United States, Western Europe, and Australia.”

ALLEN FISCHER, MD
Neonatology,
Kaiser Permanente Walnut Creek



“The EOS calculator provides physicians the evidence they need to avoid unnecessary antibiotic exposure in newborns at low-risk for infection, admission to neonatal intensive care, and the separation mother and baby.”

MICHAEL KUZNIEWICZ, MD
Neonatology,
Kaiser Permanente San Francisco

ALLEN FISCHER, MD

MICHAEL KUZNIEWICZ, MD

EARLY ONSET SEPSIS CALCULATOR

Ask research scientists what one of the biggest challenges is with research, and most will say that it's translating findings in to practice. But in the case of Drs. Allen Fischer and Michael Kuzniewicz, researchers and neonatologists at KP Walnut Creek and San Francisco, their unique collaboration resulted in not only setting a new standard for medical practice, but also reducing antibiotic use.

Their groundbreaking work included developing an online neonatal calculator that estimates the risk of early onset sepsis (EOS), with the aim of keeping low-risk babies with their mothers, and reserving antibiotics for those newborns who truly need it.

In the past, babies would be admitted to neonatal intensive care units to rule out EOS whenever the mother had a temperature or chorioamnionitis, based on a 2010 Centers for Disease Control (CDC) screening and treatment algorithm. This approach resulted in 350 to 500 newborns being treated with antibiotics annually in the United States for every 1 newborn who actually had EOS.

Dr. Kuzniewicz was concerned about the negative effects of unnecessary antibiotic exposure, the separation of babies from their mothers, and

interruption of breastfeeding. The Division of Research's Perinatal Research Unit analyzed data from over 600,000 newborns. Their analysis produced the Neonatal EOS Calculator, a predictive model that incorporates findings from an infant's clinical exam, provides the baby's individual risk of sepsis, and guides antibiotic management.

Dr. Fischer operationalized these findings into actual clinical care by persuading his colleagues that the EOS calculator was grounded in science and safety. By 2015, it had been implemented in all KP Northern California medical centers. Since that time, the calculator has reduced the number of newborns exposed to antibiotics by 44% and has been just as effective at identifying EOS patients as the 2010 guideline.

The Neonatal EOS calculator was adopted in all KP regions, as well as nationally and internationally. In 2018, the American Academy of Pediatrics (AAP) endorsed the Neonatal EOS Calculator as a safe and effective tool for implementing antibiotic stewardship in babies.



“This program would have been difficult to develop anywhere but in a medical group like TPMG, where physicians embrace preventative care and practice evidence-based medicine in an intensely collaborative, patient-centered environment.”

MARK GASPARINI, MD
Urology, Kaiser Permanente South San Francisco

KIDNEY STONE PREVENTION PROGRAM

Heed the advice from someone who's been there—passing a kidney stone is not for the faint of heart. American author Edward Abbey once said, “One must be reasonable in one's demands on life. For myself, all that I ask is: (1) accurate information; (2) coherent knowledge; (3) deep understanding; (4) infinite loving wisdom; and (5) no more kidney stones, please.”

Kidney stone disease is not uncommon: 1 in 10 people will have a kidney stone at some point in their lives. Of those, approximately 60% require an emergency department visit, and 20% need surgery. And while not having to suffer through another one might seem like a reasonable demand, recurrence rates are unfortunately high—approximately half of patients will have another painful stone episode, and many will suffer multiple recurrences.

Fortunately, kidney stones are preventable. With proper evaluation and preventive care, risk can be reduced by 50% to 300%. This fact is not lost on Dr. Gasparini, a TPMG urologist who, along with his colleagues, spearheaded a kidney stone prevention program that has dramatically improved kidney stone prevention throughout KP Northern California.

Dr. Gasparini set out to build a pharmacist-managed program that would rely on evidence-based protocols administered via telemedicine to efficiently improve

preventive care. Working with local leadership and multiple specialty groups, he implemented a pilot program at KP South San Francisco and Oakland.

The results demonstrated dramatic improvements—dietary education that had been occurring about half the time increased to 100%, and complete metabolic evaluations increased from 16% to 80%. After honing the protocols locally with physicians and pharmacists, the Northern California Kidney Stone Prevention program was expanded regionwide in 2019.

“This program is a beautiful example of TPMG's ability to perform delivery science—taking the knowledge that everyone in medicine knows we should do and leveraging our integration to actually do it,” says John Skerry, MD, physician-in-chief at KP South San Francisco.

Today the Northern California Kidney Stone Prevention program is managed by just two pharmacists and a pharmacy technician. It's estimated the program will eliminate 1,000 kidney stone episodes, 700 urology consults, and 200 surgical procedures per year.



“By being experts in their specialties, TPMG oncologists and hematologists have an increased sense of mastery and purpose, as well as greater satisfaction and confidence in seeing their patients. That’s what joy and meaning in medicine is all about.”

TATJANA KOLEVSKA, MD
Oncology, Kaiser Permanente Vallejo

TRANSFORMING ONCOLOGY AND HEMATOLOGY CARE

Dr. Kolevska has made innumerable contributions in her roles as assistant director of the Kaiser Permanente Northern California Oncology and Hematology Clinical Trials program, chair of physician education for The Permanente Medical Group, and as the recently appointed KP national medical director for cancer care. But it's her role as TPMG chair of oncology and hematology for which she's most celebrated.

Dr. Kolevska recently engaged TPMG oncologists and hematologists to join forces in transforming cancer and hematology care into an expert-based, multidisciplinary program in which every patient gets expert care close to home.

"In the last decade the Federal Drug Administration has approved more than 200 new medications and over 160 genetic tests for cancer care—more than any other specialty," she says. "Specialization is the best way to stay on top of this rapid advancement."

Dr. Kolevska and her colleagues designed a model in which cancer and hematology care are divided into 12 specialties, grouped by volume, and distributed throughout the region so that patients never have to travel far from home to consult with an expert. Each hematologist and oncologist was then asked to choose two specialty areas in which to focus. Dr. Kolevska also

established a navigation program in which a nurse navigator evaluates each patient's needs, orders tests, matches them with an oncology expert, and schedules a visit with the specialist once test results are available.

This new model of care provides high-value consultations and eliminates the need for out of network referrals. Today 90% of caseloads for TPMG hematologists and oncologists fall within their two areas of specialty.

Dr. Kolevska also initiated virtual multidisciplinary case conferences, in which the situation of each newly diagnosed patient is discussed, with recommendations from the panel becoming part of the patient's medical record, to help coordinate care among clinicians.

"Dr. Kolevska's passion for and commitment to patient care is second to none," says Christopher Walker, MD, physician-in-chief at KP Napa-Solano. "Her contributions have improved patient outcomes and exponentially enhanced the reputation of our Cancer and Hematology Care program in Northern California.

A portrait of Charulata Ramaprasad, MD, a woman with dark hair pulled back, smiling warmly. She is wearing a black top. The background is a blurred outdoor setting with greenery and a fence. The image is overlaid with a dark blue diagonal shape on the left and a lighter blue diagonal shape on the right.

“Our pandemic response in KP Northern California is the result of a tremendous group of physicians and staff coming together with a sense of common purpose. It’s been an honor to witness their resilience, bravery, and strength.”

CHARULATA RAMAPRASAD, MD
Infectious Diseases,
Kaiser Permanente San Jose

COVID-19 PANDEMIC RESPONSE

Just a few months into her tenure as chair of infectious diseases in The Permanente Medical Group, Dr. Ramaprasad faced what would become the greatest public health challenge of the past century: the COVID-19 pandemic.

“Exceptional times like these reveal our deepest capabilities and capacities, and Dr. Ramaprasad has risen to meet the moment with compassion, integrity, and visionary leadership at every turn,” says Ravi Waldron, MD, infectious disease physician at Kaiser Permanente San Jose.

As soon as reports of a novel coronavirus emerged from Wuhan, China, in December 2019, Dr. Ramaprasad worked with other physician leaders and experts and spent countless hours to ensure KP facilities were prepared to safely recognize and treat patients with COVID-19.

Within days of California’s first community cases, she organized a COVID triage call line to answer questions about COVID testing and adapt to constantly evolving guidelines. She collaborated with KP drive-through testing centers and helped create teams to deliver test results, provide clinical guidance, and ensure outpatients were appropriately isolated and quarantined.

Hearing the voices of physicians across the organization and spreading best practices was critical to success. She worked with colleagues in emergency management

and other specialties to collate, distill, and decipher evidence from studies on COVID-19 to create dozens of algorithms and care pathways for COVID patients, and adapted recommendations as new data emerged.

But she didn’t stop there. Throughout the pandemic, Dr. Ramaprasad has partnered with fellow physician leaders to conduct hundreds of educational town halls, webcasts, case conferences, and open forums for physicians from every medical specialty. She recognized that with a new disease, medical practice could not remain the same, and provided leadership and direction every step of the way.

“Dr. Ramaprasad’s contributions have touched the lives of thousands of physicians, and in doing so, tens of thousands of patients and the community at large,” says Efren Rosas, MD, physician-in-chief at KP San Jose. “What she’s been able to accomplish is nothing short of extraordinary.”

2020

Gabriel J. Escobar, MD
 Hospital Operations Research
 KP Division of Research
Advance Alert Monitor

James Jang, MD
 Cardiology
 KP San Jose
Helping Low-Income and Homeless Populations

Leonid Pravoverov, MD
 Nephrology
 KP Oakland
Optimal Renal Replacement Therapy

David Witt, MD
 Infectious Diseases
 KP Oakland
Preventing Hospital-Acquired Pneumonia

2019

Naveen Chandra, MD
 Ophthalmology
 KP Diablo Service Area
Corneal Crosslinking

Issa Fakhouri, MD
 Internal Medicine
 KP Stockton
Diabetes Care Management

Jason Lee, MD
 Pathology
 KP Santa Clara
Blood Conservation Program

Suchada Nopachai, MD
 Ob-Gyn
 KP San Jose
Turning CPR Into Law

Bethan Powell, MD
 Gynecologic Oncology
 KP San Francisco
Women's Hereditary Cancer Centers

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*

Michèle 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*

Please visit tpmgawards.kp.org for a complete list of award recipients

The logo features a central dark blue diamond shape. This diamond is set against a background of four larger triangles that meet at its corners, creating a white 'X' shape. The top and bottom triangles are a medium blue, while the left and right triangles are white. The text is centered within the dark blue diamond.

PERMANENTE MEDICINE®
The Permanente Medical Group