



SOMnews



Point of Pride

The University of Maryland School of Medicine commemorates its **210th year**. **Davidge Hall**, which opened in 1812, is the **oldest medical school building in North America** in continuous use for medical education.



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DEAN'S MESSAGE

The global events of last year — the Brexit vote, the successful nomination of a songwriter as the 2016 Nobel Laureate in Literature, the results of the 2016 Presidential election — indicate that people yearn for and, perhaps, thrive on change. Even if we resist it at first, change can help steer us into a better and more productive direction.

At the School of Medicine, we are continually looking to evolve — sometimes as a response to outside forces, and other times as a means to stay ahead of current trends. Indeed, one simply has to look at the milestones highlighted in the School of Medicine bicentennial book, *The University of Maryland School of Medicine: The First Two Centuries 1807-2007*, to see our progress.

In the 10 years since that book was published, we have made even greater strides:

- Launch of new educational innovations and teaching programs, such as the **Foundations of Research and Critical Thinking** required course for all medical students
- Growing our research programs, including establishment of the **Shock Trauma Anesthesiology Research (STAR) Center**, **Institute for Genome Sciences**, **Center for Innovative Biomedical Resources**, **Brain Science Research Consortium Unit**, and **Institute for Global Health**, among others
- Increasing our research funding exponentially to a current annual portfolio exceeding **\$400 million**
- Expanding our clinical practice sites to **50 sites**, including **12 hospitals**, and opening the **Maryland Proton Treatment Center**, **Lung Healing Program**, newly designed **NICU**, and multidisciplinary outpatient practices at **Waterloo Crossing**
- Continuing to make a positive impact on local and global community health through the efforts of our staff and medical student service projects, **Mini-Medical School**, **Project Feast**, **JACQUES Initiative** (HIV education outreach), and participation in the Maryland workgroup which proposed the creation of the **Health Enterprise Zones** across the state
- Emerging as a leader in global health through the work of the **Institute of Human Virology** and **Institute for Global Health**, which have contributed greatly to the development of vaccines and therapeutics for HIV/AIDS, malaria, Middle Eastern Respiratory Syndrome (MERS), Ebola, cholera, and Zika virus.

What's on My Mind...



...as we return to work after the holiday break is that change is inevitable and can be a good thing.

Importantly, the launch of our **Shared Vision 2020** in 2013 showed our ability to evolve in response to rapid and radical changes in science, public policy, and the economy. Shared Vision 2020 created a roadmap for success in all of the School's key mission areas: education, research, clinical care and community outreach. Our strategic vision plan also laid the groundwork for the creation of the School of Medicine's strategic plan, **Forging New Pathways for the Future**, which begins this year and spells out our goals for the next five years.

Our new strategic plan, introduced in this issue of the *SOMnews*, is important because it provides a structured, interdependent framework for clarifying and achieving the specific goals that will lead to achieving our mission to improve health and wellbeing of all people through innovation and discovery. More importantly, it mobilizes resources to focus on maximizing opportunities for success across departments, centers, institutes and programs toward a common goal. The School of Medicine's strategic plan is unique because it harnesses the individual excellence of all of our academic units in achieving institutional goals using tools for measuring organizational success and accountability.

In addition, the plan is practical. It is highly dynamic and adaptable in that it can change as medicine and biomedical research evolves. Furthermore, it touches on the entire organizational infrastructure, including policies, processes, structure, and is designed to improve the entire School of Medicine from the bottom up, as well as the top down. There are many opportunities for the School of Medicine to continue to enrich and expand its enterprise, as well as the surrounding community. Our new strategic plan is the thread that ties together all those who are interested in soaring to new heights.

Our new strategic plan will position us for maximum and extraordinary success in the face of whatever changes may come our way. **Times of significant change call for innovative thinkers who not only face challenges head-on, but welcome the opportunity to think strategically and think opportunistically.** By adopting a nimble approach, our School of Medicine has ridden the waves of uncertainty over its 210-year history, always with an exponential trajectory, while maintaining a relentless forward momentum.

In the relentless pursuit of excellence, I am
Sincerely yours,

E. Albert Reece, MD, PhD, MBA
Vice President for Medical Affairs, University of Maryland
John Z. and Akiko K. Bowers Distinguished Professor and Dean,
University of Maryland School of Medicine



It Takes a Community:



ON JUNE 6, 2016

The School of Medicine hosted an all-hands retreat with the entire academic community, inviting them to help shape the five-year strategic plan for our enterprise. During this town hall-style meeting, faculty representatives from each of the school's four mission areas presented a set of draft goals to be incorporated into the new strategic plan, and all were encouraged to actively participate in providing feedback on these draft goals.



UMMS president and CEO, Robert Chrencik, MBA, CPA, was also in attendance to provide partnership strategies.

NEW SOM STRATEGIC PLAN DEVELOPED THROUGH BROAD FACULTY & STAFF PARTICIPATION



EDUCATION



CLINICAL CARE



RESEARCH



COMMUNITY



{CHAIRS OF THE FOUR MISSION AREA WORKGROUPS}

Forging New Pathways for the Future

The School of Medicine's previous strategic plan, "Taking a Quantum Leap Forward," came to a close at the end of 2016. We now have a new plan — "Forging New Pathways for the Future" — that will carry the school forward into the next five years. It was a massive undertaking, with many moving parts, but, with the cooperation of a wide variety of faculty and staff all across the School of Medicine, we are finally seeing the results of that labor.

To help guide the plan development process, Dean Reece established four workgroups focused on the mission areas of the School of Medicine: Education, Research, Clinical Care and Community Outreach & Service. The workgroups were composed of a mixture of senior and junior faculty, key academic administrative staff, trainees and students.

Dean Reece appointed the following faculty members as chairs and co-chairs of the workgroups:

- EDUCATION: James Kaper, PhD (chair), and Donna Parker, MD (co-chair)
- CLINICAL CARE: Anthony Lehman, MD (chair), and Steven Czinn, MD (co-chair)

- RESEARCH: Richard Eckert, PhD (chair), and Kathleen Neuzil, MD, MPH (co-chair)
- COMMUNITY OUTREACH & SERVICE: Jay Magaziner, PhD, MsHyg (chair), and Gregory Carey, PhD (co-chair)

In addition, members from the school's Finance, Philanthropy, Information Technology and Public Affairs & Communications offices served on each of the workgroups, and were intimately involved in the process.

The new strategic plan was completed in November 2016. All faculty and staff will be receiving a copy of it in the mail this month. Please read through it and share your thoughts with us as to how you and your teams can help in achieving these very ambitious goals.

"I believe that with the collective efforts and dedication of our faculty, staff, trainees and other stakeholders, there are no limits to what we can accomplish," Dean Reece says. *"Let us work together to meet and exceed these goals, and to improve the lives of citizens in our community, our state and around the world."* 



INVESTITURES

Two Prominent Institute of Human Virology Researchers Honored with Robert C. Gallo, MD, Endowed Professorships in Translational Medicine



An investiture ceremony was held recently to name **Robert Redfield, Jr., MD**, and **George Lewis, PhD** as the Robert C. Gallo, MD Endowed Professors in Translational Medicine.

Though both honorees have varying backgrounds, their core commonalities and commitment to advancing biomedical research and human health shined during the poignant ceremony. Dr. Redfield, Professor and Chief of Infectious Diseases of Medicine, Professor of Microbiology & Immunology, and Co-Founder, Associate Director and Director, Division of Clinical Care and Research, Institute of Human Virology, earned his medical degree at Georgetown and completed internal medicine, infectious disease, and tropical medicine training at Walter Reed Army Medical Center and Walter Reed Army Institute of Research before going on to serve in the US Army Medical Corps. George Lewis, PhD, Professor of Microbiology & Immunology and Director, Division of Vaccine Research, Institute of Human Virology, was born and raised in rural Mississippi and did his undergraduate and graduate work at the University of Mississippi before heading to San Francisco, where he worked as a postdoctoral fellow at the University of California San Francisco and then joined the faculty there before coming to the University of Maryland, Baltimore.

Both Drs. Redfield and Lewis are longtime colleagues of Robert Gallo, MD, the Homer & Martha Gudelsky Distinguished Professor in Medicine, Co-Founder and



Director of the Institute of Human Virology, who is recognized internationally for his discovery of the first known human retroviruses (HTLV-1 and HTLV-2), discovery of interleukin-2 (IL-2), co-discovery of HIV as the cause of AIDS and his development of the HIV blood test. Dr. Gallo co-founded the Institute for Human Virology with Dr. Redfield and the recently retired William Blattner, MD, and Dr. Lewis has been a prominent member of the IHV since its inception.

Faculty members such as Drs. Redfield and Lewis are critical to helping the School of Medicine maintain its standing in the top echelon of U. S. medical schools. Endowed fellowships, which started at Oxford University back in the 1800s, help institutions attract and retain teachers of excellence. "It is because of endowed professorships like this that we can recruit faculty members of great significance to these positions, which continues a tradition going back 500 years," said E. Albert Reece, MD, PhD, MBA, Vice President for Medical Affairs, University of Maryland, and the John Z. and Akiko K. Bowers Distinguished Professor and Dean of the School of Medicine. "The talented members of this group inspire our students, advance the frontiers of knowledge, and make discoveries that change people's lives."

The professorships were established with the generous support of two former IHV board members, The Honorable Robert Keith "Bob" Gray and Stewart Greenebaum. Bob Gray was a friend of Dr. Gallo's even before IHV was founded, and it was a generous gift from him that enabled IHV to apply for and receive matching funds from the Maryland ENnovations program that fully endowed the Gallo professorship at the Distinguished level. Stewart Greenebaum helped recruit the founders to the state of Maryland. The Greenebaum family's philanthropic donations to IHV include the initial donation for the Gallo professorship, as well as an annual Distinguished Scholar Lecture, which has attracted world-wide recognition.

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"It is an honor to have friends such as Stewart Greenebaum and Bob Gray, who so kindly donated to the establishment of this endowed professorship in my name," said Dr. Gallo. "In sports, the greatest athletes are given the title, Most Valuable Player (MVP). For the IHV, Drs. Redfield and Lewis are our MVPs," said Dr. Gallo. "From the earliest years and continuing to present day, Drs. Redfield and Lewis have contributed greatly both in their scientific and financial contributions to the Institute, among many other important things. I am privileged and humbled to have my name attached to their names."

Dr. Lewis was recruited to the Department of Microbiology & Immunology in 1984. In 1987 Dr. Lewis switched his research program to focus entirely on HIV/AIDS, with an emphasis on HIV-1 vaccine development and antibody-mediated protection against the virus. A promising vaccine candidate is now undergoing clinical trials. Yet Dr. Lewis remains humble about his work and his endowed professorship. "I was both surprised and highly honored to be appointed as The Robert C. Gallo, MD Endowed Professor in Translational Medicine," he said. "Under any circumstance, receiving an endowed professorship is a signal event in an academic life. That this professorship is in the name of my colleague and friend, Bob Gallo, means more to me than words can express."

Dr. Redfield made several important early contributions to our understanding of HIV, including the demonstration of the importance of heterosexual transmission and the development of the Walter Reed staging system for HIV infection. His dominant area of research interested is the development of novel biological approaches to the treatment of chronic viral pathogens with a particular focus on targeting host cell pathways and host directed immunity for their therapeutic potential. Dr. Redfield oversees an extensive clinical program providing HIV care and treatment to more than 5,000 patients annually in the Baltimore/Washington, DC community. He also leads extensive global care and treatment and postgraduate medical education programs that are currently active in six African countries and one Caribbean country. "Being selected as one of the inaugural recipients of the Robert C. Gallo Endowed Professorship in Translation Medicine is a great honor," said Dr. Redfield. "Throughout my career I have deeply treasured translational medicine, but the most rewarding was when I collaborated with the Gallo NCI lab in the early days of the AIDS epidemic. I never dreamed that decades later I would receive this honor."



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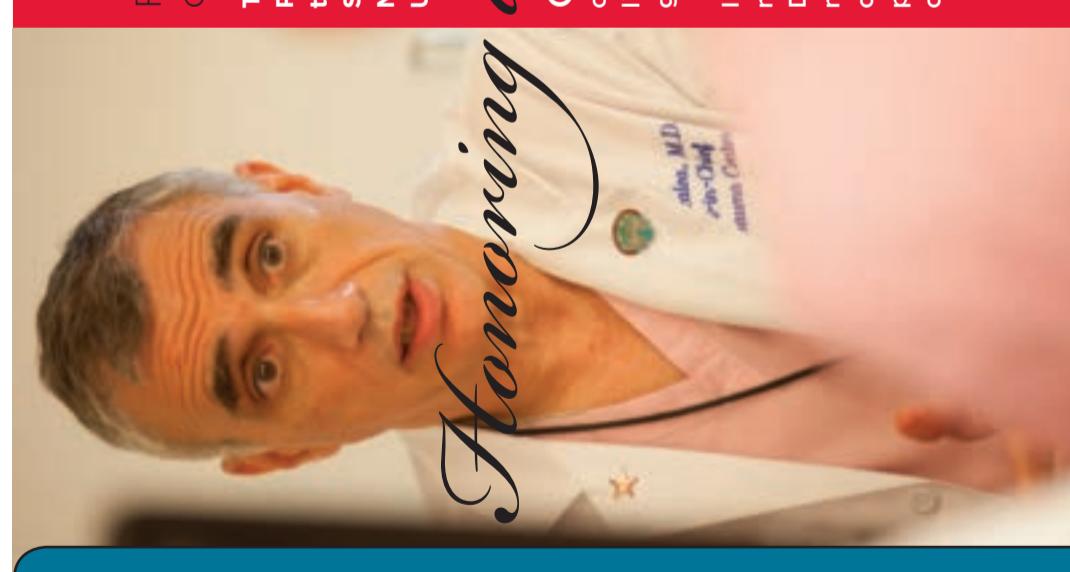
For 20 Years
of Service

Thomas Scalea, MD,
Physician-in-Chief at
the R Adams Cowley
Shock Trauma Center,
Marks 20 Years at the
University of Maryland

Honoring a hero

On behalf of the School
of Medicine, we would
like to thank and con-
gratulate Dr. Scalea.

I hope you will take a
moment to recognize
Dr. Scalea's achieve-
ments and invaluable
contributions to our
patients — and to all
of us.



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ClinicalCare *news update*

With the growing importance and expansion of ambulatory services at University of Maryland Medicine, *SOMnews* is introducing a new bi-monthly, *Clinical Care News Update*. The goal of this centerpiece will be to inform faculty, staff, students and trainees about our range of clinical services, our plans for future growth and innovations in caring for our patients in outpatient facilities.

In this first edition, we will provide an overview of the recent trend toward developing outpatient clinical practices around the state. Then, in each subsequent issue, we will feature the latest developments in each of the clinical service specialty areas: Surgical Specialties, Ophthalmology, Pediatrics, Emergency Medicine, Cancer, Orthopaedics, Radiology, Anesthesiology, Psychiatry, Neurology, Neurosurgery, and Family Medicine.

SURGERY on the leading edge



SOM Surgical Specialists Reach More Marylanders Through the UM Medicine Network

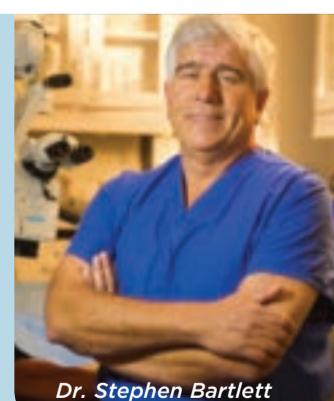
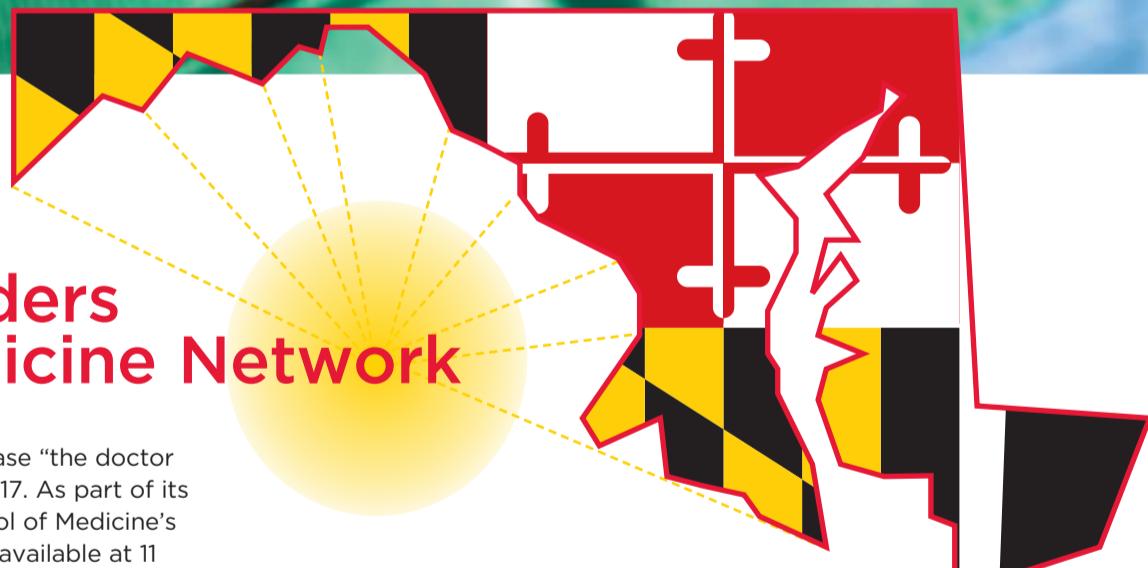
For Marylanders in need of a surgical specialist, the phrase "the doctor will see you now" has taken on a whole new meaning in 2017. As part of its expanding clinical mission the University of Maryland School of Medicine's Department of Surgery, now has on-site surgical expertise available at 11 locations throughout the UM Medicine Network, a collaborative enterprise of SOM and the University of Maryland Medical System (UMMS).

Consisting of specialists in Cardiothoracic, General and Oncologic, Pediatric, Plastic, Transplantation, Urology and Vascular Surgery, the department's expanded presence marks a continuing commitment to provide advanced, high-quality surgical services to communities around the state. What's more, SOM surgeons are able in many cases to offer minimally invasive surgery (MIS) procedures — also referred to as laparoscopic or "keyhole" surgery — that are safer and reduce recovery times as well.

"We recognize the importance of expanding our surgical services throughout the region," notes SOM Department of Surgery Chairman **Stephen Bartlett, MD**, who is also the Peter G. Angelos Distinguished Professor of Surgery at the School of Medicine, as well as surgeon-in-chief and senior vice president at UMMS.

"Surgical procedures are also offered at the various UMMS hospitals based on acuity level of the patient, as safety and high quality outcomes are our number one priority," says Bartlett.

A sampling of Surgery's practice locations around the state quickly illustrates the scope of its growing presence:



Dr. Stephen Bartlett

"Part of our patient centered goal is to offer locations that are convenient for our patients. Our ultimate goal is to offer pre- and post-operative care to our patients in the communities where they live and work."

• **UNIVERSITY OF MARYLAND ST. JOSEPH MEDICAL CENTER (UM SJMC)** continues to be a top surgical facility, where more than 18,000 inpatient and outpatient procedures are performed annually across a number of specialties. In particular, the UM St. Joseph team of cardiothoracic surgeons, many who are faculty at the University of Maryland School of Medicine Division of Cardiac Surgery, have earned a distinguished three-star rating from The Society of Thoracic Surgeons (STS) for outstanding patient care and outcomes in coronary artery bypass

grafting (CABG) and aortic valve replacement (AVR). This three-star rating is earned by only 10-15 percent of cardiothoracic surgery programs in the U.S., according to the STS.

• **UNIVERSITY OF MARYLAND UPPER CHESAPEAKE HEALTH (UM UCH)**, a community based healthcare system located in Harford County, Maryland, is also a busy practice site for SOM thoracic surgeons. The Thoracic Surgery service at UM Upper Chesapeake Health specializes in innovative surgical treatments for disorders of structures and organs of the chest, particularly the lungs and esophagus. In the case of conditions such as early stage lung cancer where treatment such as a removal or biopsy is required, surgeries are performed at the UM UCH Kaufman Cancer Center in Bel Air.

• **WATERLOO CROSSING**, a new 35,600 square-foot outpatient facility in Columbia, MD, managed by University of Maryland Faculty Physicians, Inc., includes a state-of-the-art Ambulatory Surgery Center (ASC), where patients can receive same day surgery, medical procedures, and pre- and post-operative care. The State-licensed, Medicare certified and Joint Commission-accredited Center boasts one operating room, two procedure rooms, 11 recovery bays, and a large waiting area. Currently, vascular surgeries are offered at the ASC, with cardiac, general, oncologic, and other surgical procedures to be available in the near future. "We are well underway to offering ambulatory surgical center procedures as well as office-based lab procedures on-site," notes **Michele Mehrling, MBA**, Senior Administrator, University of Maryland Department of Surgery.

According to **Bill Tucker, MBA, CPA**, Associate Dean for Practice Plan Affairs at the University of Maryland School of Medicine, and Chief Corporate Officer of Faculty Physicians, Inc. (FPI), the Department of Surgery has set the bar high for delivering community-based care. "The department has worked tirelessly to bring their unique skills to a broad geography in Maryland," says Tucker. "In fact, the surgical divisions have been among the leaders in embracing the concept of placing our services where they are most convenient to the citizens of Maryland. In turn, the strategy has helped these departments grow by giving them a competitive advantage in attracting patients to our specialized and highly advanced model of surgical care." 



WATERLOO



Surgical divisions have been among the leaders in embracing the concept of placing our services where they are most convenient to the citizens of Maryland.



SOM SURGICAL SPECIALTIES

Now Offered at UM Medicine Network Locations
(as of January 2017)

University of Maryland Medical Center

- Cardiac
- General
- Oncologic
- Pediatric
- Plastic
- Thoracic
- Transplantation
- Urologic
- Vascular



UMMC Urologic Ambulatory Surgical Center

- Urologic

UM Shore Medical Center at Chestertown

- Plastic

UM Shore Medical Center at Easton

- Plastic
- Transplantation
- Vascular

UM Upper Chesapeake Medical Center

- Oncologic
- Thoracic

Mt. Washington Pediatric Hospital

Joint venture with Hopkins
• Pediatric

Waterloo Crossing

Columbia, MD

Present

- Vascular

Planned

- Cardiac
- General
- Oncologic
- Pediatric
- Transplantation
- Thoracic

UMMC Midtown Campus

- General
- Oncologic
- Plastic
- Vascular

UM Rehabilitation & Orthopaedic Institute

- Plastic

UM Baltimore Washington Medical Center

- Oncologic
- Plastic
- Vascular

UM St. Joseph Medical Center

- Cardiac
- General
- Oncologic
- Thoracic
- Plastic
- Urologic

