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## Overview: Departmental Strategic Planning

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## Overview



**Charles J. Yeo, MD, FACS**

Samuel D. Gross Professor and Chair  
Department of Surgery

## Departmental Strategic Planning

For the first time in several years, our Department assembled on Saturday, March 7, 2015, for a strategic planning session. This retreat was well attended, with over 60 participants including faculty, residents and administrative staff, as well as non-surgical Jefferson representatives. Many of our departmental leaders spoke on topics varying from our Vision and Mission statements, to the University's Blueprint for Strategic Action, business development, clinical topics, educational topics, quality and outcome issues, financial considerations, patient and staff satisfaction, and the research agenda. We also discussed philanthropy, faculty development and the current political/healthcare climate.

The feedback from the Retreat was very positive. Our thanks go out to our facilitator Barbara Eiser, MA, MCP, PCC, President of Leading Impact, Inc., who helped organize and nucleate this Retreat.

Now comes the real work! We have generated action items in several areas, including: clinical research, faculty mentoring and development, undergraduate medical education, graduate medical education, clinical program growth, and expansion of technology and services. Efforts are being made to align our departmental strategies with the One Jefferson institutional strategy. Various ad hoc subcommittees have been formed, and work continues on better defining our priorities and goals. In several areas there is low hanging fruit that we will be able to easily achieve. In other areas, we have aspirational goals that will hopefully be enabled by philanthropy and faculty involvement.

These are exciting times at Jefferson and for our Department of Surgery. Stay tuned for further developments, new initiatives and enhancements of our clinical research infrastructure, progress in faculty mentoring and development and, of course, improvements in technology to benefit our patients, learners, and faculty. Exciting times! More to come.

## Injury as a Disease: Jefferson Spearheads Regional Injury Control Research Center

Accidents happen, right? Conventional thinking often regards injuries as chance events, but the field of public health has adopted a different approach: treating injury as a disease that can be studied, managed and prevented.

Jefferson is at the forefront of this continuing shift. Under the leadership of Stanton Miller, MD, MPH, Jefferson recently secured a grant from the Public Health Fund, an affiliate of the Philadelphia-based Public Health Management Corporation (PHMC). The grant has helped launch the Jefferson Center for Injury Research and Prevention (JCIRP) – one of the nation's first truly regional Injury Control Research Centers serving Southeastern Pennsylvania and Delaware.

"Jefferson is beautifully suited to make this happen," Dr. Miller explains. "In addition to being the official medical school for the State of Delaware, we're a member of the Delaware Health Sciences Alliances (DHSA) together with Alfred I. duPont Hospital for Children, Christiana Care Health System and the University of Delaware." All of those entities are participating in the JCIRP – a single entity with a unified governance structure and a mission to address any type of intentional and unintentional injury in society.

With decades of experience as a general surgeon, Dr. Miller became interested in injury control and prevention about 15 years ago when he began studying public health at the Johns Hopkins Bloomberg School of Public Health.

"Injury prevention and control is the public health extension of a trauma surgeon," he notes. "It's so representative of this new era of healthcare. No longer can physicians simply treat disease. We're now being held responsible for the maintenance of health, and surgeons are no exception."

The JCIRP promotes interdisciplinary research, studying the issue of injury from numerous perspectives. As an example, Dr. Miller cites violence in society: "Certainly, you need to look at this issue from a medical and trauma point of view. But, ultimately, if you want to solve the problem, you need to take a sociological viewpoint and understand the social determinants of health."



Former general surgeon, Stanton Miller, MD, MPH, now aims to prevent and control the need for surgery.

While medical research often occurs under microscopes, for the field of injury prevention and control, society is the "laboratory." As such, Dr. Miller welcomes diverse collaborators for the JCIRP's community-based research, which will study not just the acute phase of injury but also the long-term consequences, particularly among vulnerable populations. Post-traumatic stress disorder among veterans and abuse of children are just two potential topics of study.

*"No longer can physicians simply treat disease. We're now being held responsible for the maintenance of health, and surgeons are no exception"*

"This Center will be a focal point for many in-the-trenches research projects aimed at improving lives in the communities we serve. We invite the participation of not only the professional healthcare community but of all stakeholders in the community," concludes Dr. Miller.

*If you have interest in research related to injury prevention and control, please contact Dr. Miller via email [Stanton.Miller@Jefferson.edu](mailto:Stanton.Miller@Jefferson.edu) or phone 215-503-1016.*

## In the Spotlight



From September 16 – 19, 2015, the Department of Surgery will host the 89th Annual Meeting of the Halsted Society in Philadelphia. The organization, founded in June 1924, was named after Dr. William Stewart Halsted, the first Professor of Surgery at Johns Hopkins. Today the Halsted Society is a vigorous organization of professional men and women who strive to perpetuate the memory of Dr. Halsted and further the scientific principles and ideals for which he stood.

Jefferson members **Drs. Ernest Rosato** (2nd from left), **Charles Yeo**, **Stephen Dunn**, and **Nicholas Cavarocchi**, along with initiate member **Dr. Jordan Winter** (far left), will represent Jefferson during the three-day meeting which includes scientific sessions at the Hyatt at the Bellevue and the Dorrance Hamilton Building on the Jefferson campus.

The local program will kick off with a welcome by Mark Tykocinski, MD, Dean of Sidney Kimmel Medical College at Thomas Jefferson University, followed by over a dozen talks by Department of Surgery faculty members. Highlights of the social program include a lecture and viewing of Thomas Eakins' famous "The Gross Clinic" painting at the Philadelphia Museum of Art and a dinner at the College of Physicians (site of the Mutter Museum and Samuel D. Gross Library).