



WLA SPOTLIGHT

A Report on Woodruff Leadership Academy Fellows

Summer 2014 – Volume XX

Congratulations to the following WLA Fellows who were named “Top Doctors” in the July 2014 edition of *Atlanta Magazine*:

Javed Butler 2011, Seth Force 2008, Sheryl Gabram-Mendola 2008, Jonathan Glass 2008, Michael Johns III 2007, Fadlo Khuri 2003, Janice Lea 2012, Michael Lindsay 2006, Ruth O’Regan 2009, Sampath Prahalad 2013, Andrew Smith 2009, Laurence Sperling 2008

Accomplishments, Appointments, Awards...

Viola Vaccarino 2010 is the inaugural recipient of the Tracy Faber Memorial Award for Women in Imaging Sciences and Engineering (awarded by the Emory Department of Radiology). She was also invited to speak at the National Institutes of Health (NIH) as part of the NIH Behavioral and Social Science Research Lecture Series.

Janice Lea 2012 received the Nanette Wenger Service Award in June during the Department of Medicine celebratory grand rounds.

Craig McCoy 2014 has been named as the permanent CEO of Emory Saint Joseph’s Hospital, effective September 1. Since May, Craig had been serving in an interim role as CEO, along with managing his responsibilities as CEO at Emory Johns Creek Hospital.

Marilyn Margolis 2005, CNO and VP of Operations at Emory Johns Creek Hospital, will serve as the interim CEO at that facility until a decision has been made on the direction of that position.

Daniel J. Brat 2010 was named Interim Chair, Department of Biomedical Informatics in the School of Medicine.

George Grant 2012 authored a chapter called “Vegetarianism in Seventh Day Adventism” in Religion as a Social Determinant of Public Health. **Kathryn Yount 2012** also authored a chapter called “Veiling in Islam: A Western Feminist Outsider's Perspective”.

Judy Belt 2010 and Carla Chandler presented at the national conference of the Healthcare Financial Management Association (HFMA) in Las Vegas on June 25th. The interactive session focused on Developing Strong Financial Projections and Pro Formas.

Anne Adams 2007, Chief Compliance Officer for Emory Healthcare and Associate VP for Clinical Trials Audit and Compliance, has been appointed to the Privacy and Security Advisory Group of eHealth Initiative, a non-profit organization that brings together leaders from across the industry to research, educate, and advocate for innovative solutions to improve patient care.

She also serves on the AAMC Peer Review Committee and is a Peer Reviewer of compliance programs for academic medical centers. This Committee is sponsored by the AAMC. The mission of the Committee is to provide peer-to-peer review of compliance programs for academic medical centers in order to guide and assess local compliance programs and to identify industry best practices.



Dian Evans 2011, **Alex Isakov 2010** and **Sam Shartar 2013** recently spent time in Korea teaching and working with the staff at Seoul National University Hospital and their Department of Emergency Medicine and Emergency Department. Dian and Sam spoke about disaster management, triage in the emergency department, evolution of the use of emergency nurse practitioners in the Emory emergency department, and emergency nurse practitioner training programs at Emory and in the U.S.

James Spivey 2009 was promoted to Professor of Medicine and Surgery.

Kent Haythorn 2013 was promoted to VP, Emory Healthcare Surgical Services. In this role, Kent is responsible, in close collaboration with each operating unit perioperative leadership team, for leading the system surgical services division to implement the processes and decisions that emerge from the Perioperative Governance Council.

Leonard Howell 2005 has been appointed Associate Director for Scientific Programs for the Yerkes National Primate Research Center effective September 1. In this position, he will work with Yerkes' new director Paul Johnson, MD, and the center's leadership team to help guide the future directions of the center's scientific research programs, establish scientific priorities and enhance support for Yerkes research.

Mimi Newell 2009 was just awarded the Department of Radiology and Imaging Sciences Outstanding Clinician Award.

Campus Services recently welcomed **Charlie Andrews 2003** to his new role as Associate Vice President for Planning Design and Construction. Charlie will lead a PD&C organization that comprises three specialized groups to better serve the Emory Community. The three groups are Program Management, Project Management and Planning & Interiors. The Planning and Interiors group was recently formed in order to improve collaborative innovation and creativity in providing planning services on interior & exterior layout, design, form and functionality.

David Guidot 2007 knows all about the mechanisms by which alcohol and HIV can make your lungs susceptible to injury ([5I01BX000745-04](#)). **Lou Ann Brown** has extensive expertise in pulmonary pathologies associated with chronic oxidative stress and **Paul Spearman 2006** is writing the book on the nature of the intracellular virus-containing compartment in human macrophages. So what happens when you assemble this power trio of researchers in one NIH application? New funding from NIH/NHLBI to examine "**HIV-induced Redox Stress and the Alveolar Macrophage as a Resistant Reservoir**", that's what. [Read the Project Abstract \(1R01HL125042-01\)](#).

Staying Linked - A feature to keep you connected with other fellows:

Compared to septic patients with no significant history of alcoholism, septic patients with chronic alcohol abuse have increased severity of multiple organ dysfunction and mortality. Dr. **Craig Coopersmith 2012**, associate director of the Emory Critical Care Center and vice chair of research for the Emory Department of Surgery, and Dr. Mandy Ford, scientific director of the Emory Transplant Center, have received a collaborative R01 from the NIH to study the impact of chronic alcohol abuse on the pathophysiology of sepsis. The team hopes to determine the mechanisms underlying mortality in sepsis following chronic alcohol ingestion with the goal of tailoring an appropriate therapeutic approach for these patients.

This study is in addition to Dr. Coopersmith and Dr. Ford's prior, ongoing R01, which is investigating the effect of pre-existing cancer on sepsis. Both studies benefit from Dr. Coopersmith's experience studying the consequences of and adaptation to sepsis and shock and Dr. Ford's focus on examining pathologic immune responses. For example, Dr. Coopersmith's R01 study "Mechanisms of Intestinal Integrity in Sepsis and Shock" has just been renewed for a third cycle of funding by the NIH, and Dr. Ford is the PI of several studies concerned with T cell activation, programming, and memory generation following transplantation.



The co-PIs have created a murine model that replicates the heightened mortality seen in alcoholic septic patients relative to septic patients with no prolonged alcoholism. While the function and state of the majority of organs are similar between alcohol-fed and water-fed septic mice, the team has found that both gut integrity and components of the immune system are severely dysregulated in the alcohol-fed group. It has become clear that abnormalities in gut integrity and the immune response are exacerbated in alcohol-fed septic mice, and that certain mechanisms appear to be specific to the combination of sepsis and chronic alcohol usage. Specifically, multiple anomalies exist with the combination of chronic alcohol ingestion and sepsis that are absent from either chronic alcohol ingestion or sepsis in isolation.

The new study will seek to understand these mechanisms by examining both gut integrity (apoptosis, permeability, proliferation, and villus length) and the host immune response, with a primary focus on CD4+ T cells and NK cells. The team will examine the crosstalk between the gut and the immune system to determine how shifting gut integrity and altered immune response affect each other in alcohol-fed septic mice. Considering that sepsis affects over 100,000 patients with alcohol use disorders annually and is a very costly, highly lethal disease, gaining an understanding of the physiological interactions underlying mortality in sepsis following chronic alcohol ingestion has significant public health implications.

Erwin Van Meir 2006 developed a new graduate degree within the Cancer Biology Graduate Program. The major goal of the 4+1 Master of Science program is to provide outstanding graduate level training for future leaders in the different aspects of cancer research. The training provided in the 4+1 program prepares students for a variety of careers where the analytical and discovery thinking skills and laboratory experience will be valuable assets. When they leave the program, the trainees will have the skills and knowledge necessary to participate in advanced analysis and problem solving for cancer-related careers in work settings including medical and research academia, translational and physician-scientists, clinical oncology, teaching, government health agencies, non-profits, patent law, science journalism, and private industry. The first class of students will start in the fall of 2014. - http://www.gs.emory.edu/academics/program_pages/cancerbio41.html

Erwin ranked 21st in NIH Funding for Neurosurgery Researchers in 2013, according to The Blue Ridge Institute for Medical Research. Dr. Van Meir's laboratory is interested in the alteration in genetic and biological processes through which normal cells become cancerous. Research findings are then used to design novel experimental therapeutics that can target tumor-specific processes with the goal of developing novel cancer therapeutics. His laboratory is focused on brain cancers (gliomas and medulloblastoma), ocular melanoma and Ewing's sarcoma. He is also the Leader of the Cancer Cell Biology Program at the Winship Cancer Institute and the Founding Director of the Graduate Program in Cancer Biology in the Laney Graduate School. - http://www.brimr.org/NIH_Awards/NIH_Awards.htm

Erwin has also joined The Scientific Advisory Council of CURE Childhood Cancer Foundation which is dedicated to conquering childhood cancer through funding targeted research and through support of patients and their families <http://www.curechildhoodcancer.org/>

Erwin and his research team were featured in "*Brain Tumor, you are not alone on this journey*", the magazine of the International Brain Tumor Alliance. IBTA seeks to be an alliance of the support, advocacy and information groups for brain tumor patients and carers in different countries and also includes researchers, scientists, clinicians and allied health professionals who work in the area of brain tumors. - <http://www.theibta.org/>



Fellows in the News

WAGA- TV Atlanta | [Exploring research studies and clinical trials](#)

June 18, 2014

Fox 5 health reporter Beth Galvin talks to multiple myeloma patient Tamara Mobley, on why she made the decision to be in a clinical trial at Winship Cancer Institute of Emory University. Mobley and her doctor, multiple myeloma specialist [Sagar Lonial 2012](#), talk about how clinical trials can benefit cancer patients and the advancement of cancer treatments.

WAGA- TV Atlanta | [Spotting skin cancer](#)

July 1, 2014

Dr. [Keith Delman 2011](#), a surgeon and a melanoma specialist at the **Winship Cancer Institute**, says the danger of melanoma is not the spot you see--but the spread you don't. Below the skin's surface, melanoma can move quickly and aggressively.

Atlanta Journal Constitution subscription required | [As Georgia ages, geriatric specialists in short supply](#)

July 8, 2014

Geriatricians like [Ugochi Ohuabunwa](#), an assistant professor at the Emory School of Medicine, typically spend more time with patients and view their care holistically. "Geriatricians manage the outlook for a patient," says [Ted Johnson 2010](#), geriatrician and chief of the division of general medicine and geriatrics at Emory. Emory University and its affiliates, which employ 24 geriatricians, offers one of two geriatric medicine fellowship programs in Georgia.

Georgia Public Broadcasting | [Baby boomers were the fitness generation. So what happened?](#)

July 11, 2014

Dr. [Larry Sperling 2008](#) is a preventative cardiologist at Emory University. "One of the most important predictors of who is alive or dead, especially as people get to middle age or older age, is their exercise level and fitness capacity," said Sterling. "It trumps almost every other predictor, including their body size and weight. So you're better to be fit and fat than a skinny couch potato."

Los Angeles Times | [Who gains from those drug discount deals?](#)

July 14, 2014

"Assistance programs are a triple boon for manufacturers," writes [David Howard 2013](#) of Emory University in the latest New England Journal of Medicine. "They increase demand, allow companies to charge higher prices, and provide public-relations benefits."

Medpage Today | [Will the GOP's ACA attacks hasten single-payer?](#)

July 16, 2014

[David Howard 2013](#), PhD, of the department of health policy and management at Emory University in Atlanta, agreed that repealing the ACA might not result in single-payer. "If Congress repeals the ACA, we will revert back to the situation that existed pre-2014," he said in an email. "Just as there was little support for a single-payer system then, there will be little support for a single-payer system in a post-ACA world."

Medpage Today | [2014 prediction update: Health policy](#) July 18, 2014

In January, MedPage Today asked, "What will be the most important issues to watch in health policy in 2014?"

Now, at the half-year mark, they return to experts such as [David Howard 2013](#), PhD, of Emory University's Rollins School of Public Health in Atlanta, to ask how those predictions are holding up.



Atlanta Journal and Constitution Subscription required | [Dying to save kids from hot car deaths?](#)

July 19, 2014

"What starts out as a way to make a dramatic point about something we are very concerned about, and does it in a very visually powerful way can also backfire," said **Nadine Kaslow 2004**, a psychiatry and behavioral sciences professor at Emory University.

Los Angeles Times | [Emory hospital isolation ward staff more than ready for Ebola patients](#)

Associated Press via ABC News | [Atlanta hospital deemed 1 of safest for Ebola care](#)

August 1-4, 2014

Emory University has received widespread coverage of the news that two patients with Ebola virus infection are being transferred to a special facility containment unit at **Emory University Hospital**. Among the stories are interviews with:

- Dr. **Alex Isakov 2010** on [CNN](#) and [New York Times](#)

Stephen Pastan 2012 had a nice column ([Kidney transplants lagging](#)) in the August 9th [Atlanta Journal-Constitution](#). If you're sitting in a dialysis chair in Georgia, you are about half as likely to receive a kidney transplant compared to the average U.S. dialysis patient — and about 25 percent as likely as a patient living in the Northeast. Kidney transplantation is the optimal treatment for eligible patients...

Washington Post | [Robin Williams in a group facing higher risk of suicide: Older white men with depression](#)

Georgia Health News | [William's death underscores powerful link between depression, suicide](#)

August 12, 2014

His death "shows anybody can become suicidal, no matter how funny, comical and happy they may seem," said **Nadine Kaslow 2004**, a professor in the Department of Psychiatry and Behavioral Sciences at Emory University School of Medicine. "It shows that depression is a big risk factor for suicide." [WINS-AM](#) New York.

Modern Healthcare | [Patients should have access to network info before buying health plans: Analyst](#)

August 19, 2014

Regulators should back off health plans that give patients a limited choice of hospital and physician options or risk stifling innovation and raising prices, a health policy expert argues in the New England Journal of Medicine. Instead, regulators should ensure patients have access to network information before they buy health plans, wrote **David Howard 2013**, an economics and health policy associate professor at Emory University.

WAGA-TV Atlanta | [Power of prayer](#)

August 22, 2014

George Grant 2012, executive director of spiritual health at Emory Healthcare, and **Robin Brown-Haithco**, director of spiritual health for Emory University Hospital, were interviewed about the power of prayer in relation to the two Ebola-infected patients treated at Emory University Hospital.

WebMD | ['Sleep drunkenness' is common and linked to other behavior issues](#)

August 26, 2014

"Sleep drunkenness" is more common than previously thought, affecting about one in seven Americans, or 15 percent, according to a new study that looked at the sleeping habits of more than 19,000 adults. Also called confusional arousal, the condition causes people to wake up in a confused state, not knowing where they are. Dr. **David Rye 2007**, a professor of neurology at Emory University in Atlanta, said, "Confusional arousals exist -- and are probably more common than we thought."



Atlanta Journal-Constitution | [Pediatricians: Start middle and high schools later so kids can sleep](#)

August 26, 2014

Emory sleep expert **David Rye 2007** indicated that teens are programmed to stay up late. While parents could try to alter their teens' natural sleep patterns and force them to bed earlier, he said it would be a challenge. The better alternative, he suggested, would be delaying the start of school.

CBS News | [Research making ALS less of a mystery](#)

September 1, 2014

New research suggests that in ALS patients, these supporting cells become killers, poisoning the motor neurons. Animal studies have found stem cells can help heal the toxic supporting cells. "What the stem cells will do is create a nutritious environment for those motor neurons that are sick," said Dr. **Jonathan Glass 2008** at Emory University.

US News & World Report | [The thorny problem with prices](#)

September 4, 2014

"It's hard to say exactly what the costs are until after it happens," says **David Howard 2013**, associate professor of health policy at Emory University. "How long was the stay? Were there complications? What physicians were involved? The complexity all works against price transparency."

St. Louis Post-Dispatch | [How psychology can help Ferguson heal](#)

September 5, 2014

Change can start with difficult dialogues regarding race relations and the persistence of racial bias. Psychologists have done extensive research on how stereotypes affect our assumptions about other people. **Nadine Kaslow 2004** is president of the American Psychological Association and a professor at Emory University School of Medicine

CNN Health | [10 best apps to train your brain](#)

September 9, 2014

Nadine Kaslow 2004, professor and vice chair at Emory University's Department of Psychiatry and president of the American Psychological Association, says apps can help promote mental health through participation in activities designed to reduce symptoms and improve psychological functioning.

Atlanta Journal-Constitution | [On Janay Rice, the wrong questions](#)

September 9, 2014

"Many women want the violence to stop but they don't want the relationship to end," said Dr. **Nadine Kaslow 2004**, president of the American Psychological Association and professor of psychology and behavioral sciences at Emory University. "They feel they really love the person, or that no one is perfect and the violence is something they have to put up with."

AP Television | [Corporal punishment on decline, debate renews](#)

September 16, 2014

Corporal punishment in the United States is on the decline, but there is renewed debate over its use after Minnesota Vikings running back Adrian Peterson was charged with child abuse. Dr. **Nadine Kaslow 2004**, Emory University School of Medicine: "The reality is that it often runs in families. If people were disciplined with corporal punishment, they often think that's how they should discipline. And so, it runs generationally in families. And, unfortunately, what that does is role-model for violence."





The 2014 WLA Fellows will be presenting condensed versions of their project presentations scheduled as follows, so please SAVE THESE DATES on your calendar. All of these sessions will be held in **SOM 130**, and the presentations will last approximately one hour each (30 minutes for the presentation & 30 minutes for Q & A).

Session 1: September 25 from 11:30am – 12:45pm “Evaluating the Efficacy of the Pledge” - Chris Dente, Elizabeth Larkins, Sandra Mackey, Viraj Master, Justin Remais, Ray Young

Team Oath Takers explored best practices from leading organizations that have successfully employed codes of conduct to build a better culture. They then conducted focus groups and surveys of WHSC employees to see how our implementation of the Pledge compares to these benchmark institutions. The team found significant variation in understanding and implementation of the Pledge from department to department, although those employees who have been exposed to it consistently report a positive impact on behavior. Therefore, the team’s final recommendation is that WHSC employ dedicated staff – “culture coaches” – to fully and consistently actuate and continually reinforce the Pledge.

Session 2: October 8 from 11:30am – 12:45pm “Hire Hard, Manage Easy, Better Health” - Jada Bussey-Jones, Zach Johnson, Jonathan Kaufman, Jeanne Landry, Russ Price, Clint Shedd, Cameron Taylor

Team PRIME explored the concept of cultural fit, which occurs when organizational and employee goals and values match. The team reviewed Emory human resources data, literature, and industry best practices and determined that WHSC would be best positioned to deliver on its tripartite mission if it incorporated cultural fit into the hiring process. Hiring people who are positively engaged and who share our professional and institutional values has the potential to produce a more effective and collaborative workforce. Hiring for cultural fit can improve employee efficiency, reduce turnover costs, and help advance progress toward organizational goals.

Session 3: October 15 from 11:30am – 12:45pm “OneEmory” - Larry Boise, Costas Hadjipanayis, Deb Harris, Craig McCoy, Mike Ross, Anne Tomolo

Team Catalyst determined that, because of its scope and its complex organizational structure, WHSC has become a set of silos with variable understanding and appreciation of the institution’s overarching vision and missions. By surveying nearly 2,000 employees across many functional units of WHSC, the team determined that more than 30% of employees have limited understanding of WHSC components, mission areas beyond their own, or institutional size and scope. The team developed the OneEmory concept to help educate and inspire the WHSC workforce. Recommended actions include adopting IT systems that permit seamless connectivity between groups, optimizing communications in social media, providing a quarterly communication that highlights WHSC-wide activities, and enhancing video-conferencing capabilities across sites.

SAVE THE DATE: WLA Lunch & Leadership – Also mark your calendars for the next WLA Lunch & Leadership to be held on **December 4th**. The speaker will be Kathelen Amos, President of the Aflac Foundation, Inc. and Emory University Trustee. The location is to be determined.

Remember to take advantage of the WLA Library. We have a number of new books and CDs, including *The 4 Imperatives of Great Leaders* and *First Things First* by Stephen Covey and *Thinking for a Change* by John Maxwell.

A complete list is attached to this email. If you would like to checkout a book, DVD or CD from the library, let us know, and we’ll deliver it to your office within a few days. Send a request via email to: WLAlibrary@emory.edu.

