A Message from John Kepros, M.D.,
Chief of Medical Staff:

Unwanted Variety is Not the Spice of Life
During my residency in the 1990’s, the Dodge Colt which had faithfully served my transportation needs through college and medical school stopped running. My dad came to the rescue by generously unloading his 1980 Buick Century Limited to my possession.

Despite being 15 years old at the time, the Buick had everything a young single male could have wanted: It was a luxury car. It had a Delco AM/FM radio. It had hubcaps on all four wheels. It was light green. It had carpeted light green floor mats. It had light green velour seats. It had a light green vinyl Landau roof.

Unfortunately, it also had come off the assembly line around the time of the quality nadir of American automobile manufacturing.

In his book, *Dr. Deming: The American Who Taught the Japanese about Quality*, Rafael Aguayo explains that Japanese automobile manufacturers learned sooner than their American counterparts that decreasing the variability of the parts increases the quality of the overall product.

Ford Motor Company, who was manufacturing transmissions in both countries, found customers preferred the quieter and more reliable cars from Japan. When measured, the imported parts were confirmed to have extremely low variability.

Although I did not disassemble my Buick and measure the parts, they were presumably not all that close to ideal. What I did notice, however, was that it couldn’t drive uphill without overheating, at least not with two people in the car. Furthermore, I was now married and no longer needed its power as a girl magnet.

Reducing unwanted variation has since not only been embraced by American car manufacturers but is seen as essential to improving efficiency and quality in healthcare.

Katherine Baicker and Amitabh Chandra have shown in their widely quoted 2004 article, *Medicare Spending, the Physician Workforce, and Beneficiaries’ Quality of Care* that more spending does not result in higher quality. This means reducing unnecessary variation by standardizing evidence based practices, will likely pay off downstream for the health of our Patients.

As might be predicted, the Buick failed at the most inopportune time. I needed to take my wife and newborn son home from Yale New Haven Hospital and it wouldn’t start. I sold it for $50. Neither my wife nor I miss it. Modern automobiles made with uniform parts are the norm now. I hope the same is true of healthcare in the near future.

Follow the Chief of Medical Staff on Twitter!
Chief of Medical Staff John Kepros, M.D., has a Twitter feed to promote and share Medical Staff-related events, news and information. It is a fast and easy way to stay connected using social media.
Are you on Twitter? Follow @KeprosSparrow.

Sparrow New Physicians Network now on Facebook
The Sparrow New Physicians Network (SNPN), a group for new Physicians (and their spouses) at Sparrow Health System to facilitate communication, professional networking, share experiences, and coordinate fun events, now has a group page on Facebook. This group is intended for Physicians who have been on the Sparrow Medical staff for less than five years or who have completed training within the past 10 years. Founded in 2016, SNPN is organized by the Sparrow Guiding Coalition of Physicians and is generously supported by the Sparrow Foundation.
Past editions of the Sparrow Med Staff Newsletters
This edition of the Sparrow Medical Staff Newsletter and past editions are available online through the Intranet here (when you are on the Sparrow Network), or on our website here.

Publishing Physicians

Developing a Patient-Centered mHealth App: A Tool for Adolescents with Type 1 Diabetes and Their Parents.
Holtz BE; Murray KM; Hershey DD; Dunneback JK; Cotten SR; Holmstrom AJ; Vyas A; Kaiser MK; Wood MA.
Request from the Sparrow Health Sciences Library

Foreword.
Thakur RK; Natale A.

Stein PD; Matta F; Hughes PG; Hourmouzis ZN; Hourmouzis NP; White RM; Ghiardi MM; Schwartz MA; Moore HL; Bach JA; Schweiss RE; Kazan VM; Kakish EJ; Keyes DC; Hughes MJ.

Neonatal sepsis in rural India: timing, microbiology and antibiotic resistance in a population-based prospective study in the community setting.
Panigrahi P; Chandel DS; Hansen NI; Sharma N; Kandefer S; Parida S; Satpathy R; Pradhan L; Mohapatra A; Mohapatra SS; Misra PR; Banaji N; Johnson JA; Morris JG Jr; Gewolb IH; Chaudhry R.
Request from the Sparrow Health Sciences Library

Lee LO; Bateman BT; Kheterpal S; Klumpner TT; Housey M; Aziz MF; Hand KW; MacEachern M; Goodier CG; Bernstein J; Bauer ME; Multicenter Perioperative Outcomes Group Investigators.
Anesthesiology. 2017 04 06.
Request from the Sparrow Health Sciences Library

Trophoblast Glycoprotein (TPGB/ST4) in Human Placenta: Expression, Regulation, and Presence in Extracellular Microvesicles and Exosomes.
Alam SMK; Jasti S; Kshirsagar SK; Tannetta DS; Dragovic RA; Redman CW; Sargent IL; Hodes HC; Nauser TL; Fortes T; Filler AM; Behan K; Martin DR; Fields TA; Petroff BK; Petroff MG.
Reproductive Sciences. 19337191117707053, 2017 Jan 01.
Request from the Sparrow Health Sciences Library

Full-text of the articles are available through title links above (please note: a connection to the Sparrow Network may be required to access the full-text), or by request from the Sparrow Medical Library. You may also reach them via medical.library@sparrow.org or 364.5660 (option 1). If you have been recently published and do not see your article listed, please contact Michael Simmons at michael.simmons@sparrow.org or 364.5656.

Physicians in the News
Sparrow honors Lansing native as Physician of the Year, inducts new members to Hall of Fame

Brian McCardel, M.D., a Lansing native, is Sparrow’s 2017 Physician of the Year. I. Carol Nwelue, M.D., Medical Director of the Sparrow Medical Group Adult Hospitalist Service, received the Sparrow Physician Leadership Award.

They, along with Shyam Bhupalam, M.D., Charles H. Bill, M.D., Ph.D, Padmina Karn, M.D., and John Throckmorton, D.P.M., were inducted into Sparrow’s Physicians Hall of Fame. These six Physicians were honored during the recent Sparrow Physician Recognition Dinner at the University Club of Michigan State University.

Medical News

Sparrow TCI performs 200th TAVR

Another milestone in the evolution of the Sparrow TCI Structural Heart Disease Program with the implantation of the 200th transcatheter aortic valve. The program started four years ago with the prototype device which was restricted to Patients that were considered inoperable. The technology has evolved rapidly and we are presently on our third generation of devices and the criteria for Patients how are eligible has gone from inoperable, to high-risk, and now to intermediate risk Patients. Trials are now underway to compare traditional surgical aortic valve replacement and transcatheter aortic valve replacement in Patients that are considered low risk for traditional surgery. The multidisciplinary team consists of a surgeon, interventional cardiologists, imaging cardiologists, anesthesiologists, nurses, surgical and cardiovascular technicians, perfusionists and sonographers. This fantastic team is reflected in the growth of the program and excellent outcomes.

Mayo Clinic Care Network

After five years, Sparrow and Mayo collaboration is impacting Patients’ lives every day

Five years ago, Sparrow became the first health system in Michigan, and fifth in the nation, to become a member of the Mayo Clinic Care Network.

Our care network membership is based on shared values related to safety, quality and Patient experience. The goal is to enable people to benefit from the expertise of Mayo Clinic while choosing to stay in the mid-Michigan region for care.

After the first five years, our relationship with Mayo Clinic has had a transformational impact on the way we care for our Patients. Physicians, Nurses, Pharmacists and other Caregivers are collaborating with Mayo Clinic colleagues to deliver exceptional care.

As a Sparrow Doctor, how can I access Mayo Clinic Network resources for my Patient’s care?

- **eConsults.** Doctors can connect electronically with Mayo Clinic specialists and subspecialists to ask questions about a Patient’s care. To begin an eConsult, go to the eConsult ambulatory order in EPIC or page the eConsult Coordinator at 517.360.8232.
- **Consults for Inpatients.** NEW! A Physician to Physician conversation regarding a Patient’s care and treatment recommendations is available to you. Page eConsult Coordinator at 517.360.8232. This consult service for inpatients is a pilot program, and is very unique to Sparrow, and we are very interested in feedback around its utility. Please discuss your satisfaction with the consult with the eConsult Coordinator at 517.360.8232.
- **AskMayoExpert.** This point-of-care tool gives providers access to Mayo-vetted information, including disease management protocols, care guidelines, treatment recommendations and reference materials. The information is available on desktop computers or mobile devices 24/7 (askmayoexpert.mayo clinic.org). These materials are designed to show you and your Patient what care pathway the particular problem would receive at Mayo.

For any questions please page Sparrow eConsult Coordinator at 517.360.8232.
For the practicing Sparrow Physician there are also a number of educational resources, as well as access to multidisciplinary consultations such as tumor boards for various conditions that you may be treating. For a complete review of these resources, please access the Mayo Clinic Network Link on Sparrow.org/MCCNTools.

**Mayo Clinic Care Network IBD eBoard**

Mayo Clinic Care Network is offering a new eBoard for its members, Inflammatory Bowel Disease (IBD).

Mayo Clinic Care Network member providers caring for Patients with IBD will have access to Mayo Clinic IBD eBoard. Similar to the current offering of eTumor Board conferences, IBD eBoard is a multidisciplinary educational discussion via live video conference, offering informal advice regarding suitable diagnostic tests and treatment options for complex inflammatory bowel disease cases. The IBD eBoard will be held the second and fourth Thursdays of each month from 8-9 a.m. in conference Room B in the Cancer Center.

In addition to the live conferences, video archives will be available. Each archived IBD eBoard will be posted within 24 hours of each conference and available for one week on the Mayo Clinic Care Network site.

The eBoard is open to all care network members. The target audience may include Physicians as well as APP’s caring for Patients with IBD.

If you have any questions regarding how to participate or submit cases for review, please page the Mayo Services Coordinator at 517.360.8232 to assist you.

**Dates to Know**

**Upcoming Quarterly Medical Staff Meetings**

5:30 p.m. hors d’oeuvres | 6:00 p.m. dinner | 6:30 p.m. meeting
University Club of MSU, Heritage Room

Tuesday, Sept. 5, 2017 | Special Invite to Michigan State University Physicians
Wednesday, Dec. 6, 2017 | Recognition of New/Past Physicians, Election for Chief of Staff Elect

**Welcome New Physicians**

**New Medical Staff**

Zakia Alavi, M.D., Department of Psychiatry
Vincent V. Benivegna, DDS, Surgery/Oral Surgery & General Dentistry
Nicole Bibbee, M.D., Department of Anesthesia
Brandon Glover, D.O., Department of Neurology
Belinda Kakos, D.O., Department of Emergency Medicine
Michael Kersjes, M.D., Department of Anesthesia
Louis Muscarella, M.D., Department of Radiology
Celebrating Sparrow’s inclusion in the Mayo Clinic Care Network in 2012 were (from left) John Armstrong, M.D., then-Sparrow Chief of Staff; David Hayes, M.D., Medical Director of MCCN; and Dennis A. Swan, Sparrow President and CEO.

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After the first five years, our relationship with Mayo Clinic has had a transformational impact on the way we care for our Patients. Physicians, Nurses, Pharmacists and other Caregivers are collaborating with Mayo Clinic colleagues to deliver exceptional care.

We have direct access to Mayo Clinic’s professionals, protocols and processes, and we also learn from other care network members. This opportunity to share information among the 45 members in the care network opens the flow of ideas, which translates into innovation in Patient care.

The collaborative relationship among care network members has turned into programs that dramatically improve healthcare for numerous Patients. Our collaboratives with Mayo Clinic have impacted a wide range of clinical programs, most notably Cancer Care, Cardiology and Surgery.

In our fight against Cancer, our Patients have benefited from:

» eConsults and eTumor Boards — More than 400 Sparrow Patients have benefited from our Physicians consulting with Mayo Clinic specialists on highly complex care. We are also a key participant in Mayo Clinic’s eTumor Boards during which Sparrow Cancer Center and Mayo Clinic Physicians discuss complex cancer cases. The primary goal is to share knowledge and expertise, keeping Patients close to home for outstanding cancer care.

» Personalized care — Sparrow’s Genetic Counselor is establishing peer-to-peer relationships with Mayo Clinic Geneticists and Genetic Counselors. Our goal is to expand our individualized medicine program and systematically utilize genetic testing to develop effective treatment plans.

In our care of Cardiac Patients, they have benefited from:

» Leadership Saves Lives — Sparrow along with nine other care network hospitals from across the country are using their collective strength to work together to reduce mortality rates among heart attack victims and change hospital culture, if necessary.

» Congestive Heart Failure Care Collaborative Workgroup — Anchored on evidence-based best practices, Sparrow has created a Congestive Heart Failure Care Collaborative Workgroup to improve the quality of care provided to congestive heart failure Patients. This year-long, multi-disciplinary initiative has transformed Sparrow’s approach, involving a larger team to work through Mayo Clinic’s clinical guidelines and other best practices. The strength of the initiative is that it’s a population health-based effort that spans the continuum of care, addressing concerns from when the Patient arrives at the Emergency Department to when they’re discharged home with referrals to community resources and support.

In our Surgical Services, our Patients have benefited from:

» Enhanced Recovery Process Collaborative — Sparrow has demonstrated immediate and significant reductions in colorectal surgery recovery time and hospital stays for Patients. We are now extending this process improvement approach to OB-GYN surgeries.

Our Community has benefited from:

» Community Education — Mayo specialists have visited Lansing to participate in educational events for both Sparrow Caregivers and our community members regarding treatment options for lung cancer; sports injuries; reducing risk of breast cancer; improving Patient outcomes; how to encourage innovative treatment; individualized medicine that bases treatment on a Patient’s genomic makeup; and improving communications in healthcare.

The Mayo Clinic Care Network has clearly exceeded our expectations. We see limitless possibilities for our relationship with Mayo Clinic. We are proud, humbled and honored to collaborate with Mayo Clinic for the benefit of mid-Michigan region Patients and their families.