A Message from John Kepros, M.D.,

Chief of Medical Staff:

A Preoccupation with Failure

Soon after I was married, the day after the wedding in fact, I made one of the biggest mistakes of my life.

As newlyweds, we were on our way to London and Paris for our honeymoon. Other than a slight hangover from the reception, so far so good.

Flying across the Atlantic Ocean generally involves eating chicken from a plastic tray, trying to fall asleep while sitting upright on an airplane in early evening and then waking up six to eight hours later when it is mid-morning at your destination in Europe.

We arrived at Gatwick, an airport that transports over 40 million passengers per year, on time, after the above scenario. We found a baggage cart and worked our way to the ground transportation area and train station. In addition to our bags, I had a small backpack that contained my camera, our travel vouchers, and our passports which I hung on the back of the cart from a hook.

About 10 minutes into the 30-minute train trip to London, I realized I had left my backpack with its essential contents on the baggage cart. Not a great start to our marriage.

Obviously, the conductor could not stop the train and they also had no ability for me to call the terminal while the train was moving.

We were in a foreign country without any of our documents.

The physiologic fight or flight response consists of effects on almost all areas of both the sympathetic and parasympathetic components of the autonomic nervous system and at this point I had most of them.

That is all I will say about that.

After arriving at the station, getting help from an official person, being informed they had found the bag and were sending it on the next train, you may imagine my relief.

You may also imagine, because everything was retrieved and the rest of the trip uneventful, that this story is over.

In fact, in the science of highly reliable organizations, this would be considered a near miss, which is when a threatening unplanned event challenges but does not defeat the last protective barrier. That last barrier was an honest, efficient worker at the airport who found the bag and routed it to the train.

In their 2001 book Managing the Unexpected: Assuring High Performance in an Age of Complexity, Karl Weick and Kathleen Sutcliffe reveal that highly reliable organizations take near misses very seriously as learning opportunities. They are preoccupied looking for ways their organizations might fail.

Since that near miss, I too have been preoccupied finding things that might go wrong while traveling. In my case, there was a failure to account for all our bags. Another common scenario is a failure to pack something.

Atul Gawande, in The Checklist Manifesto: How to Get Things Right, published in 2009, suggests this is the type of situation where a checklist may be helpful.
Having had some experience using checklists to prevent catheter related bloodstream infections, I starting using a checklist in my travel preparation. This has become more sophisticated over time, listing each bag and its precise contents. Recently, I have even color-coded it.

I have extolled the benefits of my travel checklist to my wife and she responded by saying: “Yeah......I’ll get right on that”, so I can assume she will make one soon. I have also emailed the most recent version to my children but only received the eyeroll emoji in response.

Fortunately, I know the travel documents and passports are in the red document holder in the center compartment of my black Samsonite travel backpack. What could possibly go wrong?

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

Lee LO; Bateman BT; Kheterpal S; Klumpner TT; Housey M; Aziz MF; Hand KW; MacEachern M; Goodier CG; Bernstein J; Bauer ME; Lirk P; Wilczak J; Soto R; Tom S; Cuff G; Biggs DA; Coffman T; Saager L; Levy WJ; Godbold M; Pace NL; Wethington KL; Paganelli WC; Durieux ME; Domino ME; Nair B; Ehrenfeld JM; Wanderer JP; Schonberger RB; Berris J; Lins S; Coles P; Cummings KC; Maheshwari K; Berman MF; Wedeven C; LaGorio J; Fleishut PM; Ellis TA 2nd; Molina S; Carl C; Kadry B; van Klei WA; Pasma W; Jameson LC; Helsten DL; Avidan MS; Multicenter Perioperative Outcomes Group Investigators.
Anesthesiology, 2017 Apr 06.

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 opens new state-of-the-art Endoscopy Center of Excellence
Sparrow has opened a new Endoscopy Center of Excellence that provides convenience and ease for Patients requiring endoscopy procedures. The Center is located at the new Sparrow Health Center Lansing, 2909 E. Grand River Avenue in Lansing Township.

Sparrow has partnered with the Michigan Gastroenterology Institute (MGI) of Lansing to provide leadership and a high standard for gastrointestinal care in mid-Michigan.
Taking to the airwaves for Stroke Awareness Month

May is Stroke Awareness Month and our Stroke Center Director, Anmar Razak, M.D., discussed stroke symptoms during the Michigan’s Big Show radio program on Monday, April 24, 2017.

Medical News

Potential exposure to NTM related to a heater-cooler device used during open heart surgery at Sparrow

Please be aware that a select group of Sparrow Patients have received notification from Sparrow of potential exposure to NTM related to a heater-cooler device used during open-heart surgery. Attached is the letter that was sent to Patients. Please refer any questions to 517.364.5965.

Sparrow FastCare services to expand

Effective May 1, Sparrow is expanding the services we provide through our Sparrow FastCare locations and adjusting our pricing structure and hours of operation to more closely align with the volume and clinical conditions within our region.

FastCare offers a unique service, providing quick, convenient access to quality care for typical healthcare needs. Simply walk in or schedule an appointment online.

And FastCare accepts most insurances, billed at your regular office visit copay. For those with a high deductible plan or no insurance, FastCare services still cost significantly less than an Urgent Care or Emergency Department visit for the same conditions.

Sparrow has three FastCare locations - one in Lansing near Frandor, and inside the Meijer stores in Okemos and DeWitt. All locations are open Monday – Friday, 8 a.m. to 8 p.m., and Saturday, Sunday, and holidays, 9 a.m. to 6 p.m. Closed 2-2:30 p.m. for lunch. Closed Christmas.

If you have any questions, please contact Dave Kruger, Vice President, Physician Practice Administration, at 517.364.5003 or by email to: david.kruger@sparrow.org.

Association Between US Norepinephrine Shortage and Mortality Among Patients With Septic Shock

Drug shortages in the United States are common, but their effect on patient care and outcomes has rarely been reported. This study published by JAMA assessed changes to Patient care and outcomes associated with a 2011 national shortage of norepinephrine, the first-line vasopressor for septic shock.

Delays in Emergency Care and Mortality during Major U.S. Marathons

Large marathons frequently involve widespread road closures and infrastructure disruptions, which may create delays in emergency care for nonparticipants with acute medical conditions who live in proximity to marathon routes. In this study published by the New England Journal of Medicine, it was found that Medicare beneficiaries who were admitted to marathon-affected hospitals with acute myocardial infarction or cardiac arrest on marathon dates had longer ambulance transport times before noon (4.4 minutes longer) and higher 30-day mortality than beneficiaries who were hospitalized on nonmarathon dates.

Sparrow earns Stroke recertification

The Sparrow Stroke Center was the first facility in Michigan to achieve certification as a Comprehensive Stroke Center from the Joint Commission. In March, the Stroke Team earned recertification of this prestigious Joint Commission certification and remains the only hospital in the mid-Michigan region to have done so.

Mayo Clinic Care Network

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.mayoclinic.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 Update: new 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.

Case submissions will be accepted beginning April 13 for the April 27, 2017, board.

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**

**Pharmacogenomics: DNA and Drug Response**  
*Featuring: Richard M. Weinshilboum, M.D.*  
Tuesday, May 23, 2017 | 8-9:30 a.m., breakfast provided  
Sparrow Auditorium, Sparrow Hospital Lower Level  
RSVP to: Melinda Rapelje at melinda.rapelje@sparrow.org  
Who should attend: Medical Residents, Attending Physicians, Oncologists and Hospitalists, Nursing staff

Dr. Weinshilboum is the Mary Lou and John H. Dasburg Professor of Cancer Genomics Research; Chair, Division of Clinical Pharmacology and Professor of Pharmacology and Medicine at the Mayo Clinic College of Medicine. Dr. Weinshilboum’s career has been devoted to the development of “Precision Medicine,” specifically, the use of genomics to individualize drug therapy. He currently directs the Pharmacogenomics Program of the Mayo Center for Individualized Medicine and he is Co-Principal Investigator of the long-standing US National Institutes of Health (NIH) Pharmacogenomics Research Network Center at the Mayo Clinic.

**2017 Physician Recognition Dinner**  
*hosted by the Sparrow Women’s Board of managers*  
Saturday, April 29, 2017  
Please visit this link (open year-round) to submit nominations for 2018.
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

Wednesday, June 7, 2017 | Innovation
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
Margaret Gerrits, M.D., Department of Emergency Medicine
Rebecca Wolfe, M.D., Department of Family Medicine
Katie Zechar, M.D., Department of Internal Medicine