



Letter from the Chair

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As I approach the end of my first decade at the University of Pennsylvania school of medicine, I look back on the last 3650 days with pride in all that our team has accomplished. As the oldest Orthopaedic Surgery department in the country, we now rank among the top five, according to a recent JAAOS article that analyzed the characteristics that determine success is academic Orthopaedic

Departments. (Namavar et al. *J Am Acad Orthop Surg*. 2019 Feb 1;27(3):e118-e126.) This study was well designed and executed, and the conclusions are scientifically validated.

I believe that good leaders should admit when they fall short in terms of realizing their vision and facilitating group success. My BHAG if you recall (big hairy audacious goal as described by Jim Collins in his book *Good to Great*) was to become a top five Orthopaedic Department in five years. We even had T shirts made- "Top Five in Five"-Penn Orthopaedics. We failed with regards to the ambitious timeline that I set for this goal but we eventually arrived...5 years later than predicted. This lesson in humility will serve me well as I continue our quest for "number 1". That being said, our Penn Orthopaedic research program funding has doubled in the last 10 years and our research rank according to the NIH has consistently been among the **top five** programs in the country for more than 10 years. What an achievement by Lou Soslowsky and his colleagues!

Our clinical mission has expanded tremendously. Currently our Penn Orthopaedic Brand is present in 7 hospitals in our health system compared to our initial footprint at three downtown hospitals in 2009. Under the leadership of Ralph Muller, we have purchased three health systems: Chester County Hospital, Lancaster General Hospital and Princeton Health. We now have a significant presence in New Jersey based on our affiliation agreement with Princeton Orthopaedic Associates, our partners Kevin McHale and Stanley Michael at Cape Regional Hospital (part of the Penn system) and our combined Adult Reconstructive Fellowship at Virtua Health System. Our Cherry Hill outpatient center is magnificent and was modelled after our Philadelphia Musculoskeletal Center on the Presbyterian Medical Center Campus. Our new Grand View Hospital Orthopaedic partnership is providing affiliation with an outstanding Orthopaedic group that shares our values with regards to excellence in value based musculoskeletal care. Under the leadership of our COO, Neil Ravitz, we recently organized a Joint Replacement summit that included every entity in our health system. More than 120 people attended, from physicians, administrators, nurses, quality officers and

service line leaders. This event was a huge success and demonstrates alignment across our health system with regards to Penn Medicine's commitment to value and quality of care delivery for patients undergoing joint replacement.

Our reach goes beyond US borders. An exchange program with Princess Grace Hospital in Monaco adds value to our Shoulder and Elbow fellowship. Our Spine Deformity outreach led by Vincent Arlet in Trinidad provides world class care to a deserving population that has limited access to complex spine reconstruction. Neil Sheth is making strides in building a hospital in Tanzania as a tribute to the legacy of Enyi Okereke, MD. We are proud of our evolving global influence.

The construction of a \$1.5 billion new Hospital Pavilion across from HUP is a testimony to the leadership of UPHS CEO Ralph Muller, our EVP, and Dean Larry Jameson, as well as a testament to the financial strength of Penn Medicine. Our orthopaedic oncology program will be based at the new Pavilion and continues to expand at HUP. The addition of Robert Wilson has helped support Orthopaedic Oncology on the HUP campus.

History was made this past March, when Kristy Weber, MD was inducted as of AAOS President. As many of you know, Dr. Weber serves as vice chair of Orthopaedic Surgery and Director of the Penn Medicine Sarcoma program. Her presidential remarks emphasized diversity and inclusion. I am proud to share that this year's intern class includes three remarkable women who will begin our residency in June 2019. We have more than 30 percent women in our program. We walk the walk and talk the talk. We are proud of the leadership of Dr. Weber.

Other Society leaders include John Kelly who is serving as President of the Eastern Orthopaedic Association. I am currently serving as the President of the American society of Surgery of the Hand. The emphasis on leadership skills and training for our residents and faculty will continue thanks to the efforts of John Kelly and Derek Donegan. Our partnership with the Wharton School of Business provides unprecedented opportunities for our residents to learn about leading and leadership.

This summer we will appoint a new chief at the VA hospital. Dr. Marlene DeMaio is stepping down, and will remain a valued member of our faculty. Dr. Richard Grant will be appointed as VA Chief, and brings to Penn a wealth of clinical educational and leadership experience. As past Chair at Howard Orthopaedics and President of the ABOS he is poised to provide educational impact and coaching for our residents and fellows.

Our Musculoskeletal service line is continuing to innovate and is recognized as a leading service line in the Penn Medicine. Led by Neil Ravitz, our COO, Sean Looby (outreach director) and supported by our Quality Officer Hannah Lacko we have

an administrative “dream team” that drives our clinical success. Opioid reduction programs, PROMIS capture and value based purchasing are programs that benefit our patients and our health system. Reduction in costs and standardization of care are among the many achievements that have brought well deserved recognition to our department. Penn Orthopaedics has led the health system in digital patient scheduling and same day access. My moto has been “If you call us today with a musculoskeletal problem, we will see you today”. The strong work ethic of our faculty and the phenomenal group of PA’s and NP’s allow us to keep this promise.

Our residency and fellowship programs continue to attract the brightest students and residents from around the country. We have extended our fellowships to physicians from outside the USA in order to be considered an educational system that is global rather than local. Fellows from India, Canada and Israel benefitted from their time with us and have returned to their countries to practice and represent the Penn Orthopaedic training experience. Craig Israelite, Jaimo Ahn, and Andrew

Milby have provided outstanding oversight for our residents and students. I am grateful for their tireless dedication to the educational mission.

Ten years passes quickly. While we are in a good place, we are not complacent with our successes. There is still much work to be done and higher mountains to climb. Penn Orthopaedics is department comprised of an outstanding group of talented individuals that functions exceptionally well as a team. We will continue to improve our efforts across all missions. There will be many changes ahead in the practice of medicine, our team is positioned well for the future challenges of health care delivery. Our values and culture are sound and are accepted by all. As Coach Vince Lombardi once said “if we seek perfection, we will find excellence.” As the coach of this great team, our quest will continue for perfection. We will settle for nothing less than excellence. With appreciation and profound gratitude for the opportunity to lead and be part of such a magnificent team.