

THE surgical spotlight



ON ALUMNI, FACULTY, RESIDENTS & FRIENDS
OF THE DEPARTMENT OF SURGERY FALL 2006

Welcome New Surgical Residents!



John Bohnen

A new cadre of residents joined our department in July 2006. After years of diminishing numbers of surgeons in practice and training, the government ascertained that we now need more surgeons! We have a larger cohort of new recruits than in many previous years and there will be jobs galore for them at the end of their training. They will be the best taught residents ever.

Thirty-five new residents have entered the department – 27 men and 8 women. Twenty-nine come to us from Canadian programs, 3 through the Ontario International

Medical Graduate stream (finished med school outside Canada, will practice in Ontario), and 3 are visa trainees, who will return to their home countries following training. This diverse group of bright young minds from 3 continents is a gift that will enrich our department.

John Bohnen

Professor and Vice Chair, Education



Khaled Al-Garni – C/S



Nicholas Yardley – O/S



Aamir Al-Kudmani – P/S

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Welcome New Residents



Dawi Amariyen – O/S



Michael Blankstein – O/S



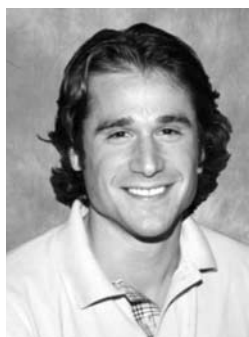
Maryse Bouchard – O/S



David Cadotte – N/S



Khaled Elgadi – G/S



Dean Elterman – U/S



Ali Farno – O/S



Elisa Greco – G/S



Barbara Haas – G/S



Farzad Hariri – G/S



Sunil Kalia – N/S



Shayne Keetbaas – O/S



Daniel Lodge – C/S



Mary-Helen Mahoney – P/S



Sergio Muraca – G/S



Olanrewaju Okusanya – O/S

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The Merging of Cultures

The merger and de-merger of Sunnybrook and Women's should give us reason to pause and reflect. The restructuring commission, which initiated the changes that resulted in the merger, consisted of a group of well-intentioned and knowledgeable individuals.

The province established the Health Services Restructuring Commission (HSCR) in 1996. The HSCR was mindful of many redundancies in our system and faced with finding solutions to tough fiscal realities. There were also many competing political agendas and compromises that had to be made. It was given



Richard Reznick

sweeping powers to rearrange Ontario's hospital system. In March 1997, the commission released its plan for Toronto, calling for the closure of 11 of 42 hospitals in the city, and amalgamation of others. A total of \$123 million dollars a year in savings was projected. Three years later, the HSRC was disbanded, and health care professionals were left to make sense of a new reality.

One of the major recommendations was the creation of Sunnybrook and Women's College Health Sciences Centre, an amalgamation of Sunnybrook, Orthopaedic and Arthritic Hospital and Women's College Hospital. This may have looked good on paper and indeed, some good things have happened in the last decade. However, as is now evident to all, the merger, by all dimensions has not achieved its goals. As recently announced, a separation has occurred and the New Women's College Hospital has been formally established.

There are many reasons for failed mergers. They include inappropriate estimates of financial savings, turmoil in the ranks of management and workers, lack of appropriate communication strategies, and lack of clear governance structures. And there are other negative byproducts of turbulent mergers, such as lack of easy access to certain services, insecurity of human resources, loss of managerial and organizational identity, and disruption of routines at the clinical and organizational level.¹ However, I would propose that a fundamental flaw of this merger was a miscalculation, or more pointedly a disregard, for the social and political costs of trying to merge two cultures. As suggested in a report on a recent conference on hospital mergers in Canada², "It can't be seen or touched or measured,

but corporate culture, the all-pervading spirit of an organization that is a unique blend of myth, procedure and collective personality, is a real issue in hospital amalgamations. A hospital culture is like an interwoven organic system of beliefs, values, rituals, personalities and mythology that creates meaning for people at work."³ Cultures are comprised of the socially inherited characteristics of a defined group. How many thousands of hours were wasted in endless committee meetings trying to combine the immiscible? How many fights, both public and private, were fought in the name of progress. How much great talent was lost to Toronto, as individuals who have better ways to spend their time decided to leave, rather than get embroiled in a battle they perceived would be endless. And how much money was spent on the unpredictable and intangible costs of shuffling the deck in the name of progress.

Our experience in Toronto is not unique. In other words, we have not really learned from others' mistakes. Perhaps most famous in this regard is the UCSF- Stanford fiasco. After the de-merger of these two organizations, commentators opined that the venture's biggest downfall may have been that it never managed to bind the two institutions together with a common culture. In a similar commentary, a principal in the Geisinger- Penn State merger and de-merger commented that cost cutting and efforts to eliminate redundancy failed to deal with the inevitable fact that in mergers there are winners and losers.

I believe the experience in Toronto, especially for those who lived through it in an intense manner, should be a constant reminder that mergers have costs and benefits, and that in that balance sheet we clearly must pay more attention to the challenges of merging disparate cultures, and pay as much attention to the social costs of amalgamation as we do the anticipated financial benefits of economies of scale.

Richard K. Reznick

R.S. McLaughlin Professor and Chair

1. Markham, B. and Lomas, J. Review of the Multi-Hospital Arrangements Literature: Benefits, Disadvantages and Lessons for Implementation. Healthcare Management Forum, 8(3): 24-35: 1995

2.. The Merger Decade, What have we learned from Canadian health care mergers in the 1990s? A Report on the Conference on Health Care Mergers in Canada. Organized by the Ottawa Hospital and the Association of Canadian Teaching Hospitals. Canadian Health Services Research Document . http://www.chsrf.ca/final_research/commissioned_research/programs/pdf/mergerdec_e.pdf

3. Deal T, Kennedy A. The New Corporate Culture. New York: Perseus Books, 1999

Welcome New Residents



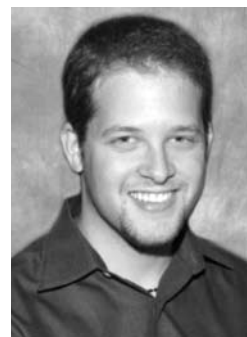
Vanessa Palter – G/S



Lakhbir Sandhu – G/S



Carlo Santaguida – N/S



Eran Schlomovitz – G/S



Anna Shawyer – G/S



Saquib Siddque – G/S



Jory Simpson – G/S



Syndie Singer – O/S



Paul Toren – U/S



Varun Kapila – G/S



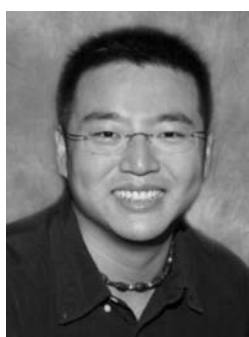
Elias Wehbi – U/S



James Wong – U/S



Karen Wong – P/S



Simon Yang – G/S



Victor Yang – N/S



Missing from photos:
Faizal Bhojani – G/S

“ON THE SHOULDERS OF GIANTS”



“On the Shoulders of Giants” by Dam de Nogales Sculptors

The new Giants of Biomedical Science Hall in the Terrence Donnelly Centre for Cellular and Biomolecular Research celebrates the work of ten research giants at the University of Toronto. **Three of them are surgeons:** Frederick Banting, Wilfred Bigelow and Robert Salter. A bronze sculpture in the lobby of the Centre depicts each of these ten who set the standard for the University of Toronto in biological sciences.



Robert Salter (left) and Richard Reznick

The sculpture entitled “On the Shoulders of Giants” was created by the husband and wife team of Veronica de Nogales Leprevost and Edwin Timothy Dam, who bring diverse backgrounds (from Spain and Canada) and a shared artistic vision of the relationship of humanity and nature. Dam and de Nogales also created the “Spirit of Discovery” a spectacular sculpture located in front of the Donnelly Centre on College Street.

Each of the ten floors in the Centre has been named for one of the honourees. Cecil Yip, former Vice-Dean

Research, and Jim Friesen, former Chair of the Banting and Best Department of Medical Research, conceived and provided suggestions for the construction of the Centre, which is an example of how a truly great science facility should be put together. The building won the prestigious Royal Institute of British Architects International Award.

In his acceptance speech at an unveiling ceremony and



Terrence Donnelly (left) and Lee Errett

reception on June 27, 2006, Bob Salter spoke movingly of his inspiration for fifty years of basic research, derived from the philosophy of St. Luke the Physician: *Unto whomsoever much has been given, of that person shall much be required*. Salter explained that “all of us in Medicine here today have been given much for which we deserve no credit -- good genes, loving parents, and a good education including the privilege of standing on the shoulders of giants, as Sir Isaac Newton has stated. To balance this equation of life for health professionals, we can all give

back in return for all that we have received. This we can do through exemplary patient care, teaching, research and administration. We have welcomed others to stand on our shoulders and these others may now invite students and colleagues to stand on their shoulders." Bob also thanked David Naylor for his efforts to create the Centre, "through stellar stick handling, he shot the puck of promise into the net of innovation to score the winning goal." Bob Salter's contributions to surgery include the Salter osteotomy for congenital hip dislocation, the Salter Harris Classification, and the revolutionary biological concept of continuous passive motion (CPM) that tests and regenerates articular cartilage. His *Textbook of Disorders and Injuries of the Musculoskeletal System*, now in its third edition, has sold 195,000 copies worldwide and has been translated into six languages.

Wilfred Bigelow's daughter Pixie Bigelow Currie, who once played women's hockey for the University of Toronto, described her father's lifelong affection for the University and for the Banting Institute where he did his research. Bigelow learned to think analytically about hypothermia while treating frostbite injuries in Canadian soldiers who fought in World War II. Combined with his experience at Johns Hopkins with Alfred Blalock, this led to the landmark 1953 open heart operation under hypothermia. That established Bigelow as a world leader in the field. Because hypothermia induced bradycardia, Bigelow and his colleagues developed a pacemaker generator and a transvenous pacing electrode. His books *Cold Hearts* and *Mysterious Heparin* provide fascinating accounts of those exciting years. His intellectual humility and honesty as a researcher are described in a previous issue of the Spotlight. Wilfred Bigelow died on March 27, 2005 at the age of 91.

Of Sir Frederick Banting, John Yee and David Mulder write: "Basing his reasoning on the pathophysiology of gallstone pancreatitis, Banting thought that the endocrine function of the gland could be better studied if its exocrine function was somehow removed. He approached J.J.R. MacLeod, Professor of Physiology at the University of Toronto, with

his research proposal but was rebuffed repeatedly. Banting persisted and MacLeod finally relented, allowing the young surgeon to use his Toronto laboratory during his absence. Charles H. Best, one of MacLeod's students, was assigned to work with Banting for the summer of 1921. MacLeod himself was in Scotland. Banting and Best proceeded with a classic series of experiments that involved ligation of the pancreatic duct and the induction of exocrine atrophy. They found that an extract of the atrophic pancreas could reverse diabetic coma in dogs. In January 1922 a crude preparation was used to treat a young boy with diabetic ketoacidosis at Toronto General Hospital. The Nobel Prize was awarded in 1923 to Banting and MacLeod for the discovery of insulin. The committee's decision to recognize MacLeod and to exclude Best deeply wounded Banting's sense of fairness. He shared his half of the money award with Best and evoked a controversy on the anatomy of scientific collaboration, which remains pertinent even now. The Nobel Prize, which Banting won at the age of 32, brought fame to the university and heightened public optimism for research in other diseases. The Banting Research Foundation and the Banting Institute

were formed at the University of Toronto to concentrate medical research at this time of intense expectation."¹

The other seven honourees are Charles Best, who collaborated with Banting; George Connell, biochemistry research leader and science advocate; Maud Menten, founder of modern enzymology; Fraser Mustard, advocate for early childhood development; Vera Peters, the radiotherapist who developed lumpectomy and radiation as an alternative to radical mastectomy; Louis Siminovitch, who founded the U of T Department of Medical Genetics; and Lap-Chee Tsui, who discovered the gene for cystic fibrosis.

M.M.

1. Yee J, Mulder DS. Surgeons who have won the Nobel Prize. In: Surgical Research, Basic Principles and Clinical Practice, 3rd edition. Troidl H, McKneally MF, Mulder DS, et al, editors. Springer, New York, 1998, 39-47.



"Spirit of Discovery" by Dam de Nogales Sculptors

Dimitri Anastakis appointed Chair of Plastic Surgery



Dimitri Anastakis

Dimitri Anastakis has been appointed Chair of the University's Division of Plastic Surgery. He credits past Chairmen Ralph Manktelow and Peter Neligan with developing an outstanding division with an excellent international profile.

Dimitri brings significant management and leadership experience to his new position. He was Chief of Surgery at Toronto Western Hospital and Associate Director of Surgical Services at UHN for 5 years, working closely with Bryce Taylor on operations, planning and budgeting. With the support of Bryce, Tom Closson, and Bob Bell, he recently completed a Master's Degree in Health Care Management at Harvard's School of Public Health. For his practicum, Dimitri worked with the Toronto Western Foundation and Heather Reisman of Indigo, developing Canada's first corporate partnership between a for-profit organization and an academic health science centre. In this innovative alternative to the traditional philanthropic model, UHN's extensive patient education website is linked to Indigo's website. When patients purchase books recommended by UHN, the hospital receives 8.5% of sales revenue. Several other teaching hospitals are also involved in Heather's Trusted Advisor Program, which brings expert review and recommendations to the public. Dimitri counts Heather as one of his significant teachers. Their shared values include belief in the need to promote Canada and to achieve better health outcomes by providing information and education to patients.

Dimitri's major academic focus has been surgical education; his research explores the best way to teach technical skills. He has worked on cortical plasticity with a variety of expert collaborators including Karen Davis, David Nicholas, and Robert Chen. They use functional

MRI and trans-cranial magnetic stimulation to study relearning after nerve injury. Dimitri's education and plasticity colleagues have come together working with kinesiologist Adam Dubrowski in the technical skills lab to map the brains of surgeons as they learn motor skills.

Dimitri was born in Winnipeg, and grew up in Toronto. After completing his medical and surgical training at the University of Toronto, he became our first fellow in Surgical Education, completing a Master's Degree in Technology-based Learning at the University of Illinois. Following residency, he studied complex upper extremity reconstructive surgery in Lausanne, London, Paris, Edinburgh, and Vienna. His wife Catherine, formerly a consultant on corporate strategy, is now a strategist with the Greater Toronto LHIN. She loves working in health care, which she and Dimitri both believe to be a right, not a privilege. They have two children, Jamie, 11, and Emily, 7. The family skis in northern Ontario as often



Dimitri, Emily, Jamie, and Catherine.

as possible; Dimitri works out 3 times a week at the gym, personifying his belief that surgical leaders should role model a healthy and balanced life for surgeons in training. He uses a focused factory approach to surgical training and practice. He groups his surgical activities methodically so that he can show residents 8 consecutive carpal tunnel operations in one day, or a clinic with 10 patients treated for hand fractures. His approach minimizes chaos for the staff, waiting for the patients, and provides a very thorough tutorial to surgical residents as opposed to the random exposure to surgical problems associated with many diverse practices. He is confident

that this will raise the efficiency of training, enabling the development of highly skilled and experienced surgeons under the constraints of a shortened work week.

Dimitri's vision for the future of the division includes endowed chairs to support focused programs in breast reconstruction, burns, cranio-facial and hand surgery, among others. His highest goal is to help bring the division together, countering the trend toward disengagement that is inherent in a geographically dispersed and highly subspecialized field. The Plastic Surgery Division is the largest in North America. He looks forward to contributing to the leadership and management training initiatives of the Department.

And Peter Neligan completes successful 10-year term as Chair of Plastic Surgery

Peter Neligan describes his 10 year tenure as Chair of the Division of Plastic Surgery as "wonderful, enjoyable and a great honour". His greatest pleasure has been seeing his appointees thrive. Among them are several women including Leila Kasrai, Joan Lipa, Linda Dvali and Melinda Musgrave. There are now more female residents in plastic surgery than in most surgical programs.



Peter Neligan

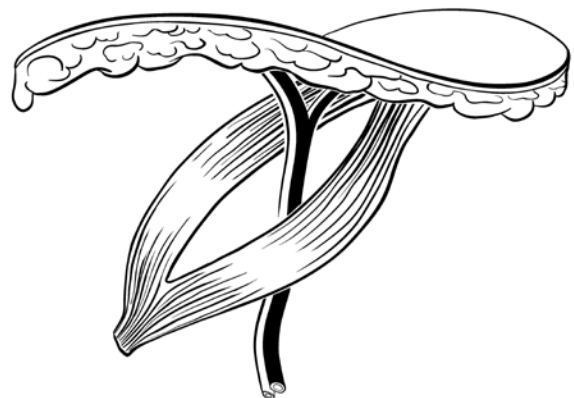
Peter is proud to have held the first endowed plastic surgery chair in Canada, funded by a former patient, Bob Wharton. Bob's father manufactured boilers. After high school, Bob was commissioned to buy land tracts outside Toronto for a new factory. He purchased two tracts, one became Pearson Airport, the other Mississauga's industrial area, allowing him to retire at age 32. Alan Hudson sent him to Peter for an operation with Pat Gullane, after which he asked them, "What do you guys need for a great surgical service?" Pat and Peter developed a business plan for head and neck surgery and flew to Florida to present it

to Bob who started them off with a gift of \$5 million and followed with several more. The gift also attracted several other donors, including Mariano Elia. \$1 million of the Wharton money was used to create the Bartley Smith Wharton Chair in Radiation Oncology. Both of these hospital chairs will have a lasting impact on the academic productivity of their institutions. Together, Peter and Pat have built a centre of excellence in head and neck surgery that attracts trainees from all over the world.

Peter plans to devote more time helping surgical organizations – he is Secretary of the World Society of Reconstructive Microsurgery and of the American Society of Reconstructive Microsurgery, and Vice President of the Plastic Surgery Education Foundation. In his clinical practice Peter will continue to work with surgical innovations, like microsurgery techniques developed by his Japanese colleague Isao Koshima for lymphatico-venous anastomosis and perforator flaps illustrated nearby. These flaps are based on arterial pedicles dissected free from the muscular component of the myocutaneous flaps that have become the bulky, universal standard of reconstruction in the past several decades. Peter has recently published a two volume textbook called *Perforator Flaps: Anatomy, Technique and Clinical Applications*.

When I interviewed him, Peter was preparing to run a Toronto lakefront marathon on the weekend. He recently ran the Buffalo Niagara Marathon with his daughter. He told me the distance between Athens and Marathon, for which the modern event is named, was 26 miles, but a standard marathon today is 26.2 miles. The 0.2 was added in 1910 in London so that the runners would finish in front of the Royal Box at the request of Queen Alexandra, wife of Edwards VII.

M.M.



The Perforator Flap

Surgery Leadership Day



Miles Shore

The Department sponsored a Leadership Day for Surgeons on April 25th at the MaRS Collaboration Center. Richard Reznick introduced Miles Shore, our Visiting Professor from the Center for Public Leadership at Harvard's Kennedy School of Government. In a lively talk on "Leadership in Vivo", Miles reviewed his experiences in lead-

ership at multiple levels from junior faculty status to CEO. He told us that leadership in academic medicine is more like gardening, in pace and outcome, than the dynamic and often definitive experiences of surgical care. Problems generally require continuous work, get better with skillful intervention, but come back again in another form – for example we squeak through the budget this year but there will be new budget problems to work on next year. The sources of gratification are distinctly different. Leaders shouldn't expect lots of applause or thanks, but look for deeper satisfaction. The interesting phenomenon of "automatic idealization" of leaders was illustrated by Donald Rumsfeld and colleagues, who failed to whittle

down (among their followers and themselves) the excessive idealization generated in the leader/follower relationship. Miles underlined the importance and hazards of the "psychological contract" – e.g. the expectations of physicians and others in health care of a stable and rewarding environment. Leaders are often held accountable for unexpected and unmanageable changes in the conditions of work of their followers. Doctors in the United States are now extremely unhappy with the psychological contract violations that have occurred in the past decade. He explained the "ego ideal" that leaders and organizations can offer to followers, helping people to approximate their best image of what they would like to be. Good organizations and good leaders enhance the personal significance of their members, providing the existential satisfaction of spending time and earning a living at something that makes us feel better about ourselves. In a very interesting interactive session, he brought out the transcendent purposes of organizations and their impact on the ego ideal by asking the participants to tell us "what makes you proud to work here?"

Joe D'Cruz, Professor of Strategic Management at the University of Toronto Rotman School, presented a fascinating case study describing the challenges Alan Hudson faced with waiting lists and structural changes at Cancer Care Ontario. In a careful analytic dissection, Joe explored the dysfunctional elements, the



Joe D'Cruz

political tactics, and the strategic management of the task. Participants then broke into study teams to explore how they would go about fixing the system if they were given Alan Hudson's assignment.

Following lunch, UHN Surgeon-in-Chief, Bryce Taylor presented an analysis based on Goleman's taxonomy of leadership styles (summarized in a nearby table). Bryce gave several clarifying examples. Participants divided into groups to analyze leadership styles by watching and discussing videos of three distinctive local health care leaders addressing their followers: Health Minister, George Smitherman, UHN CEO, Tom Closson, and Alan Hudson, lead of Ontario's wait time strategy.

The participants comprised a full spectrum of surgeons, ranging from residents to division chiefs and

TABLE 1. GOLEMAN'S LEADERSHIP STYLES

	Modus operandi	Style in a phrase
COERCIVE	Demands immediate compliance	"Do what I tell you"
AUTHORITATIVE	Mobilizes people toward a vision	"Come with me"
AFFILIATIVE	Creates harmony and builds emotional bonds	"People come first"
DEMOCRATIC	Forges consensus through participation	"What do you think?"
PACESETTING	Sets high standards for performance	"Do as I do, now"
COACHING	Develops people for the future	"Try this"

Adapted from: Goleman D. Leadership that gets results. Harvard Business Review March-April 2000, pp 78-90.

surgeons-in-chief. Their comments and experience provided local context to the discussion. A high point of the afternoon was “Dr. Taylor’s Twenty Tips” for surgical leaders, a rich and often humorous guide based on thoughtful analysis and reflection on experience within our own department.

Arrangements are being made for our next Leadership Day, to be held in late April or early May of 2007. Dates and further details will be made available through our Division Chairs and Surgeons-in-Chief. Contact them to secure a place in the program.

M.M.

High Impact Publication: Improving Repair with Bone Marrow



Benjamin Alman

Some cells can differentiate into multiple cell types, and there is tremendous interest in developing techniques to use these pluripotent cells to repair damaged tissues. Despite this work, there is little fundamental information on how these cells are able to improve healing ability. Several members of our Cardiac Surgery Division recently uncovered a

key mechanism by which these cells induce improved tissue repair. Shafie Fazel, Massimo Cimini, Liwen Chen, Shuhong Li, Denis Angoulvant, Paul Fedak, Subodh Verma, Richard Weisel, and Ren-Ke Li, and their collaborator, Armand Keating, reported their results in an article in the *Journal of Clinical Investigation* entitled: “Cardioprotective c-kit+ cells are from the bone marrow and regulate the myocardial balance of angiogenic cytokines”.

One source of pluripotent cells is the bone marrow, and conventional thinking is that the bone marrow cells differentiate into different cell types to

enhance healing. In their work, these investigators found that bone marrow cells induce angiogenesis in the heart during myocardial repair. Thus, rather than becoming new cardiac cells, they induced an improvement in angiogenesis, a normal repair process. This is a novel mechanism by which progenitor cells aid in repair, in which these cells act to induce an enhanced repair process. This work will ultimately pave the way for the development of improved cell based therapies not only in myocardial repair, but in a wide variety of repair and regenerative processes.

The full reference is: Shafie Fazel, Massimo Cimini, Liwen Chen, Shuhong Li, Denis Angoulvant, Paul Fedak, Subodh Verma, Richard D. Weisel, Armand Keating, and Ren-Ke Li. Cardioprotective c-kit+ cells are from the bone marrow and regulate the myocardial balance of angiogenic cytokines *J. Clin. Invest.* 2006 116: 1865-1877.

This is but one of a number of high impact publications from members of our department in the area of repair and regeneration. There is a growing effort in this research area in our department, and it is easy to imagine how the findings from work in this area will have direct impact in the treatment of a variety of conditions, covering all disciplines in surgery.

If you have a high impact publication you would like to have considered for the newsletter, please contact Val Cabral in our research office (val.cabral@sickkids.ca or 416-813-2178).

Benjamin Alman
Vice Chair Research

ANNOUNCEMENT

FAMILY NEWS

In future issues of The Surgical Spotlight we would like to include a section on our families. Please send us birth and marriage announcements with photographs, as well as any other family news you would like to share with the Department of Surgery community.

In Memoriam

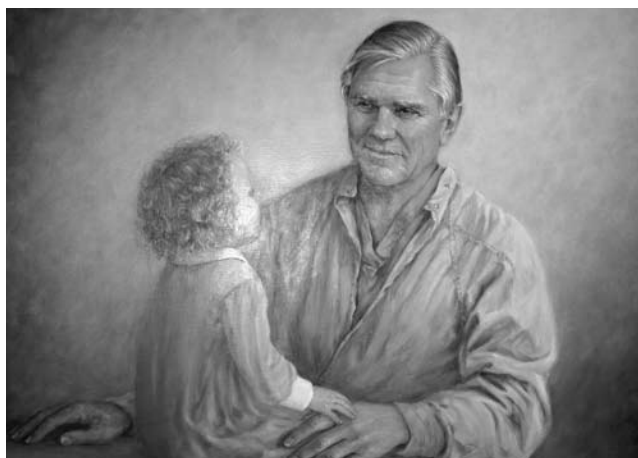
DR. ROBERT DOUGLAS JEFFS

A Trailblazing Surgeon in the Field of Paediatric Urology

Dr. Robert Douglas Jeffs died peacefully at his home in Baltimore, Maryland on Monday August 28th, 2006 at the age of 82. Bob was born in Toronto, graduated from Upper Canada College, and then joined the Canadian Air Force where he flew Tiger Moths. Following the end of WWII he completed his Medical Degree at the University of Toronto. During further training at Lyndhurst Lodge Hospital he met his wife Catharine, a physiotherapist. He was awarded a McLaughlin Fellowship that enabled him to study paediatric urology in London and across Europe. Upon his return to Toronto he was appointed at The Hospital for Sick Children where he became the first Chief of Paediatric Urology. He developed a large practice in the field of paediatric urology and a reputation as a humanitarian with an extraordinary work ethic. He established one of the first Paediatric Urology Fellowship Training Programs in North America. He was one of the world's leading experts on urogenital malformations in children, including bladder and cloacal exstrophies. In the 1970s, he developed and perfected a multistage technique to repair bladder exstrophy and effectively restore normal urinary function and continence. Considered cutting edge and experimental at the time, Jeffs' method became the standard of care for most children born with this bladder abnormality.

Eventually his career would lead him to Johns Hopkins Hospital in Baltimore in 1975 where he was the founding Chief of Paediatric Urology at the Brady Urological Institute and headed that division for more than 20 years.

Bob is survived by Catharine, his wife of 55 years and three children. He loved his family dearly. He enjoyed summers sailing, fishing and picnicking at the family cottage in Georgian Bay for 40 years. His most playful moments were often spent in the company of those many years his junior and while every one of his residents will attest to the grueling pace he set at work, at play he was equally engaged. His sense of humour was well balanced by his love of earnest discussion. Robert was an avid sailor and an amateur weatherman. He played golf



Dr. Robert Douglas Jeffs

regularly and never turned down a challenge. He was an exacting man and never more so than with himself. He constantly advanced all aspects of his education, even, in later years converting a lifelong love of sailing into a membership in the US Coastguard. Throughout his life he learned an amazing variety of crafts extremely well, woodworking and carving being his favourites.

The compassion and love for his young patients is captured in his portrait that hangs at the Brady Urological Institute at Johns Hopkins. A full colour image of this remarkable painting will be posted on our surgery department website. The gleam in his eye as he stands with his hand on the young patient conveys the warmth and caring that characterized his interactions with all the children he looked after throughout his 40 years of clinical practice. The impact he had on his patients and their families was truly long lasting. Bob was the guest speaker at the first Bladder Exstrophy Day in Toronto in 1993 he drew a large crowd including many of his past patients, some of whom were in their mid-thirties but still fondly remembered Dr. Bob and held him with high esteem/regard.

His innovative and creative contribution to the management of bladder exstrophy closure has taught a generation of Paediatric urologists worldwide and has set the standard for the management of this formidable congenital anomaly.

During his career, Jeffs authored and co-authored more than 140 research papers, book chapters and textbooks.

*Tony Khoury
Hospital Division Head, Urology
The Hospital for Sick Children*

ANNOUNCEMENTS



Andrew Howard

Andrew Howard has been appointed **Director of the Office of International Surgery** for a five year term. Andrew is a paediatric orthopaedic surgeon with academic interests in international surgery and injury prevention. He is an Associate Professor in our department and holds a cross appointment in HPME.

Andrew's extensive academic work is supported by CIHR funding. He is involved in graduate supervision in our Surgical Scientist Program, and is Director of both the Trauma Program and the Orthopaedic Residency at HSC. In 2006, he received the John Sharrard Medal from the British Society for Children's Orthopaedic Surgery.

The Office of International Surgery of our Department was founded by **Massey Beveridge** in 2000. After an extremely successful tenure, Massey has decided to step down as Director. We are all grateful to him for his indefatigable work in international surgery. In addition to establishing the office, he has developed an extensive network of vital collaborations, has initiated the Bethune Round Table, a superb annual forum on international surgery, and has spearheaded the Ptolemy project, bringing much needed academic resources to low income countries. We thank Massey for his efforts and look forward to his ongoing work in the OIS.



Massey Beveridge

Richard Reznick

Mary Howard, ATLS Coordinator for the department received a Certificate of Appreciation for 17 years of dedicated service as nurse coordinator of the Advanced Trauma Life Support Program. Working with course



Mary Howard

Director, Jameel Ali, Mary was responsible for the training and certification of over 800 University of Toronto surgical residents. Mary personifies the enormous contribution made to the education of residents by our surgical nursing colleagues.

The Undergraduate Medical Program in the Faculty of Medicine, in partnership with the University Health Network and Mount Sinai Hospital, is very pleased to announce the appointment for a five year term of **Dr. Jacqueline (Jackie) James** as the new **Director of the Wightman-Berris Academy**. Jackie has been serving with distinction as Interim Director of the Wightman-Berris Academy since the untimely passing of Dr. John Bradley last year. Jackie is a practicing endocrinologist at Mount Sinai Hospital, and a member of the Department of Medicine. She is also the Director for the Art and Science of Clinical Medicine Year II Undergraduate Medicine Course. Jackie has been extensively involved with teaching medical students, residents, fellows and practicing physicians, as well as with innovative interprofessional education. We look forward to Jackie's enthusiasm, interpersonal and educational skills in this critical leadership role in our largest Academy in the Undergraduate Medical Education Program.

Catharine Whiteside
Dean, Faculty of Medicine

We are pleased to announce the appointment of **Dr. David Latter** to the newly created Department of Surgery position of **Director of Clinical Fellowship Affairs**. David is Associate Professor of Surgery in the Division of Cardiac Surgery. David did his surgical training at McGill and his fellowship training at Stanford. He returned to McGill as a faculty member and then joined St. Michael's



David Latter

Hospital in 1996. In addition to being one of our top rated postgraduate teachers, David serves as the Program Director for Cardiac Surgery. He has served as the Chief Examiner in cardiac surgery at the Royal College and has been actively involved in the training of clinical fellows at St. Michael's Hospital. David's experience will serve us well in the development of a comprehensive approach to the training of clinical fellows in our Department.

For years the Department of Surgery has attracted and trained clinical fellows from Canada and abroad. Our Fellow Program, of which we are extremely proud, has grown exponentially. The Office of Clinical Fellowship Affairs has been developed to assist the Department establishing standards and processes for selection, evaluation and curricular development.

To that end, David chaired a Task Force on Clinical Fellows that tabled a set of guidelines for the Department. The report of the task force has been adopted by the Senior Advisory Committee. A copy of this report can be obtained from the Banting office.

Please join us in welcoming David to his new position.

Richard Reznick



Joao Pippi Salle

After a formal search, we are pleased to announce the appointment of **Joao Pippi Salle** to the role of **Director, Continuing Education**. Pippi is a paediatric urologist at the Hospital for Sick Children, a position he was recruited to three years ago. After completing his Medical Degree in 1972 at the Federal University of Rio Grande do Sul, Brazil, Pippi completed a PhD and then did training in general surgery, paediatric surgery and paediatric urology. In 1996 he joined the faculty at McGill University where he was Chief of the Division of Urology at The Montreal Children's Hospital. Pippi is well known in paediatric urologic circles for the development of novel surgical techniques for the treatment of urinary incontinence in children. He is the author of over 50 publications in peer-reviewed journals and 25 book chapters. He has been an invited speaker around the world where he delivered more than 150 lectures.

An award winning teacher, Pippi is currently enrolled in the Educational Scholars Program in our Centre for Faculty Development. He is married to Nicola and they have 4 children, Michelle, Alexandre, Gabriela and Ana Claudia.

Please join us in welcoming Pippi to his new role.

John Bohnen and Richard Reznick

I am pleased to announce the appointment of **Jay Wunder** as Mount Sinai Hospital's new **Surgeon-in-Chief**.

An award-winning orthopaedic surgeon, researcher and teacher specializing in musculoskeletal cancer, Jay follows Zane Cohen, who has completed his term after 15



Jay Wunder

outstanding years of service in this capacity. I want to thank Zane for his extraordinary effort and years of productive dedication. He has put Mount Sinai Hospital's Surgical Program on the map. We look forward to his continued and valued contributions to our Hospital.

I am confident that Jay will build on Zane's legacy – establishing Mount Sinai as an internationally-renowned centre in surgical innovation.

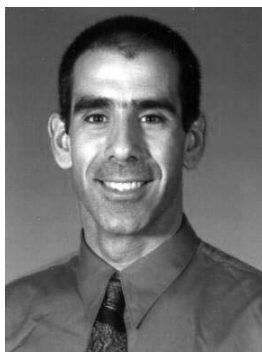
Jay, who is also Head of the hospital's Division of Orthopaedic Surgery and a surgical oncologist, joined Mount Sinai in 1995. He graduated from University of Toronto Medical School in 1986 and has developed a reputation as a world-class leader who effectively and innovatively brings research to the point of care. Integrating research and care is a major thrust of our strategic plan, Building on the Best, which makes Jay – a superb researcher/clinician as well as teacher – a perfect fit as we move forward.

Please join me in congratulating Jay for this most recent accomplishment. We are delighted to have such talent within the surgical unit at Mount Sinai, and wish him well as he takes the Department of Surgery to the next level.

Joseph Mapa
CEO, Mount Sinai Hospital

NEW STAFF

The Department of Surgery warmly welcomes the following individuals who have joined our Department.



Georges Azzie

The Division of General Surgery at the Hospital for Sick Children is pleased to announce the recruitment of **Georges Azzie**. Georges was born and raised in Ottawa. He completed his medical school and general surgery training at the University of Toronto, and did his paediatric surgical fellowship at Ste Justine

Children's Hospital and the University of Montreal. Georges has a keen interest in international surgery, and has worked extensively in many corners of the world, including the Middle East, Africa, and New Zealand. He will be an active participant in the Office of International Surgery, and will be helping to expand the international activities of SickKids. Georges also has a long-standing interest in surgical education. He has a reputation as an enthusiastic and effective teacher, and most recently he served as the Program Director for General Surgery at the University of New Mexico.

He will be taking on the role of Associate Surgeon-in-Chief for Education at SickKids, and will be an active member of the General Surgery Residency Program Committee. Finally, Georges has been a longstanding advocate of minimal access surgery in children, and will help to keep the division on the forefront of this field internationally. We are delighted to welcome Georges back to Toronto!

Jacob Langer

*Hospital Division Head, Paediatric General Surgery
The Hospital for Sick Children*



Natalie Coburn

Natalie Coburn has joined the surgical oncology group in the Division of General Surgery at Sunnybrook. Natalie's recruitment brings further expertise in hepatopancreaticobiliary and gastric cancer to our group. Natalie's undergraduate and medical school training was at the University of North

Carolina at Chapel Hill where she completed both programs with Honours. She did her residency training at Rhode Island Hospital and Brown University Medical School, serving as the executive chief resident. She then sought further training at Harvard where she completed a Masters of Public Health in Quantitative Methods. Her surgical oncology fellowship training was at the University of Toronto.

Natalie's main research interests are gastric cancer treatment and outcomes and surveillance for and resection of colorectal metastases. Her gastric cancer research led to a podium presentation at ASCO 2005, as well as a merit award. She has been appointed as an Adjunct Scientist at ICES. Natalie's recruitment bolsters the Sunnybrook group's focus on health services research.

As well as being a terrific surgeon and researcher, Natalie is a delightful individual who, together with her husband Taylor, just welcomed their first child, Sophia.

Andy Smith

*Hospital Division Head, General Surgery
Sunnybrook Health Sciences Centre*



"You don't get an office. You get cargo pants."

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Avery Nathens

Avery Nathens attended Queen's University Medical School in Kingston and then went on to complete surgical residency at the University of Toronto in 1998. During his residency he participated in the Surgeon Scientist Program where he obtained a Doctoral Degree focusing on the inflammatory response following

injury. He then went on to a trauma and critical care fellowship at Harborview Medical Center in Seattle, WA where he completed a Master Degree in Epidemiology through the School of Public Health at the University of Washington with a focus on trauma system design and effectiveness. While at in Seattle, Avery was Associate Professor of Surgery and Attending Trauma Surgeon and Director of Trauma-Surgical Critical Care at Harborview Medical Center. He has published almost 100 manuscripts focusing on trauma care and is the recipient of funding both from the US NIH and the Center for Disease Control and Prevention for injury-related work. As the Director of Trauma at St. Michael's Hospital and the Division Head of General Surgery, Avery will continue his research in Systems of Trauma Care and lend his considerable expertise to the delivery of trauma care in Ontario.

Ori D. Rotstein, M.D.

Surgeon-in-Chief, St. Michael's Hospital

Julian Spears, is a graduate of Dalhousie University Medical School. He entered the Neurosurgery Training Program at the University of Toronto in 1998 and became a Fellow of the Royal College of Physicians and Surgeons in 2004. Following residency, Julian completed a two year fellowship in Endovascular Neurosurgery at the University of Toronto under the leadership of M.C. Wallace and K. Terbrugge. During his training, he undertook graduate studies in Clinical Epidemiology and successfully



Julian Spears

obtained his Masters of Science degree from the Harvard School of Public Health in 2006. Julian has recently been awarded a Phase I Clinician-Scientist Award from the Heart and Stroke Foundation of Ontario to pursue clinical trials in cerebrovascular disease. He has joined the Division of Neurosurgery and Department of Medical Imaging at St. Michael's Hospital.

William Tucker

*Hospital Division Head, Neurosurgery
St. Michael's Hospital*

The department is delighted to welcome **Reinhard Zeller** as a member of our Division of Orthopaedic Surgery, appointed at the Hospital for Sick Children. He will head up the orthopaedic spine service at SickKids. Reinhard spent most of his professional career in France, having originally trained with Raymond Roy-Camille.



Reinhard and Jeanne Zeller

He spent a year at the Texas Scottish Rite Hospital in Dallas in 1992, and has been working at the Saint Vincent de Paul Hospital along with Jean Dubousset since then. As such, he has trained with two of the world's most well known spine surgeons. In addition to his clinical training, he received a Graduate Degree in Biomechanics from the ENSAM Biomechanics Laboratory in Paris, and has used this knowledge to develop novel spinal instrumentation techniques.

Reinhard has a reputation for his exceptional surgical technique in paediatric spinal deformity. A large proportion of his patients came from out of the country for his care; he also travels to other centres to operate on complex cases. He has developed a novel, improved technique for pelvic fixation, and has more experience treating patients with spinal muscular atrophy than any other surgeon.

Many clinical fellows have trained under his supervision, including Stefan Parent who is currently practicing in Montreal, and a number of academic paediatric spine surgeons throughout the world. He has a reputation among his fellows as an exceptional

teacher, both in and out of the operating room. This year he was elected to membership in the International Paediatric Orthopaedic Think Tank, a select group of paediatric orthopaedists who are elected based on their demonstrated innovations and leadership. He was also selected as the chaperone for the Scoliosis Research Society's Traveling Fellowship, a position reserved for a senior spine surgeon of exceptional academic caliber.

Reinhard was born in Germany, but moved to France after high school. He received his college and medical school education at the University of Paris. He is fluent in English, French, and German. His wife, Jeanne is a dermatologist. They have three children, Jean-Baptiste, Charles, and Camille. Jean-Baptiste and Charles have started university in Canada this year, and Camille, who is six years old, will be attending elementary school.

We are extremely lucky to have been able to recruit Reinhard to Toronto. When I called around to check on his references, everyone I spoke with commented that he is one of, if not the best paediatric spine surgeons in the world. Reinhard, Jeanne, and their children are a pleasure to spend time with, and they will fit in very well with our orthopaedic culture in Toronto. Please join me in extending Reinhard and his family a warm welcome to Toronto.

Benjamin Alman

University Division Chair, Orthopaedic Surgery



ANNOUNCEMENT

The Centre for Faculty Development (CDF) is pleased to announce registration schedule is now posted online at the following URL address: <http://www.cfd.med.utoronto.ca/workshops.htm>.

These workshops are devoted to the enhancement of teaching skills and are offered throughout the academic year. Each workshop is free to faculty in the Faculty of Medicine. Registration is required.

If you are not a faculty member, but are active in the teaching of health professionals at the University of Toronto, please feel free to register for workshops. Your name will be placed on the waiting list. Within three weeks of the course date you will be notified if there is space available. If at that time you are still interested in attending, you will be fully registered for the session. A \$50 registration will apply to all non Faculty of Medicine participants.

Workshops meet the accreditation criteria of the College of Family Physicians of Canada and have been accredited for 3.5 MAINPRO-M1 credits per each workshop (unless otherwise noted). Workshops have also been approved as an Accredited Group Learning Activity under Section 1 of the Framework of CPD options for the Maintenance of Certification Program of the Royal College of Physicians and Surgeons of Canada - 3.5 hours per workshop (unless otherwise noted).

For questions/comments please contact: Hailey Garcia-Gonzalez at: garciah@smh.toronto.on.ca at: 416-864-6060 Ext. 3524.

Leaders and Luddites



Martin McKneally

Under the Scholars-in-Surgery Program, three of our surgical residents began formal training in health policy and management this fall, as a pathway to careers in academic surgery. General surgery resident Fayez Quereshy and orthopaedic resident Daniel Penello have begun their course work at the Rotman School of Management as

candidates for a Master's of Business Administration Degree with a concentration in health policy. Daniel made his decision during Richard Reznick's State of the Department Grand Rounds last year when he heard that an academic career track has been opened in this important domain. Orthopaedic resident Barry Cayen is pursuing a similar program at the Harvard School of Public Health. We will ask the residents for reports of their experiences from time to time, to inform members of the department about this important new program.



Fayeze Quereshy (right) and Barry Cayen

Alan Hudson, lead of the Ontario wait times initiative, has agreed to entrain these scholars in his remarkable work of "using the system to help the system", in the words of Health Minister George Smitherman. His task forces on general surgical, orthopaedic, and critical care among others will provide a rich source of information and experience to augment their formal training.

Initiating residents into the field of health policy and management at an early stage of their careers is a visionary

decision for our department. We have traditionally relied on experienced leaders to transfer the skills that they have developed in clinical and research settings to the organizational management of our department and hospitals. As one whose pathway to leadership without formal training is depicted in a nearby cartoon, I am an enthusiastic supporter of this recognition of the value of a well planned educational program for our future leaders. Some of our leaders, like Hugh Scully and Alan Hudson, have taken on strategic management of a larger scope at the provincial and national level. Like Dimitri Anastakis, many of our leaders have benefited from a period of formal training at Harvard's Business School or School of Public Health.

The University of Toronto Department of Health Policy Management and Education provides training for health leaders; Brian Golden, a health policy scholar who heads the health sector at the Rotman School, holds appointments on both Faculties. Brian and Bob Bell will be Dan Penello's research supervisors.



Daniel Penello

As the complexity and cost of the health care system increases, there is increased risk of promoting people to their level of incompetence, a phrase coined by Lawrence Peter. The impact of hypocompetent leadership is abundantly evident in the decisions taken in the 1990's to reduce medical school enrolments, and to merge institutions without taking into account their social and cultural significance. A lack of understanding of the important trends and consequences of shifts of the tectonic plates under health care is evident among the rank and file of surgeons. Alan Hudson told me that 35% of operating rooms in the province do not keep track of start and finishing times for surgical operations. Alan described some hospitals where surgeons were planning to take a vote on whether to record such statistics and participate, however minimally, in the information technology revolution that is changing the way health care is managed and financed. It's a bit like voting on whether to abide by the law of gravity. During this description, Alan compared them to the Luddites who opposed the Industrial Revolution. I always wondered about this term, which has become a byword for those who oppose technological change. It

derives from the followers of the possibly apocryphal Ned Lud, who broke the frames that were introduced into England to accelerate the weaving process in 1812. The machines facilitated mass production but resulted in job loss. Lord Byron gave an impassioned speech against the death penalty for Luddites; some were hanged, and many were deported to Australia.

In contrast, the leadership in our department has demonstrated remarkable strategic vision, illustrated in the past by the initiation of the Surgical Scientist Program and the Surgical Education Program, and now by the health policy initiative. Surgeons are well suited to lead. Throughout their training, they learn what Edward de Bono, Professor of Thinking at the University of Pretoria, has described as “water thinking”. Water goes around the tree, under the tree, or through the tree, but it knows where it is going and it goes there relentlessly - down the hill, into the stream, onward to the river and out to sea. Surgeons are similarly directional, adaptive, and determined problem solvers. “If you don’t have prolene, give me nylon. If you don’t have nylon, give me stainless steel. If you don’t have stainless steel, go to the hardware store, buy a spool of wire, and autoclave it.” Surgeons will not leave the wound unclosed, the problem unsolved, or allow their responsibility for outcomes to be shifted to others. We need more water thinking in health care; and I am proud that our department is providing the country with determined and effective surgical leaders to address and solve its problems.

Martin McKneally
Editor



“Then I made the leap from skilled labor to unskilled management.”

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CORRESPONDENCE

Letters to the Editor are welcomed to keep the community informed of opinions, events and the activities of our surgeons, friends and alumni.

HONOURS/AWARDS/ACCOMPLISHMENTS

Steven Gallinger (GenSurg) was presented with the Frank Mills Award for Excellence in Teaching by a General Surgery, UHN faculty member, June 2006.

Abhaya Kulkarni (NeurSurg) has been appointed to the AANS/CNS Joint Guidelines Committee for a 3-year term.

Andres Lozano (NeurSurg) has been appointed to the Editorial Board of the *Journal of Neurosurgery*, May 2006.

Unni Narayanan (OrthSurg) is the winner of the Paediatric Orthopaedic Society of North America’s Angela Kuo Young Investigator Memorial Award, given to an outstanding young researcher who is an active member of POSNA and 41 years of age or younger. Recipients are selected based on their past research accomplishments, future research potential and on the ability of a submitted research proposal to help their research careers. Narayanan received the award during the society’s annual meeting May 4 to 6 in San Diego, Calif.

Ori Rotstein (GenSurg) has been reappointed to the position of Director of the Institute of Medical Sciences for a second 5 year term commencing July 1, 2006. The Institute of Medical Science is the Graduate Department for the University Clinical Departments and consolidates graduate education in the health and biomedical sciences for health professionals and doctoral students who seek an experience in translational research.

James Rutka (NeurSurg) has been awarded the International Order of Smile. The award honours people for their love, care and aid of children. The award was established in 1968 by *Kurier Polski*, a Polish magazine and officially recognized

by the United Nations in 1979. Candidates for the award are nominated by children, which makes it the only international award granted by minors.

Jonathan Cardella (GenSurg Resident) has been presented with the Paddy Lewis Award for Excellence in Teaching by a Junior Resident in the Division of General Surgery.

Frank Farhadi (NeurSurg Resident) was awarded a Joseph M. Family West Memorial Fund, 2006-2007.

Veena Guru (GenSurg Resident) has been awarded the Joseph M. Family West Memorial Fund Scholarship (\$17,500).

Veena has also been awarded the Postgraduate Research Award, The Starr Medal and the 2006 Canadian Cardiovascular Society Young Investigator Award, Runner-up.

Gregory Hawryluk (NeurSurg Resident) was awarded a Joseph M. West Family Memorial Award, 2006-2007.

Bradley Jacobs (NeurSurg Resident) received a Brain Star Award from the CIHR/Institute of Neuroscience, Mental Health and Addiction, which is awarded monthly to a trainee whose recently published paper is of wide impact and interest to the neuroscience community.

Adrian Laxton (NeurSurg Resident) was awarded the Joseph M. Family West Memorial Fund, 2006-2007

Charles Matouk (NeurSurg Resident) was awarded the Joseph M. Family West Memorial Fund / Postgraduate Medicine Award, 2006-2007.

Ann Parr (NeurSurg Resident) was awarded a Joseph M. Family West Memorial Fund and the Mirian Neveran Memorial Award, 2006-2007

Jay Riva Cambrin (NeurSurg Resident) was the recipient of a Humanitarian Award from The Hospital for Sick Children.

Demitre Serletis (NeurSurg Resident) was awarded a Joseph M. Family West Memorial Fund, 2006-2007.

Scellig Stone (NeurSurg Resident) was awarded the Joseph M. Family West Memorial Fund and the William Cron & Jean Harris Memorial, 2006-2007

Peter Stotland (GenSurg Resident) has been presented with the Paddy Lewis Award for Excellence in Teaching by a Senior Resident in the Division of General Surgery.

Mandeep Tamber (NeurSurg Resident) is the recipient of a Surgeon Scientist Program Fellowship from the J&J Products Company, 2005-2006

Patrick Tawadros (GenSurg Resident, Supervisor: O. Rotstein) received the Best Basic Science Paper Award at the Canadian Association of General Surgeons Annual Conference in Calgary, for his presentation on: "Oxidant-induced Mechanisms of Macrophage Activation".

GRANTS / FELLOWSHIPS

Michael Taylor (NeurSurg) received a grant from the National Brain Tumour Foundation for his work entitled "A Novel Preclinical Mouse Model of Medulloblastoma".

Ivan Diamond (GenSurg Resident: Supervisors: P. Wales & B. Feldman) was awarded a (4-year) CIHR Fellowship for project: "Validation of the Hippurate Ratio: A Novel Approach for the Diagnosis of Irreversible Liver Failure in Children with Short Bowel Syndrome".

Veena Guru (GenSurg Resident, Co-Investigator: S. Fremes, PI) have been awarded by the HSF as a Grant-in-Aid for project: "Unraveling the Black Box of Adverse Events in Cardiac Surgery". (\$90,350/year 1/July 1, 2006) (\$81,750/year 2) (\$88,850/year 3, June 30, 2009).

Adrian Laxton (NeurSurg Resident) was awarded the William Fenwick Fellowship, 2006-2007

Mandeep Tamber (NeurSurg Resident) is the recipient of a Surgeon Scientist Program Fellowship from the J&J Products Company, 2005-2006

The deadline for the Winter 2006/2007 Surgery Newsletter is November 15, 2006.
All members of the Department are invited to submit news items, articles,
pictures, ideas or announcements. You may reach us by:

***voice mail: 416-978-8177, fax: 416-978-3928 or
e-mail: jean.defazio@utoronto.ca.***

Please provide your name and telephone number so that we may
contact you if we have any questions.

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