



The Scribe

A publication of the Medical Society of Metropolitan Portland

PHYSICIAN PROFILE

Hope for a cure



Award-winning cancer researcher sees creativity, persistence as key tools to defeat disease.

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THE YEAR IN MEDICINE

Physicians honored

Health care providers recognized for their work and service, including Donald Girard, MD, left, are part of our look back at medicine in 2017.



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December 2017

PHYSICIAN WELLNESS

MSMP debuts new coaching component of wellness program

By Cliff Collins
For The Scribe



BARRY EGNER, MD

Physician coaches don't wear whistles, but – like their athletic namesakes – they often provide direction to doctors that improves their performance.

"In coaching, you actually do give advice," said **Barry Egner, MD**. "You suggest they do more of X or less of Y, and introduce them to new skills. It's a less neutral position than counseling."

Egner and colleague **Lisa Goren, MS**, serve as coaches for the new coaching component of the **Medical Society of Metropolitan Portland's Physician Wellness Program**. Coaching services were set to launch on Dec. 8, according to **Amanda Borges**, executive director of MSMP.

Unlike counseling within the Physician Wellness Program, coaching is an MSMP



LISA GOREN, MS

Physician coaching through MSMP

The Medical Society of Metropolitan Portland this month introduced coaching services as a members-only benefit as part of its growing Physician Wellness Program.

MSMP members wanting to access coaching or counseling through the program may call 503-764-5663, a private line.

members-only benefit. An initial half-hour consultation is free, and MSMP pays for the first full visit. After that, members receive a substantial discount. Borges said the coaching component "meets a need our members have."

"We're launching this because our members wanted it, and it makes sense having both components within our program," she said. She pointed out that most wellness programs nationally also include coaching. "We're pleased at the growth and strong support of the counseling portion of the Physician Wellness Program, and we're excited to add this new coaching service to it."

Both coaches working with the MSMP program are experienced in helping doctors make meaningful changes and deal with a health care environment that is in constant flux. Both also focus on their individual areas of expertise.

Goren's background is as a health care leadership and executive coach. She has worked with executives, board members, front-line leaders and physicians, helping them develop the skills to lead others through organizational change. Her objective is "to help clients maximize their potential and most effectively achieve their goals," she said.

Goren, who holds a master's degree in communication studies, has worked with senior leaders from Legacy Health, Providence Health & Services, Northwest Permanente, University of Washington Health System, Columbia University–NY Presbyterian Health System, and boards of several organizations. She has undergone coach and leadership training at the Coaches Training Institute, and is certified in the Hogan Leadership Assessment suite and Myers Briggs Type Indicator.

She is co-director of the Northwest Healthcare Leadership Institute, a collaboration between the Oregon Association of Hospitals and Health Systems and The Foundation for Medical Excellence. She also serves as president of the board of directors of Wallace Medical Concern.

Goren outlines her coaching philosophy as follows.

Medical foundation celebrates 25 years of impactful work

By John Rumler
For The Scribe

Twenty-five years ago, the **Metropolitan Medical Foundation of Oregon (MMFO)** was founded with a mission to support activities that improve health education and community health care delivery.

MMFO has grown from a three-person board to six, adding the perspectives of a medical student, a current **Medical Society of Metropolitan Portland** leader, and an individual with community organization and public health experience. It has also expanded its services significantly. Since its 1992 inception, MMFO has awarded more than \$121,000 in grants for 75 community health projects in the metro region, including in Clackamas, Multnomah and Washington counties and some parts of Clark County in Southwest Washington.

Early on, grants were awarded in the area of child immunization because of a nationwide measles outbreak. The main challenge was a lack of immunizations, so the MMFO joined with other health care organizations to form the Oregon Preschool Immunization Consortium (OPIC), dedicated to improving immunization rates in Oregon.

Still active, and now known as Immunize Oregon, OPIC received one of the largest grants the MMFO has ever bestowed, \$15,000, which purchased growth charts that provided immunization information and were distributed by medical providers to families with infant children.

Since those early days, MMFO has diversified its grant giving – supporting everything from a bike helmet safety and skateboard safety program to a Butterfly Clinic for Turner syndrome patients and a reading program for low-income children – while meeting community needs that are consistent with its mission.

MMFO, the charitable arm of MSMP, provides micro-grants of as much as \$500 for specific purposes, which requires filling out just a one-page application. Another program provides grants of as much as \$2,000 and requires a bit more detail about a proposed project. All grant information, including applications, is available on MMFO's website at www.MMFO.org.



Families that receive care through the Wallace Medical Concern have access to free reading materials, thanks to support from the Metropolitan Medical Foundation of Oregon.

Photo courtesy of Diego G. Diaz

NOTE TO OUR READERS

Welcome to the electronic version of *The Scribe* newspaper. Please make note of some of the interactive features of this publication. Articles that jump between pages have hyperlinks on the continuation line for your convenience. We have also linked advertisements and other web references to their respective websites.

You can double-click the page to zoom in or out, and grab and drag when zoomed in, to navigate around.

If you would prefer a print version of this paper, we encourage you to subscribe by calling 503-222-9977 or emailing Janine@MSMP.org.

We welcome your feedback, and appreciate your readership.

Thank you.

See **PHYSICIAN COACHING**, page 10

See **MEDICAL FOUNDATION**, page 10

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It is the mission of the Metropolitan Medical Foundation of Oregon to support activities which improve health education and the delivery of health care to the community.

Submit your nominations for the Rob Delf Honorarium Award



MSMP is seeking nominations for the Rob Delf Honorarium Award, the annual award the Medical Society's Board of Trustees created in recognition of Rob Delf's long service to the organization. The award is given to a person or persons who exemplify the ideals of the Medical Society within the community where members practice. This can be demonstrated by work projects or activities that improve community health or the practice of medicine in arenas including, but not limited to, the practice of medicine; educating new members of the medical community; educating the public about health, medicine and health public policy; improving public health and emergency preparedness; advocacy in health public policy; or other community activities related to health care and policy.

The award may be given to members of the medical community, the health education community or the general public. Please visit www.MSMP.org or www.MMFO.org to submit your nomination.

The deadline for nominations is Jan. 24, 2018.



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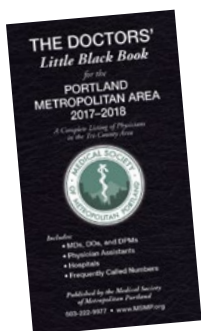
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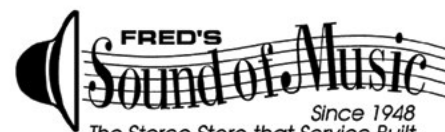


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'Hope for a cure'

Award-winning cancer researcher sees creativity, persistence as key tools to defeating disease

By Melody Finnemore
For The Scribe

Kristina Young, MD, PhD, says tragedy changed the trajectory of her life.

When her best friend's mother passed away from cancer, Young, who up until then had been undecided about medical school, set her sights on Oregon Health & Science University, where she earned both her MD and PhD degrees and completed her residency. She also became laser-focused on finding more effective ways to treat cancer.

Fast-forward to 2017: Young, a radiation oncologist, is leading a unique clinical study that Providence Health & Services announced earlier this year may offer new hope to patients battling rectal cancer. The Phase 2 study, underway at Providence Cancer Center, is open to patients with Stage 2 and higher rectal cancer who are slated to undergo the standard treatment of radiation and chemotherapy prior to surgery. The clinical trial adds an additional component to the pre-surgery radiation/chemotherapy regimen – immunotherapy. It is administered in the form of daily pills for two weeks prior to radiation and chemotherapy, and then during that treatment as well. Radiation and chemotherapy treatments are given prior to surgery with the hope they will shrink the tumor slightly. Young's pre-clinical research suggests adding the immunotherapy protocol will increase tumor shrinkage. Young is working with Galunisertib, a drug under development by Eli Lilly and Company. She describes the drug as helping the body rev up the immune system to fight the cancer.

The first three patients to participate in the clinical trial have shown a "dramatic response," according to Young. One patient's tumor completely disappeared, while the two other patients had more than a 75 percent decrease in tumor size, with equally impressive responses in the lymph nodes.

"These initial responses are very exciting and make us hopeful that this therapy will improve outcomes for this deadly disease," she said in an August news release announcing the clinical trial.

If the tumors of at least 18 of the 50 patients enrolled in the clinical trial disappear, that would more than double the typical response of chemotherapy and radiation, and would be seen as contributing to the success of the trial.

Young, who practices with The Oregon Clinic and is an assistant member at the Robert W. Franz Cancer Research Center in the Earle A. Chiles Research Institute at Providence Cancer Center, was recognized in 2016 as one of the nation's 15 most promising young researchers by

the Sidney Kimmel Foundation for Cancer Research. The recognition came with a two-year, \$200,000 grant to further her work on harnessing the patient's own immune system to eradicate cancer. This particular type of immunotherapy has great potential for use across many tumor types, according to Providence.

"We are working on writing clinical trials in breast and head and neck cancer, which have shown promising results in the lab," Young said in the news release.

She recently shared with *The Scribe* how she became interested in medicine, some of the challenges involved with her work and how the recognition from the Kimmel foundation is impacting her research.

What led you to specialize in cancer research and treatment?

At UCLA, I studied chemical engineering and worked in a neuroscience lab under the direction of an MD/PhD. I was interested in the science of medicine and research, but undecided about medical school until my best friend's mother passed away from breast cancer. That moment changed my life; I dedicated myself to treating cancer patients and trying to find new ways to treat cancer.

What are some of the exciting advances you are seeing?

Patients with metastatic cancer now have hope for a cure. That is unprecedented. Since I entered medicine, immunotherapy – using a patient's own immune system to treat their cancer – has become FDA approved and is changing the way we treat cancer. The Earle A. Chiles Research Institute was created to exclusively study immunotherapy for cancer, and has been leading the field since its inception. Having the opportunity to conduct research and treat patients here has allowed me to see and participate in these remarkable advances firsthand. Now, we are trying to move immunotherapy into the treatment of localized cancer to prevent disease recurrence or the development of metastatic disease.

What did it mean to you to receive the Kimmel foundation award and how will that help advance your research?

It was an incredible honor to receive the Kimmel Scholar Translational Research Award. The recognition has allowed me to develop scientific collaborations across the country.

What do you find most rewarding about your work?

There are so many rewarding aspects to what I get to do. I love helping patients

who have cancer. Being diagnosed with cancer is one of the most frightening things someone can go through. The opportunity to make a patient feel at ease, treat their disease, alleviate their pain, and help them to reclaim their lives is the greatest honor. I am luckier than most radiation oncologists because I also get time to do research and discover ways to help my patients that haven't yet made it to clinic. If I get to mentor students and laboratory personnel in the process, that is an unbelievable bonus.

What are some of the biggest challenges?

Cancer is sneaky. As a physician we almost never say "cure" because cancer so often finds a way to come back, to become resistant to treatment, to escape the immune system. We have to be creative and persistent if we are going to "finish cancer." I believe it is possible, but it will take multidisciplinary teams of physicians, nurses, scientists,

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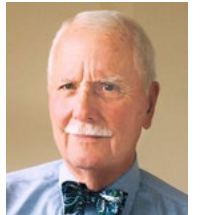
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Each month, *The Scribe* focuses on a health topic, providing a deeper look into issues and advances that impact the area's medical community and patients. Next month, we'll focus on Reconstructive & Plastic Surgery.

Physicians honored for research, community service, contributions to health care policy

The Scribe in 2017 featured stories on several award-winning medical providers in the Portland area. In this edition, we include additional local physicians who were among those recognized by their profession this year for their achievements, including extraordinary community service, advances in cancer research, and contributions to patient care and education.



DONALD GIRARD, MD

OHSU's Donald Girard, MD, named OMA Doctor-Citizen of the Year

Donald Girard, MD, professor emeritus at Oregon Health & Science University, was named Doctor-Citizen of the Year by the Oregon Medical Association in October. This award recognizes doctors who generously commit their time and energy to community activities and work to further the art and science of medicine, and who have made outstanding contributions to health care policy. Special consideration is given to activities outside the practice of medicine.

Girard, a former president of the Medical Society of Metropolitan Portland, has demonstrated throughout his career – and continues to demonstrate daily – an abiding passion for physician wellness, the OMA said. Girard leads an initiative with The Foundation for Medical Excellence for statewide wellness (the Oregon Wellness Program). He also heads the coalition's executive committee and the program's group of advisors.

In presenting the award, Robert Orfaly, MD, outgoing 142nd president of the OMA, said, "Dr. Girard is the heart and soul of physician wellness, and we are all

indebted to him for his caring and compassion toward improving the lives of practitioners."

Girard graduated from Pomona College and the Baylor University School of Medicine. He interned at King County Harborview Hospital in Seattle and completed his residency at St. Joseph Hospital–University of Texas Houston and at University of Oregon, where he was also chief medical resident. Girard also served his country at the Department of Internal Medicine, Martin Army Hospital, at Fort Benning, Ga., from 1973 to '75.

At OHSU, Girard held several positions, including that of associate dean for graduate and continuing medical education in the School of Medicine. Among his many professional accomplishments, he founded OHSU's General Internal Medicine Division, which has now mentored and developed countless academic generalists as a new discipline of medicine. He has also served in numerous local, regional and national medical organizations.

ASA honors Norman A. Cohen, MD, with Distinguished Service Award

The American Society of Anesthesiologists (ASA) in October presented **Norman A. Cohen, MD**, with its 2017 Distinguished Service Award in recognition of his exceptional contributions to ASA's patient care and educational missions. Cohen is a professor of anesthesiology and perioperative medicine and medical director for clinical documentation and coding improvement at OHSU.

ASA President Jeffrey Plagenhoef, MD, in a news release thanked Cohen for his "tireless advocacy of local and national policies affecting physician anesthesiologists." Plagenhoef went on to say that Cohen's "efforts and passion have been monumental to transforming practice and payment models for our specialty."

While advocating on behalf of the society, Cohen frequently positioned himself as a leader with legislators, regulators and the press on a myriad of policy issues. Notably, his engagement with the Centers for Medicare and Medicaid Services and Congress led to improved physician payments to medical centers across the country, the society said.

Cohen has held several leadership positions at ASA, culminating with his role as vice president for professional affairs. He has served as chair of the Committee on Economics, Committee on Future Models of Anesthesia Practice, and Section on Professional Practice as well as several ad hoc committees. His service to other professional medical societies has been extensive, including positions within the American Medical Association, American Hospital Association, Oregon Medical Association and Oregon Society of Anesthesiologists.

In 2010, Cohen received both the Betram W. Coffey Award for Excellence in Government from ASA and "Outstanding Ten & One Clinical Teaching Award" from the residents of the Department of Anesthesiology and Perioperative Medicine at OHSU for excellence in clinical teaching in the operating room. Cohen received his medical degree from Johns Hopkins University in Baltimore and completed his residency in anesthesiology, with a focus on cardiac and vascular anesthesia, at Duke University.

John Vetto, MD, FACS, receives ACE's highest award for cancer researchers

John Vetto, MD, FACS, received the 2017 Margaret Hay Edwards Medal by the Advisory Committee of the American Association for Cancer Education (ACE). The Edwards medal is the highest award given to cancer educators.

Vetto, professor of surgery in Oregon Health & Science University's Division of Surgical Oncology, has been past president of the ACE and a multiterm grant reviewer

See **VETTO**, page 7

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Advances via collaboration among the highlights of *Scribe* coverage

The opening of Unity Center, a collaborative endeavor that marked the state's first and only psychiatric emergency department. Improving care and outcomes for youngsters with brain and spinal cord tumors through a weekly meeting of oncology specialists. Alliances formed to advance cancer research. Organized medicine's policy successes in Salem and local providers' takes on home genetic testing. *The Scribe* covered an array of significant issues and developments in 2017.

As the voice for the Medical Society of Metropolitan Portland, the publication also helped build community. We reported on the expansion of physician wellness programs, resources and outreach across Oregon and the nation, and the launch of MSMP's Walk with a Doc chapter. We also provided an avenue for medical students to share with *Scribe* readers their perspectives and experiences.

The following is just a sampling of the stories we covered in '17:

☞ In January, we reported that, in a West Coast first, an area medical team performed a rare procedure known as "Jaw in a Day," removing a patient's nearly baseball-sized tumor, rebuilding his jaw and replacing his teeth over 12 hours instead of the typical nine to 12 months. The **Providence Oral, Head and Neck Cancer Clinic**, which opened in December 2012, successfully performed the revolutionary procedure at Providence St. Vincent Medical Center – a procedure that had been attempted by only a handful of medical institutions in the world and, until the summer prior, none on the West Coast.



☞ In March, we honored the late **Robert B. Delf Jr.** (above), the beloved and respected longtime MSMP leader who had passed away the month before. Delf, who brought many innovative services to the medical community during his long tenure, was remembered as a trusted friend and admired leader with a keen intellect. March also featured a story about the positive impact worldwide of **Professionals' Training in Global Health**, an Oregon Health & Science University course for health providers who want to volunteer in impoverished countries, including as part of disaster-relief efforts.

☞ In February, services for some of the region's most vulnerable residents dominated *The Scribe's* front page. We reported on the opening of **The Unity Center for Behavioral Health**, a collaboration between **Legacy Health, Adventist Health, Oregon Health & Science University** and **Kaiser Permanente** that consolidated current psychiatric units and created a local, 24/7 psychiatric emergency service especially for people experiencing a mental health crisis. We also featured a story on the Portland area's housing shortage, and the dramatic increase in older homeless individuals, focusing on the connection between adequate housing and health and touching in part on projects spearheaded by **CareOregon** and **Central City Concern** to address community housing needs.

☞ **Nargess Shadbeh, JD** (right), was featured in April's *Scribe* as the 2017 recipient of the Rob Delf Honorarium Award, presented by MSMP and the Metropolitan Medical Foundation of Oregon. The award goes to individuals who exemplify the ideals of the medical society, demonstrated by work projects or activities that improve community health or the practice of medicine. Shadbeh, director of Oregon Law Center's Farmworker Program, has devoted her legal career to serving and improving the lives of migrant and seasonal farmworkers in Oregon.



☞ In May, we reported on the **Pediatric Brain Tumor Board**, which convenes weekly and brings together specialists to discuss patients with complex cases with



the goal of improving outcomes. As part of our ongoing Physician Wellness coverage, we profiled OHSU's **Elizabeth Lahti, MD** (left), a hospitalist and assistant professor of medicine who teaches narrative medicine and reflective practice to students, residents and faculty, with a strong focus on identity formation and resilience through story.

☞ June's front page featured views from providers about consumer genetic tests, with concerns expressed over patients' ability to interpret results obtained about certain genetic risk information. In addition, *The Scribe* profiled **Justin Lee** (right), a highly lauded OHSU medical student who received MSMP's annual Student Award. Lee, described as an amazing listener who is thoughtful and translates information into action, noted that he intends to pursue family medicine.



☞ In July, a front-page story dug into the performance of Oregon's coordinated care organizations, reporting that initial evaluations showed promise. *The Scribe* also reported that **OHSU's Knight Cancer Institute** had bolstered collaborations to further research into acute myeloid leukemia and breast cancer.

☞ Health care policy was a focus in August, with a story about the results of the **Oregon Medical Association's** state legislative agenda. At the top of that agenda was successful passage of legislation addressing the opioid dependency problem. The OMA also successfully pressed bills pertaining to attracting and retaining more providers in the state's rural and underserved areas.

☞ In September, *The Scribe* reported on the **Hospital Transformation Performance Program**, part of the Oregon Health Authority's Medicaid waiver agreement with the Centers for Medicare & Medicaid Services to transform the way care is delivered to patients. Participating hospitals sought to achieve 11 outcome and quality measures established by a statewide quality committee. Three Portland-area hospitals met 10 of the measures, but **Legacy Mount Hood Medical Center** was the only hospital in Oregon to score a perfect 11. In the metropolitan area, **Kaiser Permanente Westside Medical Center** and **Providence St. Vincent and Willamette Falls** medical centers were among the only hospitals in the state with scores of 10.



☞ We profiled in October OHSU's new medical school dean, **Sharon Anderson, MD** (above), who colleagues say brings strength, stability and leadership. We also highlighted the successes of the university's diversity initiatives. Our Women's Health & Wellness focus section featured recent research that supports hormone replacement therapy for some menopausal women.

☞ In November, we reported on OHSU becoming a key part of a new National Institutes of Health network that will conduct clinical trials in the emergency department and pre-hospital settings. We also featured nonprofit and medical organizations working to improve people's health locally and around the world – among them, **Surg+Restore**, which trains, educates and equips medical personnel native to Sierra Leone to run a sustainable reconstructive surgery and burn center in the country, and the **Oregon Podiatric Medical Association**, which in part collects socks and shoes for people in need, and conducts foot screenings for Special Olympics participants and people with diabetes. ■

To revisit the full news stories and features noted here, and other topics and trends *The Scribe* covered this year, please visit www.MSMP.org and click on the publications tab.

VETTO, from page 6

for the National Cancer Institute (NCI) Subcommittee G, which reviews educational and career development ("K") awards. He has also been a co-principal investigator on NCI R-25 grants exploring best practices in cancer education, resulting in extensive publication on the subjects of tumor boards, durable cancer education materials, and teaching cancer patient care skills to medical students, residents and providers. Vetto is the deputy editor-in-chief of the *Journal of Cancer Education*, published by Springer. ■

The healing power of words

Psychiatrist finds joy for herself, others through poetry

By Jon Bell
For The Scribe

Diane Kaufman, MD, grew up with a father who was a chemist and a mother who was a teacher, counselor and poet.

So, it's not really a surprise that Kaufman herself turned out to be not only a physician, but also a psychiatrist and poet who uses poetry and stories as therapies.

"There was this whole science and art thing going on," she said. "I think I was trying to bridge that, but I always just had those science and creative sides."

Now on staff at Mind Matters P.C., a child and family psychiatric clinic in Hillsboro, Kaufman spent her early years in Long Island, N.Y. She said her father's work in chemistry was centered around flavors and fragrances, and he always wanted his kids to think about careers in medicine.

"He always had a very strong desire for his kids to be doctors," Kaufman said.

Kaufman's mother started out as a science teacher before becoming a guidance counselor. She loved poetry and often wrote poems about her own life, Kaufman said. When her mother died tragically in a car accident, Kaufman inherited more than 30 volumes of poetry that her mother had written.

Other members of the family, including a favorite aunt of Kaufman's, were also into the arts, and likely played an influential role in Kaufman's own appreciation of poetry and writing. Yet though she had that appreciation and even wrote some poetry as a teenager, including one voicing opposition to the Vietnam War, Kaufman drifted away from that kind of writing a bit once she headed off to college, though she did spend time learning to play the piano.

"I had a long gap of not writing," she said.

A nurturing community

Kaufman graduated from Mount Holyoke College, then earned her medical degree from SUNY Downstate Medical Center. That was followed by more than six years of training at New York University Medical Center/Bellevue Hospital in pediatrics and adult and child psychiatry. Kaufman then landed a job as an outpatient child psychiatrist at the University of Medicine and Dentistry of New Jersey, which is now known as Rutgers Biomedical and Health Sciences. She worked there for 28 years.

When she was about 40, Kaufman was drawn back to her personal writing. She started taking some workshops and writing poems of her own. That pursuit spilled into her professional life, as well. Kaufman had been volunteering at a drug treatment facility called Integrity House, and she decided to start a writing group for the women there. She also started a "poetry and medicine" day at the university to encourage others she worked with to write.

"I wanted to develop a community of friends where I could share my passion and also be nurtured by others and nurture them," Kaufman said.

Kaufman's also written a children's book called "Bird that Wants to Fly" in addition to a collection called "15 Poems to Healing and Recovery." She is the founder of Arts Medicine for Health & Healing, and she was the keynote speaker at the 2016 National Association for Poetry Therapy Conference. According to its website, Arts Medicine for Health & Healing "aims to inspire and empower adults and children to recover from trauma through the power of their creativity."

Decades ago, Kaufman also wrote a story called "Missing Mommy" about childhood bereavement, but she never did much with the piece. A few years ago, Kaufman's daughter, who lives in Portland, had a baby. When Kaufman came out to visit, she started thinking about her "Missing Mommy" book again and decided to have it illustrated.

She put out a call for illustrators, and of the 25 or 30 who responded, the first was Hadley Hutton, an artist in — where else? Portland. That, along with Kaufman's desire to be closer to her daughter, led her to move across the country to Portland just a few months later.

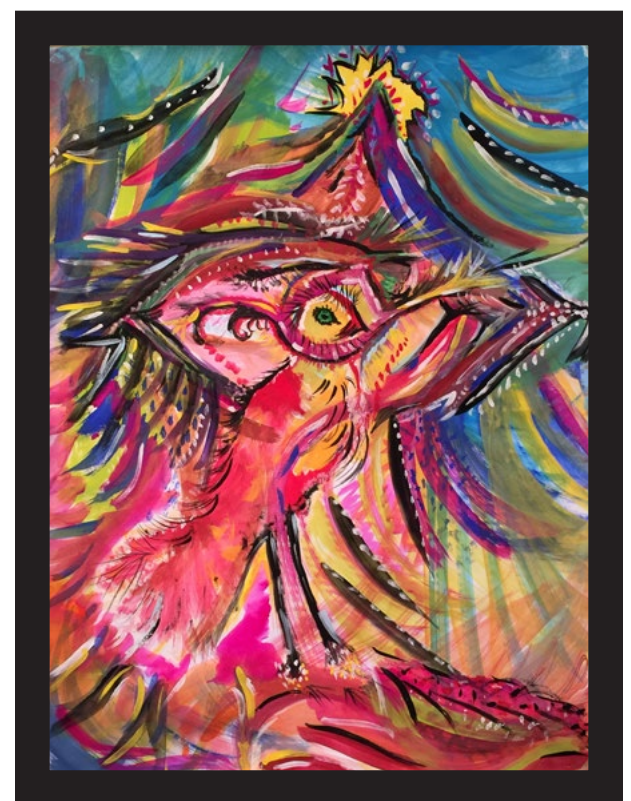
"On the plane back east, I had an epiphany that I was leaving my home, not going back to it," she said. "I came out for the birth of my granddaughter in April and was living in Portland by August."

Kaufman now works part time at Mind Matters and continues to use poetry and writing to help in the healing process. She said her creative outlets continually cross between her personal and professional life.

"Being creative is very important to me in my time off, which in many ways is my time on," she said. ■



Diane Kaufman, MD



One of Diane Kaufman's creations, a process painting titled "Bird of Prey/Pray," was made at a workshop presented by the nonprofit arts educational organization The Painting Experience.

Image courtesy of Diane Kaufman

In breaking silence

In breaking silence

*I break the chains inflicting pain
across my body*

*From the past - and even now -
the hand across my mouth*

*From you - and sometimes myself -
I can hardly breathe*

In breaking silence

A beating pounding heart rises in my chest

*A frightened tremor in my voice -
a breathlessness*

A wanting to forget - and not speak at all

*Is overpowered by urgency -
the raging need to express*

In breaking silence

I fear the ridicule

I fear feeling smaller

I fear judgmental eyes

I fear my own impotence

What if words don't matter, too?

In breaking silence

I live my prayer

Having faith - I choose to dare

To dream the impossible love

Secreted in my tears

I take the pen - I own my life and

Write my words

Diane Kaufman, MD

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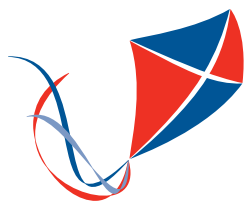
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Coaching:

- Can help maximize an individual's performance and strengths
- Can be goal- or role-based and should yield tangible outcomes
- Assumes people are naturally curious, have motivation to improve and are interested in developing the skills they need to achieve their goals
- Is a relationship that is deeply rooted in trust and is driven by the individual seeking coaching
- Is a dynamic process that emphasizes forward movement and momentum

Goren said her focus is on clients' goals, development and vision for their own future. However, she added, this cheerleading does not constitute "blind support" by her. Rather, she objectively conveys her observations, offers new paradigms and encourages clients to try new approaches. She does not subscribe to the notion that we each have a "work self" and a "personal self." Instead, she encourages her clients to align their personal and professional values and goals. She said she partners with clients "to ensure the time we have together is used efficiently and in service of the client's most pressing priorities."

Although she thinks any physician or other provider can benefit from coaching, those who believe they are not performing optimally – in life or their jobs – would especially benefit. Providers who feel stressed and face external challenges can learn strategies to regain more sense of control over their environment, she said. Other appropriate candidates would be providers who are taking on a new role such as leadership, or entering a new organization or clinic, or working with a new team.

"Anybody facing change would be a good candidate – people who know they can have better days but don't know how, and want some help with that," Goren said. Many physicians worry that they've lost autonomy and spend much of their time doing things that aren't necessarily connected with what they were trained to do. "Part of what I do in coaching is to focus on why they chose medicine, or why they would choose it today." That can help doctors regain a sense of purpose, she said.

Her coaching sessions usually take place two or three times a month for 45 minutes each, and typically extend from three to

six months. That much time is required to achieve skills needed for sustained change, Goren said. Where coaching occurs is up to her client: It can be done over the phone, in their office or at a location most convenient for the client.

Physician well-being

Egener is an internist with Legacy Medical Group and medical director of The Foundation for Medical Excellence. He served on the Board of Directors of the American Board of Internal Medicine from 2006–2010. He is interested in leadership training, behavioral medicine, and physician health and well-being.

Egener and Portland physician **Walter J. McDonald, MD**, emeritus executive vice president and CEO of the American College of Physicians–American Society of Internal Medicine, were instrumental in creating the concept of organizational professionalism, especially as it relates to medicine and health care. Egener is the lead author of two academic articles about organizational professionalism. (For more details about that topic and "A Charter on Professionalism for Healthcare Organizations," see the February 2017 issue of *The Scribe*, beginning on page 4.) He teaches the doctor-patient relationship and handling difficult patient, staff and supervisory relationships.

He applies some of these concepts to individual physician coaching. For example, organizational culture has a lot to do with the well-being of individuals who work within that entity, whether it be a health system or a medical clinic, and how they relate to – and interact with – patients. He can help doctors who suffer from burnout or worry about "how to say no to patients" when patients' requests are "unrealistic," Egener said. He employs the concept of "setting interpersonal boundaries," and this can include interacting with a boss as well as patients and staff, he said.

"Behavior is hugely influenced by the system in which (physicians) practice," he said. "I have a lot of experience in coaching docs whose well-being has been affected."

Egener said he thinks of coaching as a confidential relationship in which the client has someone who will listen and offer advice. Coaching generally lasts "as long as the person wants," he said, typically one hour a month for four to six months. He sees physicians either in their office, if they have a confidential space, or in his office at The Foundation for Medical Excellence. ■

MMFO has minimal overhead expenses as all board members are volunteers, and it receives staff support from MSMP. Other than grant-making, its primary expenditures are for bank charges and state corporation fees. MMFO funding comes directly from MSMP membership and fundraising.

"We realize that we are a small foundation with very limited resources," said **Cathy Krieger**, founding MMFO board member and its president. "Our grants have never strayed from our mission, and we understand that our role is to act as a catalyst for those who have ideas that will fill a specific need."

Patient Support Supervisor **Lauren Enciso** at the Wallace Medical Concern oversees outreach programs as well as volunteers. Enciso and WMC received a \$2,000 mini-grant to help fund a Reach Out and Read program for low-income and homeless families in the Rockwood neighborhood. The funds were used to purchase books and reading materials as well as some chairs and tables to furnish reading corners. The program hopes to benefit a minimum of between 80 to 100 children, Enciso said.

"We're very grateful for these funds, which will help us distribute 400 books this coming year. We are also excited about this program's potential to help these children as improving one's reading ability can make such a huge impact on their life."

Enciso said the reading program may expand to the WMC's Gresham location and hopes to launch in mid-December or no later than Jan. 1, depending on when the reading materials arrive. "We're happy to get gently used children's books as that is another way for us to stretch our grant money as far as possible," she said.

A high percentage of MMFO's grant requests comes from medical students, Krieger said. "They have taken time from their busy schedules to do what they can to help those they have encountered in the course of their medical education."

As a medical student, **Eric Burgh, MD**, for example, was involved in a first-of-its-kind study measuring the color temperature of light sources in hospital environments, which has an effect on our circadian rhythm. "The \$200 grant helped us purchase the color temperature measuring device," said Burgh, now MSMP's resident board member. "We will collect measurements from different hospital environments and report our findings, with an end goal of optimizing the environment for hospitalized patients."

In 2014, **Molly Rabinowitz**, an OHSU medical student, used an MMFO grant to create an educational pamphlet titled "Methamphetamine's Effects on

The Metropolitan Medical Foundation of Oregon's Board of Trustees include, from left: Karen Elliott, JD; Cathy Krieger, president; Amanda Borges, executive director; Kylie Loutit, medical student; George Caspar, MD; Bradley Bryan, MD, MSMP past-president; and John Kendall, MD. Photo courtesy of MSMP



the Body: A Resource for Patients and Care Providers," and to print copies and distribute them to patients at Hooper Detox Center. "The Hooper staff identified the need for this as they often heard the same questions from patients trying to quit meth," Rabinowitz said. "Our pamphlet is still distributed to patients there and hopefully it is helping them on their journey to recovery."

Another longstanding MMFO focus is medical provider wellness. In 1997, MMFO provided a grant to The Foundation for Medical Excellence for the creation of the

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Center for Physician Well Being. More recently in 2015, MMFO aligned with MSMP to launch the ever-evolving Physician Wellness Program.

"MMFO and MSMP are very like-minded organizations and both are committed to the continual development of that program and have taken on the financial responsibility, so the partnership was imminent," Krieger said. "During the past two to three years, building and promoting the Physician Wellness Program was a priority. There is still much to be done in making it financially secure and in increasing community awareness of our activities in small grants and securing the needed financial support."

"Our focus is to seek and continuously improve MMFO through building a roadmap for financial and organizational stability that will keep the organization prospering for many years to come," said **MSMP Executive Director Amanda Borges**. "Each year we show improvement through participation in programs, grant requests and donations. I invite everyone to peruse our website to learn more about the programs we offer." ■

Online extra! Don't miss this article!



BILL LANE

As a professional involved in health care-related software development for nearly three decades, working at companies such as Microsoft, Oracle and ARIS, Bill Lane has witnessed the evolution of secure messaging and why it's essential for providers in large and small practices alike.

Now president of Physicians' Answering Service in Portland, Lane explains what secure messaging is, how it impacts patient satisfaction and what providers should consider when implementing it.

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