



Letter from the Chair: Leadership is a Privilege



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Leadership is a privilege. For thirteen years, the missions of the Department of Orthopaedic Surgery have been my responsibility. As with all leaders, history will judge the effectiveness of my oversight using several different metrics including the increase in clinical and research faculty, year-over-year growth of the contribution margin to the health system, clinical program development, and research funding,

just to name a few. It is fair to say that our clinical care is respected locally and nationally. Our educational programs are highly regarded both at the residency and fellowship level in multiple orthopaedic disciplines. Recently, we were notified that Penn Orthopaedics is ranked #1 by the National Institutes of Health in terms of research funding in the United States. Since I began my term in 2009, getting to number one has been a team goal of the McKay Laboratory. I want to congratulate our entire research team, and particularly acknowledge Lou Soslowsky, Ph.D. who has been among the top 5 NIH funded investigators in orthopaedics for more than twenty years!

While the path has been challenging, the determination to improve our ranking is emblematic of our commitment to our research mission- creating new knowledge to benefit our patients. This achievement is a testimony to the brilliance and grit of our basic scientists and clinical faculty collaborators. I have espoused the acronym T.E.A.M. many times: TOGETHER EVERYONE ACHIEVES MORE! "Teamwork makes the dream work." This statement is attributed to American clergyman John Maxwell and our dream to become number one was realized based on teamwork, collaboration and Sir William Osler's formula for success: hard work. Our hats (and surgical caps) are off to recognize our research teammates.

While we are on the subject of long-term goals, I am delighted to report that our commitment to diversity, equity and inclusion has been manifested by an increase in women and underrepresented minorities in our resident and faculty ranks. Lorraine Boakye, M.D. will be joining our foot and ankle division this fall. She is an outstanding surgeon scholar and will be Penn's first African American woman to join our faculty. My intent is that she will not be the last! Women now lead two of our divisions- Cara Cipriano, M.D., M.Sc. has taken over the Division of Orthopaedic Oncology and is also directing medical student education. She has developed a unique "surgeon educator" track for our residency and has already transformed our footprint in the school of medicine by improving the orthopaedic surgery clerkship experience

for our Penn medical students. Casey Humbyrd, M.D. is our new Division Chief of Foot and Ankle Surgery and is leading the exponential expansion of that division with skill and vision following the remarkable legacy of Keith Wapner, M.D.

Other faculty hires include T. David Tarity, M.D. and Jean-Claude D'Alleyrand, M.D. MSE. Dr. Tarity has joined the Division of Adult Reconstruction after completing his second joint replacement fellowship at the Hospital for Special Surgery. He has also served our country as an Air Force officer. Dr. D'Alleyrand will join our Division of Orthopaedic Trauma in the summer of 2023. He is the Director of Surgical Services at Landstuhl Medical Center in Germany. His responsibilities will include oversight of the V.A. Orthopedic Service as well as providing support for our PPMC trauma center.

While there have been many recent successes in the department, the COVID-19 pandemic has affected all of us. The recent surge severely impacted our ability to perform elective surgery during January. The lack of nursing and support staff has also compromised patient care throughout. Despite the emotional and logistical challenges of the pandemic, our team has "soldiered on." I could not be more proud of our entire team- our clinical faculty, residents, fellows and dedicated administrative staff led by Neil Ravitz, M.B.A. Mr Ravitz's extraordinary work ethic and commitment to our entire team must be commended. Other team leaders include Will Dyson and Andrew Kanoff who support our multiple clinic sites and operational needs.

I also want to recognize Daniel Farber, M.D., Vice Chair of Education, and Stephen Liu, M.D., Associate Residency Program Director, for their unwavering support of our residents. Virtual grand rounds, online visiting professors, and constant emails providing guidance and continuity for patient care have been seamless thanks to their 24/7/365 availability and responsiveness. Our chief residents Agnes Dardas, Yudi Kerbel and Liane Miller have adapted, improvised and conquered pandemic challenges and also must be recognized. I offer my gratitude and respect to all of the educational leaders for these extraordinary efforts.

One of our strongest assets over the years has been our ability and resources to provide an extremely robust visiting professor program for our faculty and residents. We have recently gone back to in-person meetings, which comply with university guidelines and the CDC. Edward Barksdale, M.D., Surgeon-in-Chief at University Hospitals Rainbow Babies and Children's Hospital, served as our inaugural DEI Lecturer and was outstanding. He shared his personal journey and inspired all of us. Our commitment to promote further diversity in our department was unanimously reaffirmed during his visit. In fact, our residents Brian Perez and Viviana Serra Lopez secured

funding to provide support for North10- a community center that serves inner city youth and disadvantaged families. We will provide sports physicals and other MSK health needs to this community. Giving back in this capacity is a joy and a responsibility. See <https://north10pbl.org/> for more information about this organization. We will do more in the years to come.

David Helfet, M.D. delivered the Inaugural Dean Lorich M.D.-Hans Joerg Wyss Visiting Professor lectureship and provided a moving and impactful talk highlighting Dean's contributions to Orthopedic Trauma which are truly legendary and sustaining. I want to recognize the generosity of Hans Joerg Wyss and the Wyss Foundation for the generous support they have provided to the department for many years, and in many ways. The Lorich Wyss Trauma program is another example of their commitment to our missions of research and education.

In addition to Penn Medicine serving as the sole medical and Orthopedic Surgery provider for the Philadelphia Flyers ice hockey team, we entered a new and exciting agreement to serve as the sole medical provider to U.S. Squash. This extends our Penn brand globally and Penn Orthopedics will not only provide care for the athletes, but will benefit from our association with this world class organization.

Finally, I want to share with you that I will be stepping down as Chair of Penn Orthopedics July 1, 2023 at the request of Dr. Larry Jameson and UPHS CEO Kevin Mahoney. They

have asked me to assume the role of Vice President of the Penn Health System and Associate Dean of the Medical School for Resource Development. My second six-year term in the department was reviewed internally and externally, which is standard procedure in the school of medicine. External reviewers included Joseph Zuckerman, M.D. (NYU), Lisa Lattanza, M.D. (Yale), and Mitchel Harris, M.D. (MGH). Their outstanding review and report to Dean Larry Jameson, M.D., Ph.D. has provided a roadmap for continued success that includes our strategic plan (completed in 2021), which is well underway. The search for the new Chair of Penn Orthopaedics will begin this spring. I will be a great cheerleader for the next leader and do all I can to assure the continued the success of our great department.

My vision of building a new Orthopedic hospital across the street from our Penn MSK institute will become my goal after I step down. Architectural renderings show our institute connected to the new hospital by a bridge that crosses 38th street. Discussions have already started to make this a reality in the next few years. Stay tuned- our future is bright, our team is committed and strong, and our pride in Penn Orthopedics has never been stronger. Thanks for your continued support.

With best regards,
Scott