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## Global Pandemic, Local Action How MCW Has Responded to COVID-19

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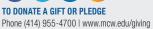
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#### CONNECT WITH US









#### LEADERSHIP MESSAGE

## Ensuring the Health and Safety of our Communities

hen the Spring 2020 issue of MCW Magazine went to press in mid-March, we were just beginning to feel the challenging and unprecedented effects of the 2019 novel coronavirus disease (COVID-19). At that time, we pledged our steadfast commitment to protect the health, safety and wellbeing of our students, faculty, staff and visitors. Since then, we have undertaken extraordinary efforts to ensure that our patients, students and community continue to receive the outstanding care and education that

Among those efforts were the rapid move to online/distance learning, the hibernation of research laboratories, the shift to remote work for faculty and staff, the ramp-up of telehealth/virtual visits by our clinicians and our emergence as the most trusted source of accurate scientific information throughout the region – especially in communities that have been neglected. In this issue, I am pleased to share with you MCW's multifaceted responses to the COVID-19 pandemic across our four missions of patient care, education, research and community engagement (see pages 12-21). Additionally, to help ensure our financial stability during the pandemic, we suspended the print edition of this issue of MCW Magazine.

Despite the challenges brought on by COVID-19, we still were able to celebrate several meaningful virtual events with our graduating medical, pharmacy and graduate students, including Match Day (see page 7), hooding ceremonies and Commencement – a highlight of which was the graduation of our Inaugural Class from the School of Pharmacy (see pages 8-9).

Additionally, in the late spring we began the painful but necessary task of facing the crisis of racism, which is deeply embedded in the fabric of our country and the world - and manifests in many negative ways ranging from arbitrary exclusion to indifference to genocide. MCW executive leaders responded swiftly to address institutional racism and social injustice, and to express support and recognition of the diverse experiences of the entire MCW community (see page 4).

I wish to reiterate to our countless alumni around the globe who stand on the front lines of combating COVID-19 - whether through direct patient care or as scientists and other healthcare providers – you continue to be in our thoughts and prayers. We know that each of you is doing your utmost to protect the health and safety of your patients, families, loved ones and your communities.

John R. Raymond, Sr., MD President and CEO

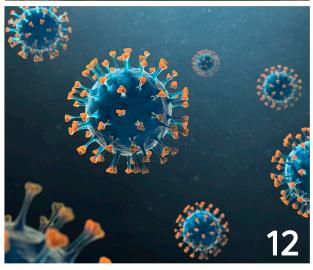
"...we pledged our steadfast commitment to protect the health. safety and wellbeing of our students, faculty, staff and visitors."



## **CONTENTS**







- 4/ MCW ADDRESSES INSTITUTIONAL RACISM
- 6 / NEWS FOR ALUMNI
- 7 / SCHOOL OF MEDICINE RESIDENCY DISTRIBUTION
- 8 / SCHOOL OF PHARMACY GRADUATES FIRST CLASS
- 10 / DR. NATHANIEL M. ROBINSON ROSE ABOVE RACIAL BIAS

#### 12-21 / COVER STORY

GLOBAL PANDEMIC, LOCAL ACTION: MCW'S RESPONDS TO COVID-19

- 12 / INTRODUCTION & RESILIENCY ON THE FRONT LINES
- 13 / GIVING BLOOD, ADVANCING SCIENCE
- 14 / EDUCATION PIVOTS DURING COVID-19
- 15 / REIMAGINING CARE: DR. ANDREW PETROLL
- 16 / ADAPTING APPROACH TO HEART CARE & SCIENTIFIC PROGRESS IN THE FACE OF COVID-19
- 17 / MCWAH HOUSESTAFF CONTRIBUTE DURING COVID-19 PANDEMIC
- 18 / LEADING THE WAY IN LOCAL TESTING
- 19 / MCW PARTICIPATES IN ECMOCARD STUDY & AHW FUNDS COVID-19 RESPONSE
- 20 / VIRTUAL MENTAL HEALTHCARE & REIMAGINING CARE: DRS. JULIE OWEN & DEEPA PAWAR
- 21 / SMART RESTART WITH STATEWIDE PARTNERS

  & KERN INSTITUTE PARTNERS WITH MASKUPMKE

#### **INSIDE EVERY ISSUE**

5 / STAT REPORT 24 / IN MEMORIAM

22 / ALUMNI NOTES 27 / CHANGE AGENT

PLEASE NOTE: ALL PHOTOGRAPHS IN THIS ISSUE IN WHICH INDIVIDUALS ARE NOT WEARING PERSONAL PROTECTIVE EQUIPMENT WERE TAKEN BEFORE THE PANDEMIC.

**ON THE COVER:** The challenges and unprecedented effects of the COVID-19 pandemic have had a chilling impact on a global, national, regional and local scale. The Medical College of Wisconsin has undertaken extraordinary efforts to ensure that its patients, students and community have continued to receive the outstanding care and education that the institution provides.

## MCW Addresses Institutional Racism

ur Promise: The Medical College of Wisconsin commits to accelerate our journey to be an anti-racist institution as reflected in our listening, our learning, our decisions, our actions, our investments and our treatment of people and community.

The tragic death of George Floyd in Minneapolis on May 25 sparked global acts of solidarity as millions of individuals organized protests and memorials to fight for justice and racial equality. MCW executive leaders responded swiftly to express support and recognition of the diverse experiences of the entire MCW community, sharing that "we want our MCW community to be a place where each person feels seen, heard, supported, and, most importantly, valued." They stressed that as an anchor institution, "MCW has a responsibility to do our absolute best to actively engage in peaceful dialogue that brings us closer to each other and to positive and sustaining impact on the health and wellbeing of our community."

To that end, MCW is creating a plan for intentional impact through an antiracism lens. Greer Jordan, MBA, PhD, vice president of inclusion and diversity and assistant professor in the Institute for Health & Equity, shared MCW's working definition of an antiracist institution as "an institution that has committed to identifying and changing its role in the accumulation of disadvantages for one group(s) to the advantage of another group(s), due to persisting overt or implicit systemic actions."

Members of the Office of Diversity and Inclusion (ODI) and inclusion leaders throughout MCW are focused on the first two phases of this institutional



hoto courtesy of Jim Moy

John Meurer, MD, MBA, professor and director of the Institute for Health & Equity (second from right) facilitates a small group discussion in August 2019 as part of the MCW/Greater Milwaukee Foundation partnership to achieve a vision for Milwaukee that is equitable, healthy and vibrant for all. These community visioning sessions enable neighborhood residents to offer input into this important initiative.

priority: Seeing and Getting Started (followed by Action and Impact). Seeing includes wellbeing conversations for MCW's Black faculty, staff and students; participants have expressed gratitude for a space to heal, process and grieve among members of their group. The wellness sessions will continue and are being designed around the communicated needs of the participants.

In addition, to support MCW's commitment to be an anti-racist institution, inclusion leaders from the Diversity and Inclusion Action Committee (DIAC), the Center for the Advancement of Women in Science and Medicine, the Council for Women's Advocacy and the Kern Institute, in collaboration with the ODI, have hosted 35 Listening Circles on Racism for all faculty, staff and students, which engaged more than 300 registrants. These conversations have prompted open and constructive dialogue about racism, disparities and inequities within and beyond MCW.

Participants of the small group conversations and the listening circles are now invited to participate in ODI's six-part "Being an Anti-Racist Institution: Getting to the Heart of the Matter Learning and Growth Sessions."

Dr. Jordan and colleagues also have started compiling Race, Equity, Diversity and Inclusion (R.E.D.I) resources on the MCW website for all to read, watch and engage.

Many years ago, MCW made a commitment to the community to achieve health equity, and the institution has invested in partnerships and programs to be part of the solution. One such partnership is with the Greater Milwaukee Foundation (GMF) and Royal Capital Group to achieve the vision of a Milwaukee that is equitable, healthy and vibrant for all. To that end, MCW is implementing a place-based investment strategy that is physically embodied in the restoration and redevelopment of the iconic Gimbels-Schuster's Department Store at the nexus of three vital northside Milwaukee neighborhoods. Redevelopment of the building will commence shortly, and in addition to housing the offices for GMF and some MCW community-engaged departments, it is expected to include retail space, community convening space and infrastructure to support existing community resources.

- SARA L. WILKINS

# STATREPORT



## MCW Receives Five-Year, \$24 Million CTSA Grant Renewal

CW has been awarded a fiveyear, \$24.4 million Clinical and Translational Science Award (CTSA) from the National Institutes of Health. This competitive grant renewal will fund the work of the Clinical and Translational Science Institute of Southeast Wisconsin (CTSI), a consortium of eight regional organizations. The mission of the CTSI is to develop an integrated, shared home for clinical and translational research and research training, hallmarked by a borderless, collaborative, synergistic and investigator/community/patient-friendly research environment that is functionally integrated into regional and national CTSA networks.

This achievement marks the third five-year CTSA awarded to MCW,

demonstrating its strength as an innovative and cutting-edge research institution, collaborative partner and national thought leader.

The CTSI, which was founded in 2010 with a \$20 million five-year award – followed by a five-year, \$22.5 million award in 2015 – comprises Children's Wisconsin, Clement Zablocki VA Medical Center, Froedtert Hospital, Marquette University, MCW, the Milwaukee School of Engineering, the University of Wisconsin-Milwaukee and Versiti Blood Center of Wisconsin.

The composition of the CTSI is unique nationally because of the engagement of three degree-granting academic institutions not affiliated with MCW, three large hospital/healthcare systems and a large research-intensive blood center.

This allows for research resources and opportunities for collaboration for MCW students and faculty as well as for the faculty and students of our seven partnering institutions.

The CTSI is advancing health in Wisconsin through research and discovery by bringing together leaders across the translational research spectrum to share resources, research, technology and expertise. The CTSI has accelerated the translation of research discoveries into patient care and has created a solid foundation that brings new therapies/interventions to patients, improves health outcomes and builds training programs and community engagement.

Please see the CTSI website for further information on the CTSA.

## EV/S FOR ALUMNI

would like to begin by congratulating our 2020 graduates from the MCW Graduate School, School of Medicine and the



Inaugural Class of the School of Pharmacy. This has been a challenging journey. The persistence, determination and resilience you have demonstrated will take you far in your respective professions. I am honored to call you MCW ALUMNI! I hope that you will forever stay connected to us, your MCW family.

When I began my term as president, I could not have imagined what this year would bring – but following the lead of our newest graduates, we too, as the Alumni Association, had to move forward with persistence, determination and resilience. We had so much work to do, and I'm proud of what we accomplished.

**New Leadership:** Together with MCW leadership and the Alumni Association search committee we recruited a new executive director – Angela K. Nelson.

More Connections with Students and Alumni: We hosted meetings with leaders from various student government organizations, including the Medical School's Student Assembly, Graduate Student Association, Master of Science in Anesthesia Program, Pharmacy Student Alliance and events sponsored at MCW-Central Wisconsin and MCW-Green Bay. Recruitment to ENGAGE, the MCW alumni online community, accelerated to

"The persistence, determination and resilience you have demonstrated will take you far in your respective professions."

- Dr. Barbara Calkins President, MCW/Marquette Medical Alumni Association

connect students with MCW alumni for mentorship, volunteerism, career opportunities and advice.

Building and Defining our Board: The Association board, collectively and individually, offers wisdom, advocacy and a strong sense of history to alumni leadership. We increased representation from regions across the country and provided clarification regarding board member roles and responsibilities. I want to thank Ronald J. Gerrits, PhD '99, and Donald A. Hackbarth, Jr., MD '77, GME '82, whose tenure on the Board is expiring.

## Updates to the MCW/Marquette Medical Alumni Association Bylaws:

This officer-led initiative started in 2019 and elevated the organization to be more inclusive and representative of MCW as a health sciences university.

Reimagining in Times of Crisis: Our commitment to a vibrant communications program helped us stay connected to our peers as we navigate unprecedented times. Through increased prevalence of

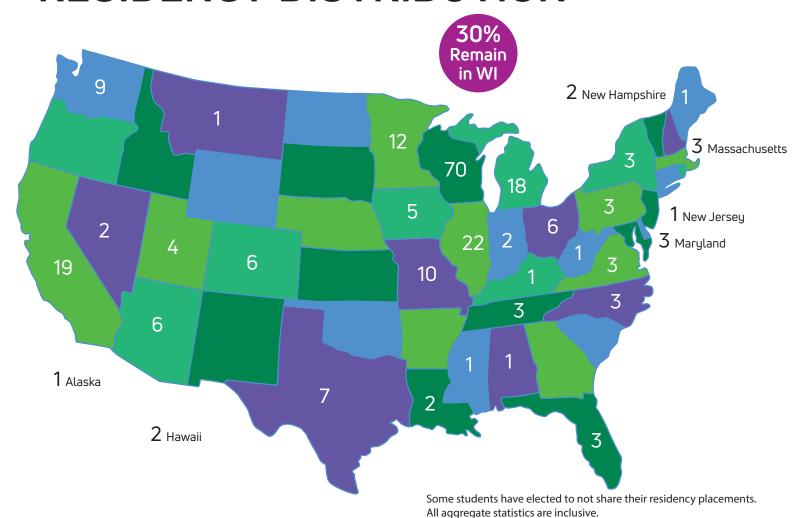
our alumni e-newsletter and ENGAGE links, we continue to share MCW's leadership during three inter-related crises: the COVID-19 pandemic, the economic crisis associated with the pandemic and that of addressing racism. And we are currently developing the Alumni Association's action plan to address racism, equity and inclusion.

I am so grateful to those who supported me during the past year. It was an honor to lead the Alumni Association, and I enjoyed connecting with so many of our alumni and students.

I am excited about our incoming officers, and welcome Matt I. Goldblatt, MD '97, GME '04, who will assume the role of president in October. Together, with you, they will keep the positive momentum going.

Stay Engaged! Share your email address with the Alumni Association at mcw.edu/alumni.

## 2020 MCW SCHOOL OF MEDICINE RESIDENCY DISTRIBUTION



## Summary of First-year Residency Programs for Milwaukee, Green Bay and Central Wisconsin Campuses

Anesthesiology	13	Obstetrics & Gynecology	9	Physical Medicine & Rehabilitation	1
Child Neurology	1	Ophthalmolgy	1	Plastic Surgery (Integrated)	2
Emergency Medicine	26	Orthopaedic Surgery	6	Psychiatry	16
Family Medicine	34	Otolaryngology	3	Radiology-Diagnostic	7
Internal Medicine (IM)	38	Pathology - Anatomic & Clinical	1	Surgery-General	23
IM/Pediatrics	6	Pediatrics	20	Transitional Year	19
Neurology	2	Peds/Anesthesiology	1	Urology	6



## MCW School of Pharmacy Trailblazers Graduate During Unprecedented Times

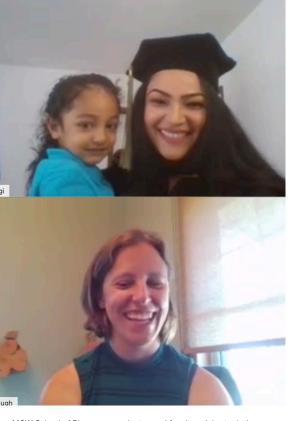
he MCW School of Pharmacy's Inaugural Class of 2020 graduated with their Doctor of Pharmacy (PharmD) degrees and are stepping forward to serve the community in a variety of different practice areas in the midst of the COVID-19 pandemic. Although unable to hold traditional in-person gatherings, MCW hosted multiple virtual ceremonies to honor its first 41 PharmD graduates.

The MCW School of Pharmacy held small group hooding ceremonies online during the afternoon of Thursday, May 21. The founding dean of the MCW School of Pharmacy, George E. MacKinnon III, PhD, MS, RPh, FASHP, shared remarks with the students before they hooded themselves, or were hooded by an individual with whom they live, and then recited the Oath of a Pharmacist.

"The MCW School of Pharmacy has grown since its inception in 2017. I am proud to see the hard work and dedication of all of the faculty and staff come to fruition with the commencement of our first graduates. The members of the Inaugural Class of 2020 have already accomplished much as the pioneering class of our innovative program," says Dr. MacKinnon.

On the night of May 21, the MCW School of Pharmacy held a virtual Celebration of the Inaugural Class event. MCW leadership, faculty and students delivered speeches to the graduates and their family and friends. John R. Raymond, Sr., MD, president and CEO of MCW, shared his gratitude to the class for helping to advance pharmacy education. "You are our hope for a bright and promising future in the profession of pharmacy, and I am deeply grateful to you and very proud of your accomplishments," he remarked.

"To be part of the inaugural class was a great experience. It's rare to be part of the beginning of something so big. I am proud of the foundation that my class was able to set at MCW, and I am excited to see the program grow and succeed in the future," says Gary Karagodsky, PharmD '20, who will be starting a residency program with a focus in ambulatory care at Marshfield Health System in Marshfield, Wis.



MCW School of Pharmacy graduates and faculty celebrate during a virtual hooding ceremony in May 2020.

(top row, I-r) Shawnee Klatt, PharmD; Abir T. El-Alfy, PhD, MS; Manpreet Rangi, PharmD.

(bottom row, I-r) Lauren Farnsworth, PharmD; Abhay Singh Chauhan, PhD, MPharm, BPharm; Rachel Kavanaugh, PharmD.

On Friday, May 22, 2020, MCW held a Commencement Ceremony for the graduates of all its schools. Dr. MacKinnon reminded the pharmacy students of the unique route they have taken as the first to experience the School of Pharmacy's innovative curriculum. "The path you have taken has not been journeyed upon by others," he said. "You accomplished what less than 10 percent of all pharmacy graduates will have done this year, or in the world: completing your PharmD degree in three years as opposed to four years. You completed more Introductory Pharmacy Practice Experience hours than any other PharmD program in the country. You were concurrently enrolled in a two-year course called Scholarly Pathways with medical students that is not replicated in any other medical school

or pharmacy school in the United States, and for that matter, the world."

The MCW School of Pharmacy Inaugural Class are trailblazers who have paved the way for the classes that follow them. "Being part of the inaugural class is definitely an honor and something that has prepared me to step up to be a leader and a pharmacist of the future," says Alexander Thorp, PharmD, who will be the first pharmacy resident at the University of Illinois-Chicago, Rockford campus. The pioneers of the Inaugural Class also will be the first graduates to embark on their careers during the midst of a worldwide pandemic and will help define their profession's expanding role in healthcare.

Erik Everton, PharmD '20, who will be moving on to a Clinical Science & Study

## Where are Graduating MCW Pharmacy Students Going?

72% postgraduate training match rate\*

**21 students (51% of the class)** are continuing on with postgraduate training in the following states:

WI - 11 IL - 4

NY - 2

AZ - 1

FL - 1 NC - 1

NJ - 1

**20 students** are pursuing employment opportunities

\*The American Society of Health System Pharmacists reported a 63% national average match rate for pharmacy schools in 2020 Management Fellowship with the Rutgers Pharmaceutical Industry Fellowship Program and Merck in New Jersey, shares, "The role of the pharmacist has been described as diverse and continuously evolving. This pandemic has done nothing short of show how true that is. There are testing sites to get the accuracy of COVID-19 cases run by pharmacists, there are ICUs and emergency departments where COVID-19 patients come in and are given care by pharmacists, and there are pharmacists working on the production of a vaccine to end this pandemic and return life to a comfortable state."

He adds, "These are just a few places where pharmacists are diverse and crucial for getting us through this. These examples do not include many other pharmacists who are working the front lines to ensure continued health of their communities across the country."

Emily Hansen, PharmD '20, is unsure of how the COVID precautions will impact her residency but feels prepared due to her MCW experience. "MCW prepared me to take healthcare situations in stride and to adapt my learning to the experience presented. I was exposed to telehealth during my didactic work, so I was able to transition into this method of learning easily," notes Dr. Hansen, who will be starting a residency with a focus in pediatrics at Children's Wisconsin.

Arslan Aslam, PharmD '20, who is beginning a health-system pharmacy administration and leadership residency at Advocate Lutheran Hospital in Park Ridge, Ill., agrees that MCW has prepared his class well. "I know the Class of 2020 will represent MCW well as we enter this next phase and become pharmacists of the future," he says.

- MICHELLE SCHAEFER



Photos courtesy of Randall Jeffers

## Dr. Nathaniel M. Robinson Rose Above Racial Bias to Amass a Lifetime of Good Deeds

"Do all the good you can, by all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as you ever can."

— John Wesley's Rule

he words of this 18th-century clergyman and theologian represent much more than a favorite quote of the late Nathaniel M. Robinson, MD '54, the first African-American graduate of the Marquette University School of Medicine (MCW's predecessor). They embody Dr. Robinson's abundant kindness, medical care and philanthropy.

The endowed MCW diversity scholarship fund that bears his name established in 2010 and bolstered by a recent gift from his estate — is one of the innumerable ways Dr. Robinson endeavored to better the world around him. He did so while rising above racism, yet he remained a humble man.

"When he established scholarships at his alma maters and the schools invited him to be recognized in person, he would not go," recalls longtime friend Randall Jefferson, whose mother, Jacqueline, worked for Dr. Robinson. "They had to send the awards to him, and he never took them out of the boxes to display. He felt he was just doing what he was supposed to do, which was helping people."

Born in 1925 in St. Matthews, S.C., Dr. Robinson once picked cotton in the fields of a racially oppressed area of the South.

#### ALUMNI | PHILANTHROPY | SCHOLARSHIP

Upon graduating from high school in 1943, he enlisted in the US Army and served in World War II, receiving multiple decorations. He went on to graduate magna cum laude from Fisk University in Nashville, Tenn., where he was inspired to pursue medicine.

Instead of attending one of the leading institutions training African-American physicians, he opted for the unexpected challenge of making history at Marquette. Unfortunately, he had to abruptly seek residence at the YMCA in Milwaukee after his intended host family discovered he was African American.

A racial barrier also kept him from joining Alpha Kappa Kappa, a national

medical fraternity. "But because he was held in such high regard, we planned to violate the rule and extend an invitation to him anyway," said Robert S. Pavlic, MD '54, in a 2002 article for MCW's Alumni News. Dr. Pavlic added that a formal challenge by the students and their faculty advisors, as well as their demonstrated respect for "Nate," led to a change in the fraternal rule — unfortunately after they'd graduated.

In the same article, Dr. Robinson gave thanks to two Marquette mentors: Harry Beckman, PhD (Department of Pharmacology), and Walter Zeit, PhD '39 (Department of Anatomy and a former associate dean and the namesake of the Walter Zeit Fellowship Society at MCW). "Both were instrumental in helping me get through. They encouraged me, prompting me to finish," said Dr. Robinson, who added that the Marquette experience gave him the courage to forge ahead.

Dr. Robinson's 1954 graduation from Marquette made national news in *Jet* 





Dr. Nathaniel Robinson at the time of his graduation from Fisk University in 1950, and in 2004.

(a weekly magazine that focuses on news, culture and entertainment within the African-American community). Upon completion of an internship and residency at Philadelphia General Hospital (he was the first African-American chief resident there), Dr. Robinson advanced on a steady track at the hospital and was appointed medical director of the nursing home unit.

With specialties in geriatrics and internal medicine, Dr. Robinson was well qualified, but the city of Philadelphia replaced him with a Caucasian male who specialized in obstetrics/gynecology. Dr. Robinson initiated litigation and was reinstated as the nursing home unit's first African-

American medical director. Concurrently, he held a professorship at Hahnemann Medical College and attending positions at other hospitals and clinics.

The heart and stability of Dr. Robinson's career was his West Philadelphia private practice, located in the middle of a neighborhood city block. From that location, he remained accessible to the community as an internal medicine specialist from 1960–1978.

Randall says his mother loves telling the story of how her friends dared her to leave her job at Philadelphia General Hospital to work for Dr. Robinson, who'd gone through seven assistants in a short time due to the high standards of his private practice.

"They bet me five dollars that I wouldn't last a month, and I worked for him for 17 years," said Jacqueline, now 85, in a 2016 *Philadelphia Inquirer* article. "He was kind, he was gentle, and he was the most humble person that I ever met."

Prior to his passing in 2016, Dr. Robinson was a 28-year prostate cancer survivor, endured a massive heart attack and triumphed over diabetes — yet he immersed himself in volunteering and philanthropy, supporting all of his alma maters and countless civic beneficiaries and nonprofit organizations. Even as he reached 90 years of age, "his stride was spry and his mind and wit remained quick," says Randall.

A foundation in his name, created after his passing, continues his good work in Philadelphia. His Nathaniel M. Robinson, MD, Endowed Scholarship Fund is also extending his legacy at MCW, where numerous students have already benefited from his goodwill and future students will learn his story as scholarship recipients. 

— JOHN BURLINGHAM

Dr. Nathaniel Robinson and MCW president T. Michael Bolger, JD, at the 50th Class Reunion of the Marquette University School of Medicine, held at MCW in May 2004.



## Global Pandemic, Local Action

MCW RESPONDS TO COVID-19

## n mid-March, MCW was just beginning to feel the challenging and unprecedented effects of COVID-19.

At that time, the institution pledged its steadfast commitment to protect the health, safety and wellbeing of its students, faculty, staff and visitors. Since then, MCW has undertaken extraordinary efforts to ensure that patients, students and the community continue to receive the outstanding care and education that the institution provides.

Among those efforts were the rapid move to online/distance learning, hibernation of research laboratories, shift to remote work for faculty and staff, ramp-up of telehealth/virtual visits by MCW clinicians and its emergence as the most trusted source of accurate scientific information throughout the region.

The cover story, which runs through page 21, provides a snapshot of some of these efforts via vignettes highlighting MCW's multifaceted responses to the COVID-19 pandemic across its four missions of patient care, education, research and community engagement.

#### Resiliency on the Front Lines

cross the world, providers in emergency medicine, internal medicine and critical care medicine have been asked to step up to the front lines in the fight against the COVID-19 pandemic, to actively seek out the virus instead of sheltering from it. For most of MCW's physicians, advanced practice

provider (APP) and nurses, it has been no different. And they have met the challenge with unwavering commitment and service, according to Michael E. Stadler, MD, chief medical officer for Froedtert Hospital and MCW associate dean for clinical affairs.

"Despite the rapidly evolving clinical information and expert

guidance coming their way, our teams have adapted with professionalism to courageously deliver the care needed to our community on a daily basis," he shares. "It is their sacrifice and their ability to set aside their own very valid concerns and anxieties about this disease and pandemic that has allowed us to provide such excellent care to our patients and families."

For many, it's been the teamwork mentality and the constant support of colleagues that have helped quell the anxiety. "The COVID-19 virus has brought unprecedented challenges to all of us in the medical profession," says Valerie Carter, MD, MCW assistant professor of internal medicine and hospitalist at Froedtert.

"These circumstances have shown me that the harder the environment, the more important are the people you're with. I am lucky to work with a team of nurses, APPs, hospitalists and consultants who inspire me daily with their excellence and dedication"

Acute care nurse practitioner

Brianna Nigro, NP, agrees: "While these are undeniably scary and uncertain times, I have the privilege of collaborating with an incredible infectious disease physician who poignantly remarked that we, as hospitalists and nurses, 'instead of running away from this problem, bravely run toward it, ready and willing to help.' I have never been prouder to be in med-



I can't help but be humbled when people I've never met let me be a part of something to make their lives a little better.

- Dr. Valerie Carter (shown at left)

icine and to serve alongside such an amazing, selfless and hard-working team!"

The gratitude from the 726 recovered patients who have been released from Froedtert & MCW hospitals as of August 3 has been equally as motivating. The Froedtert & MCW faculty and staff have been called "guardian angels" and told they went "above and beyond" over and over again.

The patient feedback makes it all worth it for Dr. Carter: "I can't help but be humbled when people I've never met let me be a part of something to make their lives a little better."

- KARRI STOCK



#### Giving Blood, Advancing Science

#### Recovered Patients Provide Plasma Donations that May Aid in Recovery from COVID-19

CW physician-scientist Mary Beth Graham, MD, knew early in 2020 that the SARS-CoV-2 virus was on a collision course with Wisconsin.

Community-based transmission of the virus began in the state in March and brought with it the disease COVID-19, for which no proven and effective therapy existed. Dr. Graham resolved to do what she could to contribute to research into promising treatments for this new and deadly infectious disease, including the use of plasma donated by volunteers who had recovered from COVID-19.

"The theory behind convalescent plasma therapy is that you are taking antibodies that a recovered volunteer has naturally developed to fight off the virus and providing them to a COVID-19 patient whose immune system has not yet created the same defenses. I was interested in this approach because it has been effective in other viral infectious diseases, including some promising results in prior coronavirus outbreaks," says Dr. Graham, who serves as an MCW professor of medicine and associate chief of the division of infectious disease.

Dr. Graham contacted Versiti Blood Center of Wisconsin – MCW's partner organization

and the provider of more than 230,000 units of blood annually to hospitals throughout the state – to discuss collecting plasma for research purposes and treatment under the Food and Drug Administration's emergency investigational new drug application process. She worked in partnership with Gilbert White, MD, professor of medicine, biochemistry, and pharmacology and toxicology, executive vice president for research and director of Versiti's Blood Research Institute, to garner an award from the Advancing a Healthier Wisconsin Endowment to support basic science and clinical research regarding convalescent plasma and COVID-19.

"I'm thoroughly excited about this partnership because it combines research on the outcomes of patients receiving convalescent plasma transfusions with fundamental immunology research. As a former laboratory scientist, I know how important this basic science is to provide a foundation for advancing potential treatments for COVID-19," adds Dr. Graham.

Also, she and more than 7,000 physicians across the country are combining information on patient histories and outcomes in order to accelerate convalescent plasma research.

This national collaboration published results in mid-June about the safety of the treatment, reflecting data collected from 20,000 patients. Now that safety has been established, more research is needed to better understand the effectiveness of convalescent plasma for treating COVID-19.

"Many are looking to a potential vaccine as an end point, but we have to remember that only between 30-40 percent of people in Wisconsin get the flu vaccine every year even though it is safe and effective. So, we need to collaborate and support research into convalescent plasma and other promising treatments because we need them now – and we will need them long after a vaccine is made available," Dr. Graham notes.

- GREG CALHOUN



[This] partnership ... combines research on the outcomes of patients ... with fundamental immunology research.

- Dr. Mary Beth Graham

#### MCW's Education Enterprise Pivots During COVID-19

uring the COVID-19 pandemic, more that 25 million students worldwide transitioned to remote learning. As a result, every institution had to embrace online course delivery and education technology to remain connected to their students. "MCW responded swiftly and decisively to ensure that our learners remained safe and healthy while also fulfilling the necessary requirements for graduation," says Joseph E. Kerschner, MD '90, FEL '98, provost and executive vice president and dean of the MCW School of Medicine.

#### School of Medicine

Beginning in mid-March, medical students were informed that the new and rapidly changing landscape of COVID-19 had led to significant changes in the way that MCW needed to deliver education.

Clinical partners notified MCW that all M3 and M4 students could no longer work in the clinical setting due to shortages of Personal Protective Equipment (PPE) and concerns about student exposure to COVID: students did not return to clinical rotation until May 29. During that interval, students received virtual learning experiences and telehealth experiences. Many students had to make-up lost clinical time in late May/early June in order to complete their M3 year. Students who were unable to complete a significant clinical experience in a given clerkship received an "Incomplete" until the clinical experience was completed. Thirdyear two-week elective and four-week elective courses commencing March 30 or thereafter were canceled. Administrators worked to ensure that any gaps caused by MCW's response to COVID-19 did not penalize students' abilities to take vacation or reserve time for residency interviews in their M4 year.

All clinical electives, ambulatory courses and acting internships for M4 students starting March 30 also were canceled, and the Capstone course was offered online over a fourweek period. Rather than doing two Acting Internships (AI) and a required ambulatory rotation, students were required to complete two of three courses. Students were able to experience the clinical environment, however, via virtual clinics, as IT solutions



## MCW Prepares for the First Semester of the 2020-2021 Academic Year

- Learning experiences will be a mix of face-to-face, livestreaming to multiple locations and online instruction.
- On-campus instruction mostly will be applicable to first- and second-year medical and pharmacy students, and first-year Master of Anesthesia students.
- Staggered class start and end times will be put in place to minimize large groups from entering/leaving campus at the same time.
- The maximum number of students permitted in a designated single classroom is 50 students.
- All faculty, staff and students are expected to follow institutional campus quidelines, including symptom

- monitoring and daily screening, face coverings in MCW common spaces and physical distancing.
- Students will resume clinical rotations but will not interact with COVID-positive patients; students will follow the testing protocol of the facilities in which they are working; some clinical rotations are virtual
- Instructors and students are required to wear face coverings when in the classroom, including rooms where plexiglass has been installed on podia.
- Testing will be available for students who will be on campus on a regular basis to attend class and who wish to be tested.

enabled them to join their physician-teachers in these virtual visits.

All courses for M1 and M2 students moved to 100 percent online delivery. Lectures and exams were administered remotely and all Pathways were delivered completely online.

Medical students at MCW-Green Bay were uniquely challenged due to the time-efficient program that has enabled them to graduate in three years. In the Green Bay curriculum, Als, Ambulatory Rotation (AR) or required electives were placed toward the end of the students'

clinical experiences – which, if missed, could have had a negative impact on their ability to graduate. MCW's Academic Standing Committee, however, voted to lower the requirement to allow the combination of two Als (or one AR and one AI) in light of the impact the pandemic had on in-person medical education. M3s at MCW-Central Wisconsin were not impacted by the suspension of in-person clinical care because they have a longitudinal integrated curriculum and already had completed their in-person requirements for graduation.

#### School of Pharmacy

As part of its accreditation process, the MCW Pharmacy School had prepared a continuation of operations plan to ensure that ongoing delivery of the Doctor of Pharmacy program would not be disrupted due to systems failures. This plan had been tested earlier to ensure effectiveness, and thus the Pharmacy School was able to easily transition to the plan's instructional methods at the onset of COVID-19. The plan's primary virtual method was live instruction via WebEx videoconferencing. In some instances, faculty members chose to utilize pre-recorded instruction tailored to the content.



# MCW responded swiftly and decisively to ensure that our learners remained safe and healthy while also fulfilling the necessary requirements for graduation.

- Dr. Joseph E. Kerschner

Faculty and students alike had to be quickly oriented to the Webex platform, supported by a robust cadre of user guides and support materials. Some unique instructional requests, such as annotation and use of a virtual white board, led to creative problem-solving and additional tools

made available by WebEx. The Patient Care Laboratory courses, which often require the use of small groups of students, were held virtually on the BlueJeans platform. Instruction in these skills lab courses would begin with the instructor virtually addressing the class as a whole before moving students into breakout rooms or separate virtual meetings for small group work. Students would practice critical pharmacist skills with one another – such as virtual medication counseling – before being paired for assessment with a pharmacist preceptor. The BlueJeans platform also was used for virtual student admission interviews.

Additionally, instructors utilized a variety of asynchronous assessment tools to ensure students were engaging with and understanding material while also allowing them the flexibility to complete such assessments.

All instructors and faculty mentors have hosted virtual office hours since the start of remote work/learning. Further, staff in the Office of Student Affairs connect with a handful of different students each week. George E. MacKinnon III, PhD, MS, RPh, founding dean of the School of Pharmacy, has hosted multiple virtual Town Hall meetings with students to share critical updates and solicit feedback. And the Pharmacy Student Alliance (the School's student government) has continued to operate albeit virtually, including the introduction of virtual study groups and social gatherings.

#### Graduate School

All Spring 2020 didactic course instruction was moved online to comply with the state's Safer at Home order, and course exams moved online or to a take-home format.

During MCW's research hibernation period, only research deemed essential (as defined by the Office of Research) was allowed; as a result, nearly all onsite dissertation research was halted. Despite this restriction, graduate students were encouraged to remain intellectually engaged and undertook active strategies to ensure they continued to make academic progress and to interact with colleagues – which often required additional virtual committee meetings to reassess specific aims and short-term goals. Graduate students were able to engage in literature reviews, manuscript writing, data analysis, preparing future research seminars/posters, virtual journal clubs and more.

All dissertation and thesis defenses were moved to an online format, and PhD students who defended through the end of May were able to livestream their defense.

The Graduate School awarded 31 PhD,

12 Master of Science, 15 Master of Medical
Physiology and eight Master of Public Health
degrees at Commencement; 70 percent of those
students receiving PhDs have accepted postdoctoral positions, 20 percent have accepted
positions in industry or government and 10
percent will continue in medical school.

-SARA L. WILKINS

#### Reimagining Care: Andrew Petroll, MD, GME '04, FEL '06, MS '08

r. Petroll is an MCW associate professor of medicine (infectious disease). In mid-March, as clinics were being closed due to COVID-19, MCW's information services department and the Froedtert & the Medical College of Wisconsin health network's Inception Health worked hard to enable video visits for outpatient specialty clinics. Nearly all of Dr. Petroll's patients from both the Infectious Disease Clinic and the Inclusion Clinic were willing to convert their in-person visits to video visits. The visits went very well, and Dr. Petroll

believes many patients will use them as an additional option in the future, even as clinics reopen – especially patients who live a greater distance from Froedtert & MCW.

For his video visits, Dr. Petroll experimented in order to figure out what part of his house was best for working in. He found a combination of household objects that allowed him to stand and arrange his computer and phone for decent ergonomics for conducting video visits. He even managed to let his dog, Sofi, hang out nearby without getting on camera.



#### MCW Physicians Adapt Approach to Heart Care

he outbreak of the COVID-19 pandemic took the healthcare system by surprise. In mere days, it necessitated many specialties to reimagine their approach to patient care that had been in place for decades. MCW's division of cardiology at Froedtert & the Medical College of Wisconsin's Heart and Vascular Center was no exception to this challenge.

Joshua Meskin, MD, FEL '09, MCW associate professor of medicine, director of echocardiographic laboratories at Froedtert Health and director of the Cardiovascular Medicine Clinic at Froedtert Hospital, was tasked with leading the transition to serve the team's patients who needed essential heart care.

"When the COVID-19 pandemic emerged, it was important that our cardiology team continued to provide uninterrupted care for our patients," Dr. Meskin explains. "Many of our patients deal with complex heart issues that if left unaddressed could lead to a significant decline in health or even be life-threatening. Therefore, rapid transition to the COVID-19 environment was critical."

For patients who needed in-person visits for testing and other vital care, that meant



Dr. Joshua Meskin

seamlessly implementing protocols to ensure the safety of patients, their families and MCW's faculty and staff. These protocols included distancing of essential staff during shifts, comprehensive and thorough sanitization of all facilities as prescribed by the CDC and the use of essential personal protective equipment (PPF)

Conversely, for patients whose care did not necessitate a physical examination, the team transitioned appointments to a model where they could care for patients through video visits without compromising quality. Within a week, the care team adapted to the virtual clinic model.

This initial pivot was no small feat. However, according to Dr. Meskin, the agility of his colleagues made it possible.

"I was most impressed by how quickly and nimbly our team was able to adapt. Each of our staff members had to learn how to best accommodate our patients in a video visit format," Dr. Meskin shares. "This included reaching out to each patient individually to make sure that she/he had the technology and skills needed to be seen via the video."

This unprecedented time has opened Dr. Meskin's eyes to the ability of healthcare workers to collaborate and think creatively.

"My biggest takeaway during the initial stages of the pandemic has been the ability for people to find solutions to complex problems," says Dr. Meskin. "I was impressed by how our team was able to identify problems and subsequently find solutions. The exchange of ideas among our staff and faculty members resulted in finding the best approaches to help us provide the best care for our patients."

- ALEX KROUSE

## Scientific Progress in the Face of COVID-19

he search for knowledge is a hallmark of humanity. In academic institutions devoted to learning and discovery, it is exceptionally rare that curiosity and scientific inquiry are paused. Out of concern for the safety of scientists and staff involved in conducting research during the COVID-19 pandemic, however, MCW leaders made the difficult decision to halt most scientific experimentation in late March 2020 – a state referred to as "hibernation."

For Ann Nattinger, MD, MPH, Lady Riders Professor of Breast Cancer Research at MCW, associate provost for research and professor of medicine, this was a deeply personal decision. "I entered research administration to help our scientists and facilitate more research



throughout the institution. It was very distressing doing the opposite even for all the right reasons. It would have been unthinkable prior to the pandemic, but we were able to quickly adapt in order to protect our people and aid them in making the necessary preparations." Throughout April and into the summer,
Dr. Nattinger worked with MCW's laboratory
science and clinical research leaders to carefully monitor compliance with hibernation and
create new health and safety guidelines. These
policies supported MCW's gradual return from

#### MCW RESPONDS TO COVID-19

hibernation and a progressive increase in research activity over time.

MCW began an initial phase of limited laboratory research activity in early May, which included guide-lines such as limiting the number of people in laboratories and requiring physical distancing, facial coverings and decontamination of workspaces and shared equipment. In early June, MCW began to allow the resumption of a select number

of clinical trials and other human subjects research studies.

MCW moved through several phases of increasing laboratory and clinical research levels so that health and safety could be assessed at each stage of the plan. Each phase has been successful in preparing the research enterprise for the ultimate goal of fully resuming laboratory science and clinical research.

Dr. Nattinger is grateful to MCW's research

leaders and scientific community. "Everyone demonstrated incredible levels of cooperation and collaboration, which allowed us to get our research teams safely back to as much of their invaluable work as possible. We also need to do all we can to ameliorate the pandemic's potential effects on scientific careers, especially for students and investigators still early in their careers."

- GREG CALHOUN







(I-r) Dr. David Izquierdo; Dr. Timothy Lazicki; and Dr. Luba Kats are MCWAH housestaff who went "above and beyond" during the COVID-19 pandemic.

#### MCWAH Housestaff Contribute During COVID-19 Pandemic

edical College of Wisconsin Affiliated Hospitals, Inc. (MCWAH) comprises 10 affiliated institutions in the Milwaukee area and boasts more than 900 residents and fellows in its graduate training programs, which offer approximately 200 first-year residency positions in 21 disciplines and fellowship positions in 73 subspecialties. Many of these trainees have been on the front lines of COVID-19 care since March.

"MCWAH is fortunate to have outstanding residents and fellows who represent the very best of what a physician is supposed to embody on a daily basis. And during a crisis like we are facing with COVID-19, there are some who go above and beyond," shares Kenneth Simons, MD, executive director and designated institutional official of MCWAH, and MCW senior associate dean, graduate medical education and accreditation.

Such is the case with David Izquierdo, MD, and Timothy Lazicki, DO, adult cardiothoracic

anesthesiology fellows and MCW assistant professors, and Luba Kats, DO, first-year resident in the Central Wisconsin Psychiatry Residency Program.

Drs. Lazicki and Izquierdo asked Dr. Simons for permission to form a COVID-19 airway team at Froedtert Hospital to "help protect our older faculty as well as our residents from having to intubate these patients." They explained further, "We have discussed this with our families, and we understand that this would lead to an increased exposure risk for us to COVID patients, especially as the surge begins. We ask for nothing except the opportunity to make a difference in the hopes that we can help blunt the curve of exposure to the anesthesiology department, which will become ever more vital in the weeks ahead."

The airway response team they created has cared for dozens of COVID-19 patients since it was formed and has made (and continues to have) a significant impact.

As a result of COVID-19, Dr. Kats' rotation in Wausau closed - so she came to Milwaukee for her training instead. According to Dr. Simons, Dr. Kats stepped up, saying that despite the challenges involved in relocating during what could be the height of the pandemic, she felt it would be gratifying to go to a place where she was needed - even though it meant leaving her young child behind. Dr. Kats noted that while it was very difficult to leave her family, what made the two months significantly better were the residents and attendings she worked with who supported her, integrated her into the work flow and taught her how to be helpful to the team and patients during her time in Milwaukee.

"These wonderful young physicians epitomize what medicine is all about – service to others despite the potential personal risk," Dr. Simons adds proudly.

- SARA L. WILKINS

#### Leading the Way in Local Testing

hen Steven H. Kroft, MD, professor and chair of pathology and laboratory medicine at MCW, recalls the trials and tribulations experienced by his department and Wisconsin Diagnostic Laboratories (WDL) in the initial months of the COVID-19 pandemic in Wisconsin, he admits he's exhausted. "It was a fly-by-the-seat-of-our-pants experience," he notes. "There was a lot of scrambling."

But while figuring out a diagnostic testing process for COVID-19 and meeting the demand of the community were the biggest challenges, it wasn't just scientific ingenuity that put WDL at the front of the pack in the state; much of the lab's successes came from the relationships its members had formed with vendors and suppliers over the years.

"Our team was on the phone constantly to obtain the supplies we needed to perform the initial CDC 'gold standard' test. Our colleagues at the Children's Wisconsin Laboratory, the Midwestern Respiratory Virus Program and the MCW Genomic Sciences and Precision Medicine Center also helped out early on to fill gaps when we needed it," explains Dr. Kroft. "And then what saved us was leveraging existing vendor relationships once other FDA emergency-use-authorized tests became available that could run on existing lab instruments."



...academic labs like ours naturally stepped into a public health lab function, focusing on population health as well as individual patient results.

#### - Dr. Steven H. Kroft

Those longstanding relationships allowed WDL to test on multiple platforms simultaneously, which buffered the lab against any breakdowns in a single supply chain. The results were critical for the lab's clinical



colleagues in the Froedtert & MCW health network. With an average turnaround time of seven hours for non-rapid COVID-19 diagnostic tests (compared to days for commercial labs), providers could appropriately triage and treat patients – and were able to expand beyond only testing symptomatic patients earlier than other health systems.

And once Dr. Kroft and his team saw the sensitivity and specificity of some of the lab-based COVID-19 antibody tests, this form of testing came into play as well, though this addition required a shift in thinking.

"I went from arguing that there was no plausible use case for antibody testing other than convalescent plasma therapy to recommending that the health system make antibody testing available to everyone," Dr. Kroft admits. "It was a journey for me to get to that perspective, but we need to better understand the

dynamics of the virus within our populations, and antibody testing allows that."

Overall, these testing successes have put WDL and MCW's department of pathology in the local spotlight. "Because the state labs didn't have the capacity and the commercial labs couldn't turn around the testing quickly, academic labs like ours naturally stepped into a public health lab function, focusing on population health as well as individual patient results," Dr. Kroft says. "We are showcasing what we can do and how we can be part of the team – optimizing care for our patients and providing guidance and strategy for a healthy restart of our businesses and schools. It's definitely a silver lining for such a challenging public health crisis."

- KARRI STOCK

#### MCW Participates in the ECMOCARD Study

Providing a Promising Alternative to Ventilators for COVID-19 Patients

he Medical College of Wisconsin (MCW) is participating in the Extracorporeal Membrane Oxygenation (ECMO) for 2019 novel Coronavirus Acute Respiratory Disease (ECMOCARD) study, a multi-center, international, observational study of novel coronavirus patients in intensive care units and on ECMO support.

The ECMOCARD study is being conducted in approximately 90 hospital networks globally with aim to recruit as many patients as possible. The Froedtert & MCW health network is one of only two participating networks in Wisconsin, and Lucian Durham III, MD, PhD, MCW associate professor and cardiothoracic surgeon at Froedtert Hospital, is the principal investigator. Currently Froedtert has 18 ECMO COVID-19 and over 200 COVID-19 patients within the study. The Froedtert & MCW network is also enrolled in three sub-studies within ECMOCARD looking at cardiologic, neurologic and hematologic implications of COVID-19.



The ECMOCARD study is a multi-center, international, observational study of novel coronavirus patients in intensive care units that is being conducted at the Froedtert & MCW health network and up to 90 other hospital networks.

"Undertaking these observational studies is essential for epidemic and pandemic research preparedness," says Kim Coubal, MBA, RN, director of Heart & Vascular Service Line Operations at Froedtert & MCW. "This study allows a globally coordinated research response to collecting information about the novel COVID-19 infection. The ECMOCARD will provide national and global estimates of intensive care utilization and will help us better understand this disease."

Augmenting the ECMOCARD study, the Extracorporeal Life Support Organization (ELSO) registry tracks international volume and quality outcomes of COVID-19 patients on ECMO. Patient health information is collected and added to a comprehensive registry on the treatment and outcomes of patients requiring a collaboration of multidisciplinary care and protocol, for COVID-19, including ECMO. To date, Froedtert & MCW are vastly surpassing all ELSO quality standards including those specific to COVID-19.

The Froedtert & MCW ECMO and multidisciplinary teams have a high level of experience in mechanical support therapy as it is the only adult ECMO program in the state designated as a Center on Path to Excellence in Life Support by ELSO. The program functions as a referral center for patients in need of ECMO support throughout the state of Wisconsin and northern Illinois, which has been beneficial to so many critically patients suffering from COVID-19 during this pandemic.

- HOLLY BOTSFORD

#### Advancing a Healthier Wisconsin Endowment Funds COVID-19 Response

he Advancing a Healthier Wisconsin Endowment (AHW) announced in March 2020 the availability of nearly \$5 million in funding for Wisconsin-based 501(c)3 or government organizations, as well as for MCW faculty, to support an immediate response to COVID-19.

After a competitive application and review process, AHW awarded \$4.8 million to 17 projects across the state, including 11 statewide efforts and four dedicated projects in Milwaukee, one each in central Wisconsin and northern Wisconsin.

"As part of our commitment to protect the health of people across Wisconsin, this emergency funding supports immediate actions that focus on prevention, risk reduction and minimizing the transmission of COVID-19," says Jesse Ehrenfeld, MD, MPH, director of AHW and senior associate dean at MCW.



A research team and medical students sort personal protection equipment for assembly and delivery to Wisconsin nursing homes as part of an AHW Endowment-funded COVID-19 response project led by MCW professor of medicine Silvia Munoz-Price, MD, PhD.

"The projects selected are laudable in how they address critical and urgent needs, reach vulnerable populations, and help minimize the spread of COVID-19 in our state," Dr. Ehrenfeld adds.

The projects include efforts by community agencies and MCW experts that support outreach and communication to high-need populations in rural and urban areas of Wisconsin, expand access to resources and care, and use innovative technologies and potential treatments to stop the spread.

"As healthcare providers and public health experts across Wisconsin strived to flatten the curve of the spread of COVID-19, this funding was greatly needed for the health and wellbeing of the citizens of the state," notes John R. Raymond, Sr., MD, president and CEO of MCW, home to the AHW.

To learn more about the funded projects, visit <a href="mailto:ahwendowment.org/fundedprojects">ahwendowment.org/fundedprojects</a>.

- MAUREEN REMMEL

#### Virtual Mental Healthcare: Being "There" When You Can't be There

Dr. Heidi Christianson

n the wake of the global pandemic, MCW faculty, staff and students across the institution have had to reimagine how they provide care and services. Mental health is one of the many specialties that had to transition

to virtual patient appointments to mitigate exposure to the virus. For Heidi Christianson, PhD, MS, MCW associate professor of psychiatry, and many of her colleagues in the department of psychiatry and behavioral health, this meant conducting virtual visits from the homes of both the patient and the doctor.

"When Wisconsin implemented the Safer at Home order in late

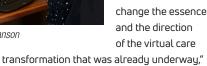
March, it challenged us to consider how we could continue to provide psychological services to patients who are often immunocompromised," says Dr. Christianson. "We pivoted to a virtual care platform in about a week. Since then, I have seen patients from a private office in my home while they are in a private space in their respective homes."

There is emerging research that suggests virtual appointments might be a new model

for care in specialties that do not necessitate contact, such as physical examinations and scans. Bradley Crotty, MD, MPH, MCW assistant professor of internal medicine, believes that digital care can be implemented without

> sacrificing quality. While not a new concept, Dr. Crotty believes that the global pandemic brought this care model to the forefront.

"COVID-19 did not change the essence and the direction of the virtual care



Dr. Crotty explains. "It has, however, catalyzed the pace of virtual care and removed the final barriers to its adoption. It's easy to see how the care fits more neatly into the lives of those we serve."

For Dr. Christianson, the transition has been mostly seamless and has allowed her to continue to serve her patients during a particularly difficult time for many.

"Although I prefer to see patients in person. I have noticed that connecting via a HIPAAcompliant video-conferencing platform has allowed me to meet with my patients without exposing them to undue risk," Dr. Christianson

It is uncertain how long this "new normal" will last, but for specialties such as mental health, there is much optimism that virtual visits will continue to progress.

"I personally see virtual care as being here to stay," says Dr. Crotty. "However, to make this happen, we must continue to stabilize our platforms and reduce friction wherever possible. We must also continue to find ways to understand people on even more personal levels and to meet them where they are - beyond the literal sense of location"

- ALEX KROUSE

Mental health is one of the many specialties that had to transition to virtual patient appointments to mitigate exposure.

#### Reimagining Care: Julie Owen, MD '13, GME '17, FEL '18 and Deepa Pawar, MD '09, MPH, GME '16, FEL '17

r. Owen and Dr. Pawar are MCW assistant professors of psychiatry and behavioral health. Dr. Owen shares, "As a psychiatrist working in the Froedtert & the Medical College of Wisconsin emergency department, I am inspired every day by the brilliant and tireless frontline emergency medicine team. They have masterfully navigated the COVID-19 crisis without missing a beat."

Drs. Owen and Pawar wanted to do their part to support their outstanding frontline colleagues, and in an effort to flatten the curve on the psychological impact of COVID-19 on healthcare workers, they are now in the process of sharing PsySTART® - a web-based resilience-building system that confidentially

tracks exposure to stressors encountered by healthcare workers during a disaster. It provides situational awareness to guide organizational support and response.

They have paired the use of this program with regular unit rounding by Froedtert's peer support program, developed by MCW faculty members Timothy Klatt, MD, and Alicia Pilarski, DO. This multi-faceted approach has generated both quantitative and qualitative feedback from our healthcare workers on the front lines of COVID-19 patient care. They hope that it has helped their colleagues feel heard and supported with organizational responses to mitigate the psychological stressors that they are enduring on a daily basis.

According to Drs. Owens and Pawar, "Our impressive colleagues deserve both physical and mental personal protective equipment so they can keep doing what they do best: caring for our community."





(I-r) Dr. Julie Owen and Dr. Deepa Pawar

#### A Smart Restart with Statewide Partners

aintaining health and safety in the workplace, throughout our community and across the state has been essential to successfully navigating the COVID-19 crisis. MCW has led the way in this effort by becoming a recognized and sought-out health and safety resource. Beginning in March 2020, MCW President and CEO John R. Raymond Sr., MD, partnered with Tim Sheehy, president of the Metropolitan Milwaukee Association of Commerce (MMAC), to conduct a series of webinars for the community and area business leaders to provide COVID-19 health and science updates, information on the economic impact of the pandemic, and answers to real-time participant questions. The series, which ran for three months and consisted of more than 45 individual webinars, garnered more than 22,000 participants and significant attention from local and regional media outlets.

MCW experts also partnered with Milwaukee Mayor Tom Barrett, the City of Milwaukee and the City of Milwaukee Health Department to launch the Moving MKE Forward Safely



(top to bottom) Tim Sheehy, Milwaukee Mayor Tom Barrett and Dr. John R. Raymond, Sr. partnered for a series of COVID-19-related webinars for city businesses.

webinar series for businesses across the city, including restaurants, childcare services, youth summer programs, construction and residential repair, retail and more. The webinar series, hosted by the mayor, ran for more than a month with webinars taking place two times per week. As panel members, MCW experts addressed COVID-19 health and safety recommendations while business sector experts covered economic, personnel and business-specific concerns.

MCW has worked with elected leaders, public health entities, healthcare systems and business/civic sectors to establish a structure for sustained emergency response across agencies and community sectors. As one of more than 90 members of the Unified Emergency Operations Center (a public health collaborative entity to support mutual work related to direct and indirect effects of COVID-19 across jurisdictions and sectors in Milwaukee County), MCW provides health and safety guidance and education to the community and workplace sectors.

Additionally, the Community Communications Initiative (CCI) was launched to rapidly communicate reliable COVID-19 information and knowledge to the most vulnerable communities in our region and help stop the spread of the virus. The results of the initiative thus far are media assets including more than eight community town halls with MCW faculty and community experts, community-focused infographics and a variety of trusted resources. For more COVID-19 resources, please visit covid19.mcw.edu.

- MAUREEN REMMEL

#### Kern Institute Partners with MaskUpMKE

n response to the COVID-19 pandemic, MCW and the Kern Institute for the Transformation of Medical Education, along with students, faculty, staff and volunteers, partnered with MaskUpMKE, a coalition dedicated to making face masks available to as many individuals in Milwaukee as possible.

Led by Kern Institute faculty member Christopher Davis, MD, MPH, and Kern staff members Venus Coates and Joan Weiss, the team also included Zeno Franco, PhD, and David Nelson, PhD (both associate professors in MCW's department of family and community medicine), MCW's community engagement team and MCW's Office of Diversity and Inclusion. Following social distancing and personal protective equipment protocols, more than 100 volunteers, including students, faculty and families came together to assemble and distribute the face coverings.



MCW student Olivia M. Davies assembles masks at her home.

By the end of April, the team had assembled and distributed more than 300,000 face coverings to a variety of local community clinics, homeless shelters, detention facilities and almost 100 social service agencies. Rebel Converting, a local manufacturing firm, provided the materials in assembly kits.

The initial efforts by the Kern Institute allowed MaskUpMKE to ramp up production and partner with major civic organizations such as the Fiserv Forum, the Milwaukee Bucks, the Greater Milwaukee Foundation, the Zilber Family Foundation, United Way of Greater Milwaukee & Waukesha County and Milwaukee Habitat for Humanity. On April 25, Fiserv Forum opened as a distribution site for the assembly of an additional 2.5 million face masks, catapulting MaskUpMKE's total to nearly 3.5 million masks by late July.

- MAUREEN REMMEL

## **ALUMNI NOTES**

### 1970s



Kaup R. Shetty, MD, GME '70, FEL '72.

authored the book, *Longevity: Myths and Facts*, which was published by Publish Nation in 2019. The book

deals with myths and facts about vitamins, supplements, dietary and clinical practice guidelines, and hormone replacements in the elderly. In addition, it deals with controversies regarding cancer detection and advances in medicine. Also, the book includes suggestions about how to improve lifespan with simple measures. The information is for the general public as well as health professionals. Longevity: Myths and Facts is available as an eBook and in paperback on Amazon.com. All proceeds from sales of the book go directly to the American Red Cross. Dr. Shetty is an MCW emeritus professor of medicine.



#### Michael J. Witte, MD '70,

practiced clinical primary care as a rural family medicine physician for 40 years before moving into clinical leadership. He serves as

chief medical officer for the California Primary Care Association, which advocates for the care of the state's most vulnerable populations. Dr. Witte attributes much of the foundation for his career to his education at MCW.

#### Irwin I. Rosenfeld, MD '76,

retired from the private practice of psychiatry in 2016. He began singing in a choir in addition to continuing his longstanding hobby of playing competitive bridge. In early 2019, Dr. Rosenfeld started acting and found a new talent and passion. He also enjoys online trivia contests, managing his real estate investments and visiting his two children and five grandchildren.

#### James G. Pyle, MD '78,

retired in 2018 after practicing ortho-



paedic surgery for 35 years in Texas. Dr. Pyle was a partner with the Fondren Orthopedic Group in Houston for many years. For the last six years of his career,

his practice was affiliated with the Houston Methodist Sports and Orthopedic Group. He is enjoying retirement, especially "no longer being on call." Dr. Pyle now splits time between his homes in Texas and Colorado. His fly-fishing skills have improved, but he says his golf game is "a work in progress."

## 2000s

**Louella B. Amos\*, MD, GME '06, FEL '10,** was recognized by the *Milwaukee Busi*-



ness Journal as part of the 2020 Women of Influence Awards. Through these awards, the Milwaukee Business Journal honors Milwaukee-area women

who are leaders in their fields and making an impact in their respective professions and communities. Dr. Amos was honored in the Public Policy category.

Dr. Amos serves as MCW assistant professor of pediatrics (pulmonary and sleep medicine) and is a pediatric pulmonologist at Children's Wisconsin. She specializes in the treatment of ailments of the lungs and respiratory system in children. Dr. Amos and her fellow winners were honored in a special edition of

the Milwaukee Business Journal on July 31.

#### Dave Lal\*, MD, MPH, FEL '07,

gave the first convalescent plasma donation in Wisconsin (on April 6) to



advance clinical research on convalescent plasma as a potential treatment for COVID-19 patients. He tested positive for COVID-19 in March and

suffered from symptoms including fatigue and muscle aches, according to Versiti Blood Center of Wisconsin. After following Children's Wisconsin practices and CDC guidelines by quarantining at home, Dr. Lal was motivated to donate plasma and contribute to the clinical research efforts described in greater detail on page 13 of this magazine issue.

Dr. Lal serves as an MCW professor of surgery (pediatric surgery) and as a pediatric oncologist at Children's Wisconsin.

#### Kyle B. Jones, MD '09,

published Fallible: A Memoir of a Young Physician's Struggle with Mental Illness,



in April 2020. The memoir provides an in-depth look at how mental illness affects society and the healthcare system. It also addresses what can be

done for individuals who suffer from depression and anxiety. Dr. Jones is an academic family physician at the University of Utah School of Medicine, where he sees patients, teaches family medicine residents and performs clinical research. He also cares for individuals with developmental disabilities.

Dr. Jones is the author of more than 20 scientific manuscripts. He also has written more than 100 online and print

<sup>\*</sup> MCW faculty member

articles about healthcare. He has been a guest on multiple podcasts and radio programs, and has been interviewed as an expert on television news programs. Dr. Jones also currently serves as president of the Utah Academy of Family Physicians, an organization representing more than 1,000 physicians.

## 2010s

#### Le'erin Voss, MPH '14.

earned her doctorate in dental surgery in May from the University of Minnesota



in Minneapolis. She also earned one of the school's top honors, The Minnesota Academy of Pediatric Dentistry Performance Award. Dr. Voss was determined

to become a dentist after working at the Children's Health Alliance, a part of Children's Wisconsin, where she served as quality improvement program manager for oral health. Previously, while studying public health at MCW, she was a volunteer intern at the Wisconsin Free Dental Clinic in Waukesha. Dr. Voss resides in Nashotah, Wis., and plans to practice in southeast Wisconsin.

#### Michael A. Flinn, PhD '19,

was appointed a postdoctoral trainee on the MCW Cardiovascular Center's NIH



T32 postdoctoral training program. As a postdoctoral fellow, his primary mentor is Caitlin O'Meara, PhD '11, assistant professor of physiology at MCW and

co-leader of the MCW Cardiovascular Center's Cardiac Biology and Heart Failure Signature Program. Dr. Flinn's T32 project focuses on the formation of scar tissue that often develops after a heart attack, which can lead eventually to heart failure – a condition affecting 6.5 million adults nationwide.

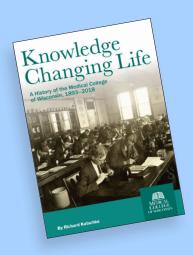
#### Joshua A. Nord, PhD '19,

was appointed a postdoctoral trainee on the MCW Cardiovascular Center's NIH



T32 postdoctoral training program. Dr. Nord will be mentored by Brian Smith, PhD, assistant professor of biochemistry at MCW and a member of the MCW

Cardiovascular Center's Atherosclerosis, Thrombosis and Vascular Biology Signature Program. During Dr. Nord's postdoctoral training, he is working to uncover how the specific BET bromodomains suppress the development and progression of Type 1 diabetes.



### Sharing MCW's History

Richard (Dick) Katschke's upcoming book, Knowledge Changing Life: A History of the Medical College of Wisconsin, 1893-2018, provides detailed information on the people and events that shaped MCW's evolution. The book explores MCW's 125 years of accomplishments, challenges and controversies. It serves as a comprehensive history — not only of MCW, but of Marquette University, Milwaukee County and Milwaukee's hospitals and healthcare facilities.

The book is expected to be published in fall 2020.

If you would like to receive information on pre-ordering a copy, please contact MCWmagazine@mcw.edu.

**MCW MAGAZINE** wants news of your accomplishments and activities. We encourage you to send updates through ENGAGE, MCW's new online platform for alumni (mcwengage.com). See more information on ENGAGE on page 6. You also can send updates by email to alumni@mcw.edu.

## **IN MEMORIAM**

### 1940s

#### Isabel Estrada, MD '42,

of Placentia, Calif., died on January 10, 2020, at the age of 101. She practiced obstetrics and gynecology in her native Puerto Rico and Southern California. She cherished the island's culture, music and cuisine. Dr. Estrada is survived by two children, eight grandchildren and a great-grandchild.

#### Jonathan Slomowitz, MD '44,

of Milwaukee, died on December 13, 2019, at the age of 98. He practiced internal medicine for more than 50 years at the Mitchell Medical Center in Milwaukee. Dr. Slomowitz was a lifelong learner and a lover of history, symphony, theater and exploring the western US and the western provinces of Canada. He is survived by his wife, Shirley, three children and a grandchild.

### 1950s

#### John F. Becker, MD '51,

of San Mateo, Calif., died on January 23, 2020, at the age of 92. He practiced medicine in Milwaukee before retiring and moving to California. He loved poetry, comedy and Wisconsin sports teams. Dr. Becker is survived by four children and seven grandchildren.

#### John H. Van Gilder, MD '55, GME '61,

of Elm Gove, Wis., died on December 2, 2019, at the age of 94. He practiced anesthesiology in Milwaukee and helped initiate outpatient surgery in the city,

including establishing the first two successful ambulatory surgery centers. His interests included fishing, travel and crossword puzzles. He is survived by five children, 15 grandchildren and three great-grandchildren.

#### Lawrence M. Flanary, MD '56, GME '65,

of Elm Grove, Wis., died on December 7, 2019, at the age of 88. He practiced otolaryngology in Milwaukee and Wauwatosa, Wis., for 30 years. Survivors include his wife, Annette, five children and eight grandchildren.

#### Richard L. Leverenz, MD '57,

of Tubac, Ariz., died on November 2, 2019, at the age of 87. He practiced anesthesiology. Survivors include his wife, Sandra.

### 1960s

#### Robert J. Gagan, MD '60,

of Santa Fe, N.M., died on December 24, 2019, at the age of 85. He operated a private practice in Waterloo, Wis., before moving to New Mexico, where his career included 24 years as an emergency room physician at Presbyterian Española Hospital in Santa Fe. He was fascinated by animals and fostered many interests, including art, movies and music. Dr. Gagan is survived by five children and six grandchildren.

#### Arthur J. Sugiyama, MD '60,

of Sacramento, died on September 14, 2019, at the age of 87. He practiced medicine for 39 years before retiring in 1999. He was a musician and lifelong learner who enjoyed family trips,

fishing, bonsai, reading and completing sudoku and crossword puzzles. Survivors include two children and seven grand-children.

#### Ernest C. Deeds, MD '62, GME '69,

of Sarasota, Fla., died on October 16, 2019.

#### B. Gilmore Dowd, Jr., MD '65,

of Modesto, Calif., died on October 31, 2019, at the age of 80. He excelled in high school athletics and was inducted into the San Francisco Sports Hall of Fame in 2004. Dr. Dowd practiced for 34 years as an otolaryngologist specializing in head and neck surgery. He loved reading, history and travel. He is survived by his wife, Molly, four children and 11 grandchildren.

#### John D. Seifert, MD '65,

of Garland, Texas, died on October 11, 2019, at the age of 82. He practiced otolaryngology in Garland and served as an advocate for hearing screenings, including playing a key role in the development of school hearing screenings throughout the Dallas area. He loved to travel and volunteered to provide medical services outside the US. Dr. Seifert also enjoyed the outdoors through skiing, hunting, fishing and gardening. Dr. Seifert is survived by his wife, Sheila, seven children, 24 grandchildren and five great-grandchildren. Marta Cristina Muller Close, MD '67, FEL '72,

#### of Milwaukee, died on December 25, 2019, at the age of 78. She emigrated from Poland to the US during World War II after a journey that included stops in Italy, Brazil and Canada. She specialized

in child psychiatry and helped numerous children in Wisconsin suffering from Tourette's Syndrome and Prader-Willi Syndrome. Dr. Close's eclectic interests included fencing, drag racing, Flamenco dancing and miming. Survivors include three children and four grandchildren. Hans A. Kneubuhler, Jr., MD, FEL '68, of Monroe, Wis., died on April 8, 2020, at the age of 88. He practiced internal medicine and endocrinology at the Mon-

of Monroe, Wis., died on April 8, 2020, at the age of 88. He practiced internal medicine and endocrinology at the Monroe Clinic for about 25 years. He developed an interest in critical care medicine and practiced in the Monroe Clinical emergency room before retiring in 1995. Since then, he has pursued interests in reading historical nonfiction, studying Latin and German, writing short stories and woodworking. Dr. Kneubuhler is survived by his wife, Helen, two children, three grandchildren and two great–grandchildren.

### 1970s

#### Gerald E. Auger, MD '70, GME '75,

of Elm Gove, Wis., died on February 20, 2020, at the age of 80. After a brief career in minor league baseball, he earned his medical degree and practiced emergency and internal medicine. He also worked at the Allen Bradley Medical Department, including serving for a time as medical director of AB/Rockwell Automation. Dr. Auger is survived by his wife, Frances, five children, 15 grand-children and a great-grandchild.

#### Ralph M. Eastman, MD '73,

of Roseland, N.J., died on December 5,

2019, at the age of 73. He practiced radiation oncology at St. Barnabas Medical Center in Livingston, N.J., for 25 years. Dr. Eastman was a member of the Roseland Board of Health and a councilman for the Borough of Roseland. He is survived by his wife, Donna, three children and seven grandchildren.

#### Jay S. Kaufman, MD '75,

of Milwaukee, died on April 8, 2020. He practiced cardiology for more than 35 years. He loved teaching, skiing and intellectual debates. Survivors include his wife, Ingrid, two children and a grandchild.

### 1980s

#### Patrick A. Burch, MD '81, GME '84,

of Rochester, Minn., died on February 18, 2020, at the age of 66. He practiced in the department of oncology at Mayo Clinic's Rochester campus. In 2006, he received the Mayo Distinguished Clinician Award for Internal Medicine. He enjoyed golfing, bowling, biking and swimming. Dr. Burch is survived by his wife, Kathy, two children and two grandchildren.

#### Steven J. Nerad, MD '85,

of Eustis, Fla., died on June 8, 2019, at the age of 59. He practiced cardiology and internal medicine for more than 30 years and served as a member of the Knights of Columbus. Survivors include his daughter Mary.

#### Daniel N. Osborn, MD, GME '89,

of Vacaville, Calif., died on October 21, 2019. He practiced urology.

### 1990s

#### Stephen W. Weiland, MD, GME '90,

of Las Vegas, died on October 11, 2019, at the age of 62. He practiced plastic and reconstructive surgery for more than 30 years. Dr. Weiland is survived by his wife, Debra.

#### Ronald L. Ercolani, MD, MPH '96,

of Minneapolis, died on November 15, 2018, at the age of 72. Throughout his career, he provided care in a residential alcohol treatment center, family practice clinic and a private hospital emergency department, as well as to Federal Aviation Administration pilots before specializing in occupational medicine. Dr. Ercolani was a classical music aficionado, a private pilot and a runner. Survivors include his wife, Vicky, and two children.

#### James J. Scerpella, MD, GME '97,

of South Milwaukee, Wis., died on March 27, 2020, at the age of 64. Dr. Scerpella is survived by his wife, Rebecca, five children and a grandchild.

#### Lisa J. Van Ert, MD '97,

of Granite Bay, Calif., died on January 27, 2020. She practiced obstetrics and gynecology in Tucson, Ariz., and Sacramento. She is survived by her husband, Matthew L. van der Veen, MD '97, and two children.

See page 26 for Special Rememberances.

## IN MEMORIAM

## **Special Remembrances**

James L. Algiers\*, MD '53, GME '63, of Hartford, Wis., died on May 28, 2020, at the age of 94. He practiced in Hartford and founded Parkview Medical Associates there. Dr. Algiers was a lifelong learner keenly interested in emerging trends in medicine. Upon observing the dawn of emergency medicine as a specialty, he worked with the Hartford Lions Club to develop the first and second intensive care units in Washington County. He started a medical lecture series in Hartford in the 1960s to help continually improve the quality of healthcare in the region. Dr. Algiers also served on the MCW/ Marquette Medical Alumni Association Board of Directors and was a recipient of the Alumni Association Distinguished Service Award in 2013. He is survived by his wife, Dorothy, five children and nine grandchildren.

#### Ronald J. Darling, MD '62, GME '67,

of Tampa, Fla., died on June 26, 2020, at the age of 84. He opened his otolaryngology practice at Moreland Ear Nose and Throat Group in Waukesha in October 1968 and ran the practice together with his brother and good friend until 2012. Dr. Darling served on the MCW/Marquette Medical Alumni Association Board of Directors, including as past president, and was a recipient of the Alumni Association Distinguished Service Award in 2011.

Dr. Darling cultivated a lifelong love of sailing and boating and was on the winning vessel in the 1967 Mackinac Race. This passion even played a part in finding his soulmate. In the fall of 1966, Jane Richmond, a new nurse at the Veterans Administration Hospital,

caught his eye. He asked if she would go on a date with him if he picked her up in a boat. She agreed, wondering how he would pull that off. He picked her up in his Amphicar, and they drove to the lakefront and right into Lake Michigan — and later into 51 years of marriage. Dr. Darling is survived by his wife, Jane, three children and seven grandchildren.

#### Donna D. Davidoff, MD '78, GME '81,

of Mequon, Wis., died on June 22, 2020, at the age of 67. She specialized in physical medicine and rehabilitation. Dr. Davidoff served on the MCW/Marquette Medical Alumni Association Board of Directors, including as past president. Survivors include her husband, Michael.

#### Patricia E. Dunn,

of Hartland, Wis., passed away on May 13, 2020. She was married for 60 years to Michael J. Dunn, MD '62, dean of the MCW School of Medicine from 1995-2008. Mrs. Dunn was an avid volunteer with the Friends of MCW and the Ronald McDonald House in Wauwatosa. She loved to garden and was a talented cook, spending many hours crafting wonderful meals for her friends and family. She and Dr. Dunn hosted frequent large gatherings, especially at their family home on Lake Nagawicka. Mrs. Dunn is survived by her husband, four children, 11 grandchildren and a great-grandchild.

#### Lee M. Radke, DDS,

of Muskego, Wis., died on April 3, 2020, at the age of 61. He graduated from the Marquette University School

of Dentistry in 1987 and for more than 30 years served on the MCW faculty as assistant professor of otolaryngology and communications sciences in the division of oral and maxillofacial surgery. He practiced general dentistry and was loved and respected by his patients and colleagues. Dr. Lee was a talented woodworker who also enjoyed traveling, exploring the outdoors and hunting with his Labrador retrievers. Survivors include his wife, Bette.

#### William G. Weber\*, MD '60,

of Oshkosh, Wis., died on March 20, 2020, at the age of 85. He operated a private practice, Internal Medicine Associates of Oshkosh, and served on the staff of Ascension NE Wisconsin – Mercy Campus, where he led the establishment of the intensive care unit and held positions including chair of medicine and president of the medical staff. He joined what is now Advocate Aurora Health in 1995 and worked there until his retirement in 2007. As an advocate for education, he taught in the Graduate School of Nursing at the University of Wisconsin-Oshkosh from 1975–1980 and in the Psychiatric Residency Program at the Winnebago Mental Health Institute from 1975-1995. He previously served on the MCW Board of Trustees and on the MCW/ Marquette Medical Alumni Association Board of Directors, including as past president, and was a recipient of the Alumni Association Distinguished Service Award in 1997. Dr. Weber is survived by six children, including Robert R. Weber, MD '84, and 12 grandchildren, including Matthew W. Weber, MD '18.

- GREG CALHOUN

## Arthur Derse, MD, GME '83, JD



rthur Derse, MD, GME '83, JD, joined MCW's department of emergency medicine in 1983 and is recognized nationally as a scholar in bioethics and medical humanities in medical education. His research focuses on emergency medicine and ethics, law and bioethics, confidentiality, informed consent, end-of-life decision-making and the doctor-patient relationship.

In 2006, Dr. Derse co-founded the MCW Medical Humanities program with Julia Uihlein, MA '99 (a former MCW faculty member and trustee emerita) as part of the Center for Bioethics and Medical Humanities. Dr. Derse assists the Center in providing expertise in bioethics education, research, consultation and community service.

Dr. Derse is member of the board of the Association of Bioethics Program Directors, past president of the American Society for Bioethics and Humanities, former chair of the National Ethics Committee of the Veterans Health Administration and past board member of the American Society for Law, Medicine and Ethics.

In 2019, he was elected as a prestigious Hastings Center Fellow. The Hastings Center is the nation's original and preeminent bioethics research institute, and its fellows work have informed scholarship and public understanding of complex ethical issues. Election as a Hastings Center Fellow for a bioethicist has been compared to election to the National Academies of Science, Engineering and Medicine for comparable professionals. 

— EMILY MARQUARDT

Dr. Derse is the director of the Center for Bioethics and Medical Humanities, Julia and David Uihlein Chair in Medical Humanities, professor of bioethics and emergency medicine, and a member of the Culture and Systems Pillar of the Kern Institute for the Transformation of Medical Education.

#### What Drives You?

I am driven by new areas of interest and have had a progression of interest areas. When completing my residency in emergency medicine, I became interested in the legal and ethical issues. I pursued my law degree after I started working full-time in emergency medicine. As I taught bioethics at MCW, I became more interested in medical humanities.

#### What Has Been the Highlight of Your Career?

I was the first emergency physician and first MCW faculty member elected as a Hastings Center Fellow in its 50-year history. Hastings Center Fellows are leaders and scholars in the fields of bioethics and medical humanities. I am humbled and honored to be recognized. My past presidency of the American Society for Bioethics and Humanities was a great opportunity for leadership, to help grow the field and to get to know younger ethics consultants and scholars.

#### What Do You Still Hope to Accomplish Over Your Career?

One of the goals of my career is continuing to raise the national profile of the Center for Bioethics and Medical Humanities (CBMH). Another goal is working with the Kern Institute's leaders and faculty to advance its goals of character, competence and caring.

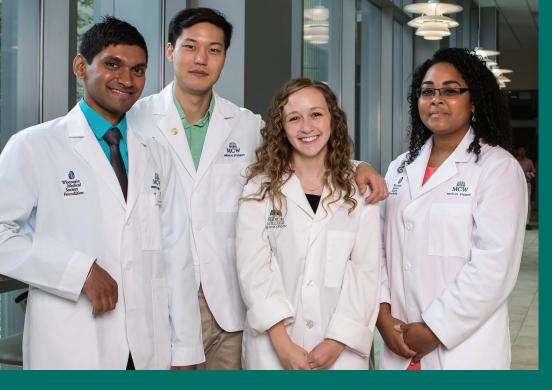
#### What Would You Like Your MCW Legacy to Be?

I hope that one of my legacies would be the establishment and growth of the MCW Medical Humanities program, which has expanded with core faculty and affiliate members from the MCW faculty and the community. I hope another legacy would be working with my colleagues in the CBMH from its initial success to a greater national prominence. The program is robust because of work among great colleagues and collaborators.

## What One Piece of Advice Would You Like to Share With Your Colleagues?

My advice is to forge connections with your colleagues. The MCW faculty are great mentors and collaborators, and generous with their time. Working at MCW has been so gratifying because of my colleagues. Take advantage of this — not only in your area of expertise, but across our institution.

Change Agent highlights a Medical College of Wisconsin faculty or staff member who has had significant impact on the institution's mission to be a leading innovator in transforming healthcare and advancing the health of our communities.







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