

# Lorraine H. Hutzler

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## EDUCATION

**New York University, Robert F. Wagner Graduate School of Public Service, New York, New York**

Master of Public Administration in Health Policy and Management, May 2017

Concentration: Healthcare Management

**Johns Hopkins University, Baltimore, Maryland**

Bachelor of Arts in Economics, May 2008

Concentration: Pre-medical Sciences

## HEALTHCARE MANAGEMENT EXPERIENCE

**Pace University, Lubin School of Business, New York, New York**

**Adjunct Professor, January 2018-Present**

- Teach undergraduate course in Advanced Study in Healthcare Management (MGT480). A Healthcare Management Concentration course requirement for BBA in Healthcare Management students.

**Labrador Healthcare Consulting Services LLC, New York, New York**

**Principal, August 2015-Present**

- Spearheaded the initiative to establish Labrador Healthcare Consulting Services LLC
- Partner in healthcare consulting firm which assists medical facilities and physician practices in developing a quality and patient safety infrastructure as well as implementing bundled payment initiatives
- Creation of The Value Based Healthcare Consortium (VBHC) to brand innovative healthcare companies as value based products in the commercial healthcare space
- Lecture nationwide on the importance of quality infrastructure and real time data accessibility for physicians

**Hospital for Joint Diseases at NYU Langone Medical Center, Department of Orthopaedic Surgery,**

**The Center for Quality and Patient Safety, New York, New York**

**Associate Program Director, December 2014-Present**

- Design and implement a program for hospital wide universal Hepatitis C screening and treatment
- Design of individualized back to work program for total joint patients including pre-operative assessment of the work place and job responsibilities
- Extensive expertise in quality and metric management and reporting
- Currently overseeing 82 quality related research projects resulting in 125 publications to date
- Development of physician specific patient experience training to target low performers and improve HCAHPS scores department wide
- Integration of quality initiatives across all NYULMC orthopaedic acquired sites (NYU Brooklyn, NYU Winthrop)

**Quality Project Manager, September 2009- December 2014**

- Analyzed the state of the department in regards to patient safety and quality concerns to create a 3-year plan for the implementation of a Quality Initiative
- Collaborated with division chiefs to collect data on patient outcomes for the development of a multifaceted publication displaying outcomes and research data (Quality and Outcomes Publication: 1<sup>st</sup> version January 2010, 2<sup>nd</sup> January 2012, 3<sup>rd</sup> February 2014) sent to all orthopaedic surgeons nationwide (<http://www.nyulmc-orthopaedicqualityreport.com/nyulmcorthopaedicqualityreport/2012#pg1>)
- Currently overseeing 42 quality related research projects resulting in 50 publications to date
- Instituted both a departmental and divisional scorecard to oversee quality issues such as readmissions, length of stay, surgical site infections and venous thromboembolisms
- Partnered with Eitan Zemel the W. Edwards Deming Professor of Quality and Productivity and Vice Chair of Strategic Initiatives at the NYU Leonard Stern School of Business to develop and create a quality and process improvement seminar for physicians and administrative staff
- Development of a curriculum to integrate medical and graduate medical education with quality and patient safety
- Development of a course and training of medical students in a concentration elective on Quality and Patient Safety
- Designed, developed, created and wrote the content for The Center for Quality and Patient Safety website (<http://orthosurgery.med.nyu.edu/research/clinical-research/center-quality-and-patient-safety>)
- Manage and mentor 3-5 medical students, residents and research assistants working on quality and patient safety projects

**Johns Hopkins Hospital, Department of Surgery, Baltimore, Maryland**

**Surgery Administrative Resident, September 2008- September 2009**

- Attended weekly administrative meetings such as: department finance meetings, hospital administration meetings, new clinical building preparation, marketing meetings, surgical supply order meetings, department of surgery grand rounds, surgeon interviews for hire
- Composed databases on new patient visits, physician productivity, department profitability, various surgical procedure costs; Created new patient in-take forms
- Analyzed databases and collaborated with supervisor to brainstorm ideas to enhance department efficiency and productivity
- Reviewed surgery clinic efficiency and billing reconciliations to improve patient experience and registration effectiveness

## EDITORIAL POSITIONS

**Journal for Healthcare Quality**

- Reviewer, September 2015-Present

## HONORS/AWARDS

- June 2010, NYU Langone Medical Center Quality & Safety Award/Achieving Clinical Quality for “Reduction of Readmissions in Total Joint Procedures.”
- 2010-2013, MAKO Surgical Corporation (\$50k Grant): The Cost of An Episode of Care for Total Knee Replacement
- November 2011, Press Ganey National Meeting: Award Winning Submission: Patient Experience with Staphylococcus Aureus Screening and Decolonization Program
- November 2011, Aetna Institute of Quality for Orthopaedic Spine Surgery
- March 2012, Featured in Becker’s: 5 Steps to Effective Orthopaedic Quality & Patient Safety Programs from Dr. Joseph Bosco
- September 2012, UHC Quality Leadership Award Winner
- March 2013, Aetna Institute of Quality for Orthopaedic Spine Surgery
- April 2013, CareFusion Foundation Clinical Excellence Grant Program Award Winner (\$50k): The Effects of a Program of Antibiotic Stewardship on Surgical Site Infection Rates at an Orthopaedic Institution
- January 2014, MAKO Surgical Corporation (\$50k Grant): Comparison of Costs of Episode of Care for Total Knee Replacement and Unicodylar Makoplasty
- June 2014, National Orthopedic and Spine Alliance (NOSA)
- February 2016, JBJS Reviews Editor’s Choice- Preventing Wrong-Site Surgery
- June 2016, NYU Langone Medical Center Quality & Safety Award/Graduate Medical Education Award for “Reducing the Incidence of Blood Transfusion Following Total Joint Arthroplasty.”

## CERTIFICATIONS

Lean Six Sigma Green Belt Certification

January 2015, Lean Management Office NYU Langone Medical Center

Change Management Practitioner

September 2017, Change Methodology NYU Langone Medical Center

## PROFESSIONAL SOCIETIES

- Member, New York Association of Healthcare Quality, September 2009-Present
- Member, Healthcare Leaders of New York, September 2009-Present
- Member, American College of Medical Quality, February 2010-Present
- Member, Greater New York Hospital Association Quality and Outcomes Research Committee, March 2012-Present
- Member, National Association for Healthcare Quality, December 2012-Present
- Alumni Leader, Johns Hopkins University New York City Healthcare Affinity Group, December 2015-Present
- Member, Women Business Leaders in Healthcare, April 2016-Present
- Member, American College of Healthcare Executives, April 2017-Present

## PUBLICATIONS

Hadley SC, Immerman IG, Hutzler L, Slover J, Bosco JA. *Staphylococcus Aureus Decolonization Protocol Decreases Surgical Site Infections for Total Joint Replacement*. Arthritis, vol. 2010, Article ID 924518, 4 pages, 2010. doi: 1155/2010/924518.

Lorraine H. Hutzler, *Staphylococcus aureus Screening and Decolonization and Orthopaedic Surgical Site Infection- A Review of Literature and Single Institution Experience*. J. Orthopaedics 2011; 8(3)e8. URL: <http://www.jortho.org/2011/8/3/e8>

Ramos N, Skeete F, Haas JP, Hutzler L, Slover J, Phillips M, Bosco J. *Surgical Site Infection Prevention Initiative Patient Attitude and Compliance*. Bulletin of the NYU Hospital for Joint Diseases 2011; 69(4):312-15.

Immerman I, Ramos NL, Katz GM, Hutzler LH, Phillips MS, Bosco JA. *The Persistence of Staphylococcus aureus Decolonization after Mupirocin and Topical Chlorhexidine: Implications for Patients Requiring Multiple or Delayed Procedures*. Journal of Arthroplasty. June 2012; 27(6):870-76.

McCormack R, Ramos N, Hutzler L, Slover J, Bosco J. *An Analysis of Causes of Readmission After Spine Surgery*. Spine. June 2012; 37(14):1260-6.

Nacke E, Ramos N, Stein S, Hutzler L, Bosco J. *When Do Readmissions for Infection Occur After Spine and Total Joint Procedures?* Clinical Orthopaedics and Related Research. February 2013; 471(2):569-73.

Jordan C, Goldstein R, Michels R, Hutzler L, Slover J, Bosco J. *A Comprehensive Program Can Reduce Hospital Readmission Rates after Total Joint Arthroplasty*. American Journal of Orthopaedics. November 2012; 41(11):E147-51.

McCormack R, Michels R, Hutzler L, Slover J, Bosco J. *30-Day Readmission Rates as a Measure of Quality: Causes of Readmission after Orthopaedic Surgeries and Accuracy of Administrative Data*. Journal of Healthcare Management. January-February 2013; 58(1):64-76; discussion 76-7.

Mehta S, Hadley S, Hutzler L, Slover J, Phillips M, Bosco J. *Impact of Pre-operative S. aureus Screening and Decolonization on Hospital Acquired S. aureus Burden*. Clinical Orthopaedics and Related Research. July 2013; 471(7): 2367-71.

Hutzler L, Kraemer K, Iaboni L, Berger N, Bosco J. *Can Flash Sterilization be Eliminated? A One Hospital Experience*. Association of periOperative Registered Nurses Journal. December 2013; 98(6): 597-607.

- Katz G, Ong C, Hutzler L, Zuckerman J, Bosco J. *Instructional Course Lecture 63: Applying Quality Principles to Orthopaedic Surgery*. March 2014. ISBN/ISSN: 9781625521293.
- Bosco J, Alvarado C, Slover J, Iorio R, Hutzler L. *Decreasing Total Joint Implant Costs and Physician Specific Cost Variation Through Negotiation*. Journal of Arthroplasty. April 2014; 29(4): 678-80.
- Ramos N, Karia R, Hutzler L, Brandt A, Slover J, Bosco J. *The Effect of Discharge Disposition on 30-day Readmission Rates After Total Joint Arthroplasty*. Journal of Arthroplasty. April 2014; 29(4): 674-77.
- Bosco J, Karkenny A, Hutzler L, Slover J, Iorio R. *Cost Burden of 30-Day Readmissions Following Medicare Total Hip and Knee Arthroplasty*. Journal of Arthroplasty. May 2014; 29(5): 903-05.
- Maslow J, Hutzler L, Cuff G, Rosenberg A, Phillips M, Bosco J. *Patient Experience with Mupirocin or Povidone-iodine Nasal Decolonization: Results of a Randomized Controlled Trial*. Orthopaedics. 2014 June. Volume 37-Issue 6: e576-e581
- Catanzano A, Phillips M, Dubrovskaya Y, Hutzler L, Bosco J. *The Standard One Gram Dose of Vancomycin is not Adequate Prophylaxis for MRSA*. Iowa Orthopaedic Journal. 2014 July; Volume 34: 111-17.
- Hutzler L, Kraemer K, Palmer N, Albert D, Bosco J. *Cost Benefit Analysis of Pregnancy Testing in Orthopaedic Surgery*. Bulletin of the NYU Hospital for Joint Diseases. 2014 July; 72(2): 164-66.
- Kiridly D, Karkenny A, Hutzler L, Slover J, Iorio R, Bosco J. *The Effect of Severity of Disease on Cost Burden of 30-day Readmissions Following Total Joint Arthroplasty (TJA)*. Journal of Arthroplasty. 2014 August; 29(8): 1545-47.
- Ramos N, Wang E, Karia R, Hutzler L, Lajam C, Bosco J. *Correlation Between Physician Specific Discharge Costs, LOS, and 30-day Readmission Rates: An Analysis of 1,831 Cases*. Journal of Arthroplasty. 2014 September; 29(9): 1717-22.
- Day M, Hutzler L, Karia R, Vangsness K, Setia N, Bosco J. *Hospital Acquired Conditions After Orthopaedic Surgery Do Not Affect Patient Satisfaction Scores*. Journal for Healthcare Quality. 2014 November; 36(6): 33-40.
- Adrados M, Lajam C, Hutzler L, Slover J, Bosco J. *The Effect of Severity of Illnesses on Knee and Hip Replacement Costs in New York State: A Review of 172,738 Cases*. Journal of Arthroplasty. 2015 January; 30(1): 12-14.
- Yoon R, Alaia M, Hutzler L, Bosco J. *Using "Near Misses" Analysis to Prevent Wrong-Site Surgery*. Journal for Healthcare Quality. 2015 March/April; 37(2): 126-32.
- Boas R, Ensor K, Qian E, Hutzler L, Slover J, Bosco J. *The Relationship of Hospital Charges and Volume to Surgical Site Infection After Total Hip Replacement (THR)*. American Journal of Medical Quality. 2015 May/June; 30: 283-88.
- Stein S, Day M, Karia R, Hutzler L, Bosco J. *Patients' Perception of Care Correlates with Quality of Hospital Care: A Survey of 4605 Hospitals*. American Journal of Medical Quality. 2015 July/August; 30: 382-388.
- Lee J, Hutzler L, Shulman B, Karia R, Egol K. *Does Risk for Malnutrition in Patients Presenting with Fractures Predict Lower Quality Measures?* Journal of Orthopaedic Trauma. 2015 Aug; 29(8): 373-378.
- Oren J, Hutzler L, Hunter T, Errico T, Zuckerman J, Bosco J. *Decreasing Spine Implant Costs and Inter-physician Cost Variation*. The Bone and Joint Journal. 2015 Aug; 97-B:1102-5.
- Hunter T, Yoon R, Hutzler L, Band P, Liublinksa V, Slover J, Bosco J. *No Evidence for Race and Socioeconomic Status as Independent Predictors of 30 Day Readmission Rates Following Orthopaedic Surgery*. American Journal of Medical Quality. 2015 Sept; 30(5): 484-488.
- Vaswani R, Hutzler L, Bosco J. *Measuring Quality in Ambulatory Orthopedic Surgery*. American Journal of Medical Quality. 2016 March; 31(2): 187-189.
- Charen D, Qian E, Hutzler L, Bosco J. *Risk Factors for Postoperative Venous Thromboembolism in Orthopaedic Spine Surgery, Hip Arthroplasty, and Knee Arthroplasty Patients*. Bulletin of the NYU Hospital for Joint Diseases. 2015; 73(3): 198-203.
- Campbell K, Cunningham C, Hasan S, Hutzler L, Bosco J. *Risk Factors for Developing Staphylococcus aureus Nasal Colonization in Spine and Arthroplasty Surgery*. Bulletin of the NYU Hospital for Joint Diseases. 2015; 73(4): 276-81.
- Maslow J, Hutzler L, Slover J, Bosco J. *Etiology of Readmissions Following Orthopaedic Procedures and Medical Admissions: A Comparative Analysis*. Bulletin of the NYU Hospital for Joint Diseases. 2015; 73(4): 269-75.
- Egol K, Hutzler L, Manoli A, Konda S. *The Impact of Diabetes Mellitus on Surgical Quality Measures Following Ankle Fracture Surgery: Implications for "Value-Based" Compensation and "Pay for Performance."* Journal of Orthopaedic Trauma. 2015 Dec; 29(12):e483-6.
- Egol K, Armstrong A, Hutzler L, Black K. *Quality and Safety in Orthopaedics: Learning and Teaching at the Same Time: AOA Critical Issues*. Journal of Bone and Joint Surgery. 2015 Nov 4;97(21):1809-15.
- Payne A, Slover J, Inneh I, Hutzler L, Iorio I, Bosco J. *Orthopaedic Implant Waste: An Analysis and Quantification*. American Journal of Orthopaedics. 2015;44(12):554-560.

- Jancuska J, Adrados M, Hutzler L, Bosco J. *The Regionalization of Lumbar Spine Procedures in New York State: A 10-Year Analysis*. Spine. 2016 Jan;41(2): 153-8.
- Santiesteban L, Hutzler L, Robb W, Bosco J. *Wrong-Site Surgery in Orthopaedics: Incidence, Risk Factors and Strategies for Prevention*. Journal of Bone and Joint Surgery REVIEWS. 2016 Feb; 4(2): e1.
- Haskoor J, Bosco J, Hutzler L. *The Effects of Hospital Closure on the Local Utilization of Total Joint Replacement: The Queens Experience*. Bulletin of the NYU Hospital for Joint Diseases. 2016 Jun;74(2):141-4.
- Bookman J, Romney D, Hutzler L, Slover J, Iorio R, Bosco J. *The Etiology of Improved Outcomes at High Volume Centers: Learning Theory and the Case of Implant Flashing*. Bulletin of the NYU Hospital for Joint Diseases. 2016 Jun; 74(2):155-9.
- Catanzano A, Hutzler L, Bosco J. *The Relationship between Hospital Payer Mix and Volume Growth in Total Joint Arthroplasty: A 12 Year Analysis*. Journal of Arthroplasty. 2016 August; 31(8):1641-4.
- Jancuska J, Hutzler L, Protopsaltis T, Bendo J, Bosco J. *Utilization of Lumbar Spinal Fusion in New York State: Trends and Disparities*. Spine. 2016 Mar 14. [Epub ahead of print]
- Ramme AJ, Iturrate E, Dweck E, Steiger D, Hutzler LH, Fang Y, Wang B, Bosco JA, Sigmund AE. *End Tidal Carbon Dioxide as a Screening Tool for Computed Tomography Angiogram in Postoperative Orthopaedic Patients Suspected of Pulmonary Embolism*. Journal of Arthroplasty. 2016 Oct; 31(10):2348-52.
- Adrados M, Theobald J, Hutzler L, Bosco J. *The Centralization of Total Joint Arthroplasty in New York State An Analysis of 168,247 Cases*. Bull Hosp Jt Dis (2013). 2016 Nov;74(4):282-86.
- Hutzler L, Yoon RS, Mahure SA, Bosco JA. *Economic Impact of Non-Modifiable Risk Factors in Orthopaedic Fracture Care: Is Bundled Payment Feasible?* J Orthop Trauma. 2017 Mar;31(3):175-179.
- Evangelista PJ, Aversano MW, Koli E, Hutzler L, Inneh I, Bosco J, Iorio R. *Effect of Tranexamic Acid on Transfusion Rates Following Total Joint Arthroplasty*. Orthop Clin N Am. 2017 April; 48(2):109-115.
- Sibley RA, Charubhumi V, Hutzler LH, Paoli AR, Bosco JA. *Joint Replacement Volume Positively Correlates with Improved Hospital Performance on Centers for Medicare and Medicaid Services Quality Metrics*. J Arthroplasty. 2017 May;32(5):1409-13.
- Yoon RS, Mahure SA, Hutzler LH, Iorio R, Bosco JA. *Hip Arthroplasty for Fracture vs Elective Care: One Bundle Does Not Fit All*. J Arthroplasty. 2017 August; 32(8): 2353-2358.
- Vaswani R, Karia R, Hutzler L, Bosco J. *The Relationship Between Hospital-Specific Hip Arthroplasty Surgical Site Infection Rate and the Overall Hospital Infection Rate*. Bulletin of the NYU Hospital for Joint Diseases. 2017 September;75(3):207-9.
- Alfonoso A, Hutzler L, Robb B, Beste C, Blom A, Bosco J. *Similar Cost Savings of Bundled Payment Initiatives Applied to Lower Extremity Total Joint Arthroplasty Can Be Achieved Applying Both Models 2 and 3*. HSS Journal 2017. (2017). 13:267-270.
- Hutzler L, Williams J. *Decreasing the Incidence of Surgical Site Infections Following Joint Replacement Surgery*. Bull Hosp Jt Dis (2017). 2017 Dec; 75(4):268-73.
- Zelenty W, Yoon R, Hutzler L, Tejwani N, Bosco J. *Risk Stratification, Triage and Implementation of an Expedited Hip Fracture Treatment Protocol- Is it Safe and Effective?* Bull Hosp Jt Dis (2017). 2017 Dec; 75(4):248-51.
- Kingery M, Cuff G, Hutzler L, Popovic J, Davidovitch R, Bosco J. *Total Joint Arthroplasty in Ambulatory Surgery Centers: Analysis of Disqualifying Conditions and the Frequency at Which They Occur*. Journal of Arthroplasty. 2018 January. 33(1):6-9.
- Day M, Qian E, Karia R, Hutzler L, Atallah R, Bosco J. *Higher Hospital Costs Do Not Result in Lower Readmission Rates Following Total Joint Arthroplasty*. Journal for Healthcare Quality. In Press.
- Kaye I, Hutzler L, Bosco J. *The Effect of Severity of Illness on Spine Surgery Costs Across New York State Hospitals: An Analysis of 69,831 Cases*. Clinical Spine Surgery. In Press.

## BOOK CHAPTERS

Hutzler LH; Bosco JA: *Value-Based Purchasing*. Ch. 198 in *Insall & Scott Surgery of the Knee: Volume 2*. Edited by Scott WN; Diduch DR; Iorio R; and Long WJ. Elsevier, Philadelphia, PA, 2018.

## PRESENTATIONS

Infectious Disease Society of America Annual Meeting: Vancouver, BC: June 7, 2010:  
Efficacy and Persistence of MRSA and MSSA Decolonization in Orthopedic Patients. Poster Presentation.

Association for Professionals in Infection Control Annual Meeting: New Orleans LA: July 9, 2010:  
Surgical Site Infection Prevention Initiative: Patient Attitude and Compliance: Poster Presentation.

22nd Annual National Health Forum on Quality Improvement in Health Care. Orlando FL. December 6, 2010:  
Reduction in Readmissions in Total Joint Replacement. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Diego CA. February 15, 2011:  
Efficacy and Persistence of MRSA and MSSA Decolonization in Orthopedic Patients. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Diego CA. February 16, 2011:  
Readmission Following Orthopedic Surgery: Causes and Accuracy of Administrative Data. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Diego CA. February 16, 2011:  
Preoperative Staphylococcus Aureus Decolonization Protocol Reduces MRSA Infections. Podium Presentation.

Press Ganey National Client Conference. Grapevine TX. November 15, 2011:  
Patient Compliance and Satisfaction with a Perioperative Staphylococcus Aureus Screening and Decolonization Program. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Francisco CA. February 6, 2012:  
A Hospital Wide Initiative to Decrease Implant Flashing in Orthopaedic Procedures. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Francisco CA. February 6, 2012:  
The Impact of Rapid Mobilization on Length of Stay for Post-Operative Joint Replacement Patients. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Francisco CA. February 6, 2012:  
The Timing of Readmissions for Surgical Site Infections. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Francisco CA. February 6, 2012:  
Our Experience with MRSA Decolonization. Scientific Exhibit.

2012 Scientific Program and Sir Robert Jones Lecture. New York NY. May 18, 2012:  
Using Near Misses Analysis to Prevent Wrong Site Surgery. Podium Presentation.

National Patient Safety Foundation 14<sup>th</sup> Annual Patient Safety Congress. Washington DC. May 23, 2012:  
Using Near Misses Analysis to Prevent Wrong Site Surgery. Poster Presentation.

National Patient Safety Foundation 14<sup>th</sup> Annual Patient Safety Congress. Washington DC. May 23, 2012:  
Readmission Rates by Discharge Disposition. Poster Presentation.

Eastern Orthopaedic Association 43rd Annual Meeting. Bolton Landing NY. June 20, 2012:  
Cost Benefit Analysis of Same Day Pregnancy Tests in Elective Orthopaedic Surgery. Poster Presentation.

The American Orthopaedic Association 125<sup>th</sup> Annual Meeting. Washington DC. June 27, 2012:  
Discharge Patterns Following Joint Replacement: Cost & Quality Implications. Poster Presentation.

The American Orthopaedic Association 125<sup>th</sup> Annual Meeting. Washington DC. June 27, 2012:  
Using Near Misses Analysis to Prevent Wrong Site Surgery. Poster Presentation.

UHC Annual Conference. Orlando FL. September 12, 2012:  
Value Analysis Program: Reducing Total Joint Implant Costs. Podium Presentation.

UHC Annual Conference. Orlando FL. September 13, 2012:  
Rapid Fire Program: Using Near Misses Analysis to Prevent Wrong Site Surgery. Podium Presentation.

Fourth National Comparative Effectiveness Summit. Washington DC. November 6, 2012:  
MRSA Cost Effectiveness Study. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Chicago IL. March 20, 2013:  
Using Near Miss Analysis to Prevent Wrong-Site Surgery. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Chicago IL. March 20, 2013:  
The Standard One Gram Dose of Vancomycin is not Adequate Prophylaxis for MRSA. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Chicago IL. March 20, 2013:  
Hospital Acquired Conditions After Orthopaedic Surgery Do Not Effect Patient Satisfaction Scores. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Chicago IL. March 20, 2013:  
Decreasing Total Joint Implant Costs and Physician Specific Cost Variation Through Negotiation. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Chicago IL. March 20, 2013:  
Antibiotic Stewardship in Orthopaedic Surgery: Principles and Practice. Scientific Exhibit.

National Patient Safety Foundation 15<sup>th</sup> Annual Patient Safety Congress. New Orleans LA. May 8, 2013:  
Hospital Acquired Conditions After Orthopaedic Surgery Do Not Effect Patient Satisfaction Scores. Poster Presentation.

National Patient Safety Foundation 15<sup>th</sup> Annual Patient Safety Congress. New Orleans LA. May 8, 2013:  
The Effect of Discharge Disposition on Readmission Rates Following Total Joint Arthroplasty: An Analysis of 3,570 Patients. Poster Presentation.

National Patient Safety Foundation 15<sup>th</sup> Annual Patient Safety Congress. New Orleans LA. May 8, 2013: Physician Specific Correlation Between Discharge Disposition, Cost, Readmission and Length of Stay Following Total Hip and Knee Replacement: An Analysis of 1,777 Cases. Poster Presentation.

National Patient Safety Foundation 15<sup>th</sup> Annual Patient Safety Congress. New Orleans LA. May 8, 2013:  
Risk Factors for Readmission Following Inpatient Orthopaedic Surgery: A Review of 13,663 Cases. Poster Presentation.

National Patient Safety Foundation 15<sup>th</sup> Annual Patient Safety Congress. New Orleans LA. May 8, 2013:  
Incorporating Quality and Patient Safety Curriculum in Graduate Medical Education. Poster Presentation.

The Infectious Diseases Society of America Annual Meeting. San Francisco CA. October 2, 2013:  
Optimizing Vancomycin Dosing for Peri-operative Prophylaxis in High-risk Orthopedic Surgery Patients: Time for A Change. Poster Presentation.

National Association for Healthcare Quality, 38<sup>th</sup> Annual Education Conference. Louisville KY. October 6, 2013:  
Risk Factors for Readmission Following Inpatient Orthopaedic Surgery: A Review of 13,663 Cases. Poster Presentation.

National Association for Healthcare Quality, 38<sup>th</sup> Annual Education Conference. Louisville KY. October 6, 2013:  
Hospital Acquired Conditions After Orthopaedic Surgery Do Not Effect Patient Satisfaction Scores. Podium Presentation.

Eastern Orthopaedic Association 44<sup>th</sup> Annual Meeting. Miami Beach FL. October 30, 2013:  
Risk Factors for Nasal Colonization by Staphylococcus Aureus in Patients Undergoing Spinal Fusion or Joint Arthroplasty. Podium Presentation.

Eastern Orthopaedic Association 44<sup>th</sup> Annual Meeting. Miami Beach FL. October 30, 2013:  
Patient Satisfaction Associated with Either Mupirocin or Povidone-Iodine Nasal Decolonization Results of a Randomized Controlled Trial. Poster Presentation.

Eastern Orthopaedic Association 44<sup>th</sup> Annual Meeting. Miami Beach FL. October 30, 2013:  
Does Malnutrition in Patients Presenting with Fractures Predict Lower Quality Measures? Podium Presentation.

Eastern Orthopaedic Association 44<sup>th</sup> Annual Meeting. Miami Beach FL. October 30, 2013:  
Risk Factors for Readmission Following Inpatient Orthopaedic Surgery: A Review of 13,663 Cases. Podium Presentation.

United Hospital Fund 24<sup>th</sup> Annual Symposium on Health Care Services in New York: Research and Practice. New York NY. November 6, 2013:  
Hospital Acquired Conditions After Orthopaedic Surgery Do Not Effect Patient Satisfaction Scores. Poster Presentation.

United Hospital Fund 24<sup>th</sup> Annual Symposium on Health Care Services in New York: Research and Practice. New York NY. November 6, 2013:  
Decreasing Total Joint Implant Costs and Physician Specific Cost Variation Through Negotiation. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 12, 2014:  
Patients' Perception of Care Correlates with Quality of Hospital Care: A Survey of 4605 Hospitals. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 12, 2014:  
Readmission Burden of 30-day Readmissions Following Total Joint Replacement Among Medicare Beneficiaries. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 12, 2014:  
A Comparison of 30-day Readmissions Following Orthopaedic Procedures and Medical Admissions. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 12, 2014:  
The Effect of Discharge Disposition on Readmission Rates Following Total Joint Arthroplasty. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 12, 2014:  
Does Malnutrition in Patients Presenting with Fractures Predict Lower Quality Measures? Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 12, 2014:  
Demonstrating Quality in Orthopaedic Surgery, Value Based Purchasing: Past, Present, Future. Scientific Exhibit.

American College of Medical Quality Annual Meeting. Alexandria VA. March 27, 2014:  
Physician Specific Correlation between Discharge Disposition, Cost, Readmission and Length of Stay Following Total Hip and Knee Replacement: An Analysis of 1,777 Cases. Poster Presentation.

American College of Medical Quality Annual Meeting. Alexandria VA. March 27, 2014:  
The Effect of Discharge Disposition on Readmission Rates Following Total Joint Arthroplasty: An Analysis of 3,533 Patients. Poster Presentation.

American College of Medical Quality Annual Meeting. Alexandria VA. March 27, 2014:  
A Comparison of 30-day Readmission Following Orthopaedic Procedures and Medical Admissions. Poster Presentation.

American College of Medical Quality Annual Meeting. Alexandria VA. March 27, 2014:  
Geographic Differences in Hospital Charges and Surgical Site Infections for Total Hip Replacement in New York State. Poster Presentation.

American College of Medical Quality Annual Meeting. Alexandria VA. March 27, 2014:  
The Relationship of Hospital Charges and Volume to Surgical Site Infection after Total Hip Replacement (THR). Poster Presentation.

National Patient Safety Foundation 16<sup>th</sup> Annual Patient Safety Congress. Orlando FL. May 14, 2014:  
Risk Factors for Postoperative Venous Thromboembolism in Orthopedic Spine Surgery, Hip Arthroplasty and Knee Arthroplasty Patients. Poster Presentation.

National Patient Safety Foundation 16<sup>th</sup> Annual Patient Safety Congress. Orlando FL. May 14, 2014:  
The Relationship of Hospital Charges and Volume to Surgical Site Infection after Total Hip Replacement (THR). Poster Presentation.

2014 Scientific Program and Sir Robert Jones Lecture. New York NY. May 15, 2014:  
Geographic Differences in Hospital Charges and Infection Rate for Total Hip Replacement in NY State. Podium Presentation.

2014 Scientific Program and Sir Robert Jones Lecture. New York NY. May 15, 2014:  
The Relationship of Hospital Charges and Surgical Volume to Surgical Site Infection After Total Hip Replacement. Podium Presentation.

2014 Scientific Program and Sir Robert Jones Lecture. New York NY. May 15, 2014:  
Implant Waste at a Single Orthopaedic Institution. Podium Presentation.

American Orthopaedic Association Annual Meeting. Montreal, QC, Canada. June 18, 2014:  
Readmission Burden of 30-day Readmissions Following Total Joint Replacement Among Medicare Beneficiaries. Poster Presentation.

American Orthopaedic Association Annual Meeting. Montreal, QC, Canada. June 18, 2014:  
The Standard One Gram Dose of Vancomycin is not Adequate Prophylaxis for MRSA. Poster Presentation.

National Association for Healthcare Quality, 39<sup>th</sup> Annual Education Conference. Nashville TN. September 7, 2014:  
Physician Specific Correlation Between Discharge Disposition, Cost, Readmission and Length of Stay Following Joint Replacement. Poster Presentation.

National Association for Healthcare Quality, 39<sup>th</sup> Annual Education Conference. Nashville TN. September 7, 2014:  
The Effect of Discharge Disposition on Readmission Rates Following Total Joint Arthroplasty. Poster Presentation.

National Association for Healthcare Quality, 39<sup>th</sup> Annual Education Conference. Nashville TN. September 7, 2014:  
Hospital Readmissions: Results of a Retrospective Cohort Study Comparing Readmissions Between Orthopaedic and Medical Patients. Poster Presentation.

National Association for Healthcare Quality, 39<sup>th</sup> Annual Education Conference. Nashville TN. September 7, 2014:  
The Relationship of Hospital Charges and Volume to Surgical Site Infection after Total Hip Replacement (THR). Poster Presentation.

Eastern Orthopaedic Association 45<sup>th</sup> Annual Meeting. Amelia Island FL. October 22, 2014:  
Implant Cost Reduction Initiative in Spine Surgery. Podium Presentation.

Eastern Orthopaedic Association 45<sup>th</sup> Annual Meeting. Amelia Island FL. October 22, 2014:  
The Effect of Severity of Disease on Cost Burden of 30-day Readmissions Following Total Joint Arthroplasty (TJA). Podium Presentation.

Eastern Orthopaedic Association 45<sup>th</sup> Annual Meeting. Amelia Island FL. October 22, 2014:  
The Standard One Gram Dose of Vancomycin Is Not Adequate Prophylaxis for MRSA. Podium Presentation.

Eastern Orthopaedic Association 45<sup>th</sup> Annual Meeting. Amelia Island FL. October 22, 2014:  
Patients' Perception of Care Correlates with Quality of Hospital Care. Podium Presentation.

United Hospital Fund 25<sup>th</sup> Annual Symposium on Health Care Services in New York: Research and Practice. New York NY. November 19, 2014:  
Risk Factors for Infection Following Total Knee Arthroplasty (TKA). Poster Presentation.

New York Presbyterian Healthcare System 2014 Quality Symposium. Pelham Manor NY. November 21, 2014:  
A Customized Antibiotic Program Reduces Surgical Site Infections in Spine and Arthroplasty Patients. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Las Vegas NV. March 24, 2015:  
Changes in Charges by DRG Severity of Illness Level for the Top Ten Medicare Procedures. Podium Presentation.

Society of Hospital Medicine Annual Meeting. National Harbor MD. March 29, 2015:  
Prediction of Pulmonary Embolism in Postoperative Orthopaedic Patients Using End Tidal Carbon Dioxide Measurements. Poster Presentation.

2015 Scientific Program and Sir Robert Jones Lecture. New York NY. May 14, 2015:  
Expanded Gram-negative Antimicrobial Prophylaxis (EGNAP) Reduces Surgical Site Infections in Hip Arthroplasty and Spine Fusion Patients. Podium Presentation.

2015 Scientific Program and Sir Robert Jones Lecture. New York NY. May 14, 2015:  
End Tidal Carbon Dioxide (ETCO<sub>2</sub>) Measurements for Predicting Pulmonary Embolism in Postoperative Orthopaedic Patients. Podium Presentation.

The Society for Healthcare Epidemiology of America. Orlando FL. May 14, 2015:  
Expanded Gram-negative Antimicrobial Prophylaxis (EGNAP) Reduces Surgical Site Infections in Hip Arthroplasty and Spine Fusion Patients. Poster Presentation.

American Orthopaedic Association Annual Meeting. Providence RI. June 24, 2015:  
The Regionalization of Total Joint Arthroplasty in New York State: An Analysis of 220,000 Cases. Poster Presentation.

American Orthopaedic Association Annual Meeting. Providence RI. June 24, 2015:  
Risk Factors for Infection Following Total Knee Arthroplasty (TKA). Poster Presentation.

Safety in Spine Surgery. New York NY. February 19, 2016:  
The Impact of Quality and Safety on the Dynamics and Financials of Running a Spine Program. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Orlando FL. March 1, 2016:  
End Tidal Carbon Dioxide (ETCO<sub>2</sub>) Predicts Pulmonary Embolism in Post-operative Orthopaedic Patients. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Orlando FL. March 1, 2016:  
Hospital Specific Hip Arthroplasty Surgical Site Infection Rates Do Not Correlate with Other Procedure SSI Rates. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Orlando FL. March 1, 2016:  
Incidence of Unplanned Admission from an Outpatient Orthopaedic Surgery Center. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Orlando FL. March 1, 2016:  
Socioeconomic Status Independently Affects HCAHPS Scores. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. Orlando FL. March 1, 2016:  
The Effect of Severity of Illness on Spine Surgery Costs Across New York State Hospitals. Podium Presentation.

American Orthopaedic Association Annual Meeting. Seattle WA. June 22, 2016:  
Effect of Tranexamic Acid on Transfusion Rates Following TJA: A Cost and Comparative Effectiveness Analysis. Poster Presentation.

American Orthopaedic Association Annual Meeting. Seattle WA. June 22, 2016:  
End Tidal Carbon Dioxide (ETCO<sub>2</sub>) Excludes Pulmonary Embolism in Post-Operative Orthopaedic Patients. Poster Presentation.

2016 Scientific Program and Sir Robert Jones Lecture. New York NY. May 6, 2016:  
Prior S. Aureus Nasal Colonization Remains a Risk Factor for Surgical Site Infections Following Decolonization: Analysis of 14,959 Patients. Podium Presentation.

2016 Scientific Program and Sir Robert Jones Lecture. New York NY. May 6, 2016:  
Utilization of Lumbar Spinal Fusion in New York State: Trends and Disparities. Podium Presentation.

OR Business Management Conference. New Orleans LA. February 1, 2017:  
Key Quality Metrics to Achieve High-Value Health Care. Podium Presentation.

2<sup>nd</sup> Annual Safety in Spine Surgery Summit. New York NY. February 10, 2017:  
Cell Saver in Orthopaedic Spine Surgery: A Value Based Utilization Analysis. Poster Presentation.

2<sup>nd</sup> Annual Safety in Spine Surgery Summit. New York NY. February 10, 2017:  
Institution-Wide Blood Management Protocol Reduces Transfusion Rates Following Spine Surgery. Poster Presentation.

2<sup>nd</sup> Annual Safety in Spine Surgery Summit. New York NY. February 10, 2017:  
Failure of Bundled Payment in Spine Surgery. Poster Presentation.

Johns Hopkins University Seniors & Young Alumni Leadership Symposium. Baltimore MD. February 25, 2017:  
Staying Organized and Managing Your Time. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Diego CA. March 14, 2017:  
The Keys to Success in Bundled Payment Models. Scientific Exhibit.



American Academy of Orthopaedic Surgeons Annual Meeting. San Diego CA. March 14, 2017:  
Variations in Hip Fracture Baseline Patient Demographics, Comorbidities, and Severity of Illness: Repercussions on Bundled Payment for Care Initiative. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Diego CA. March 14, 2017:  
Two-Year Experience of the Lumbar Spine Fusion Bundled Payments for Care Improvement Initiative. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. San Diego CA. March 14, 2017:  
Hip Arthroplasty for Fracture vs. Elective Patients: One Bundle Does Not Fit All. Podium Presentation.

American College of Medical Quality. Washington DC. March 29, 2017:  
An Evidenced Based Blood Management Protocol Decreases Transfusion Rates Following Total Joint Arthroplasty. Poster Presentation.

American College of Medical Quality. Washington DC. March 29, 2017:  
Use of Cell Saver in Spinal Surgery: A Value Based Utilization Analysis. Poster Presentation.

Johns Hopkins University Healthcare Affinity Group. New York NY. May 23, 2017:  
Bundled Payments & You. Podium Presentation.

ICJR Transatlantic Orthopaedic Congress. New York NY. October 13, 2017:  
Value Based Medicine: Quality Metrics and the Future of Hospital and Physician Payment. Podium Presentation.

Johns Hopkins University Seniors & Young Alumni Leadership Symposium. Baltimore MD. November 4, 2017:  
Working in the Healthcare Industry. Podium Presentation.

2017 National Caucus on Arthritis and Musculoskeletal Health Disparities. Washington DC. November 9, 2017:  
Ethics, Disparities and Bundled Payments. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 6, 2018:  
Interhospital Transfer is a Risk Factor for Venous Thromboembolism (VTE) in Lower Extremity Fracture Patients. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 6, 2018:  
The Effect of Length of Stay and Discharge Disposition on HCAHPS Scores in Orthopaedic Patients. Poster Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 6, 2018:  
Same Day Discharge Total Joint Arthroplasty Can Be Performed in Outpatient Centers: An analysis of Disqualifying Conditions and the Frequency at Which They Occur. Podium Presentation.

American Academy of Orthopaedic Surgeons Annual Meeting. New Orleans LA. March 6, 2018:  
The Value Proposition of Telemedicine in Total Joint Arthroplasty. Scientific Exhibit.