

Stanford Medicine Center for Improvement CONNECTOR

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Meet Dr. Paul Maggio, MD, MBA, FACS, SHC's new Chief Quality Officer and Co-Executive Director of SMCI

By Elizabeth Joyce Freeman, Senior Advisor, SMCI

Dr. Paul Maggio became the new Stanford Health Care (SHC) Chief Quality Officer this month. He is also the new Co-Executive Director of the Stanford Medicine Center for Improvement (SMCI). His previous roles include Vice Chair of Surgery for Clinical Affairs, Associate Chief Medical Officer of Operational Effectiveness, and Associate Director of the Adult Intensive Care Unit. He trained in General Surgery at Brown University and obtained advanced training in Adult Surgical Critical Care and Trauma at the University of Michigan. He holds a Master of Business Administration from the University of Michigan and is triple board certified in General Surgery, Critical Care, and Medical Informatics. In addition to being a clinician and surgeon, Dr. Maggio participates in the National Committee on Healthcare Engineering for the American College of Surgeons, and his research interests are focused on the delivery of high-value care. Paul has been a model practitioner and champion of improvement his entire career.

When did you first become interested in improvement science?

I was mentored by Paul Taheri, MD, MBA. Paul served as the Division Chief of Trauma, Burn and Critical Care at University of Michigan in Ann Arbor, where he completed his MBA at the Ross School of Business. He is now the CEO of Yale Medicine. Paul taught me the important role clinicians can play in leading performance improvement in healthcare, and that improvement in healthcare is less about the individual and more about the delivery system.

You were one of the initial groups of Physician Improvement Leaders (PIL) within Stanford Medicine. How has the role of the PIL evolved?

The Physician Improvement Leader development has been terrific. Although they were initially focused on overseeing projects directly related to the Improvement Capability Program, their roles

have expanded over time, and now most Physician Improvement Leaders manage a portfolio of work aligned to Stanford's Operational Plan. As the Physician Improvement Leader in Surgery, I have used my role to support many of the other programs including Value-Based Care, the Unit-Based Medical Directors, and Wellness.

You have been a leader in quality improvement at Stanford Medicine for many years. How have you encouraged others to focus on quality and the various external measurement systems such as Vizient?

I think it's important to understand the value and limitations of each measurement system. In Surgery, we have used registries such as NSQIP for some time. While data collection for NSQIP is more robust than systems that rely on administrative data, the sample size is small, and it takes a long time before we see the risk-adjusted data. Vizient is just the opposite; the data is often criticized because it's only as good as the administrative data it's derived from, but the timeliness of the reports makes it useful for driving continuous improvement. Through the urging of our prior Chief Quality Officer, Karen Frush, each department has created a standardized dashboard using Vizient data. We now understand how to interpret each other's dashboards and performance and that performance is now visible.

You created and led the Cost Savings Reinvestment Program (CSRP) at Stanford Medicine. To what do you attribute the success of this program?

For Stanford, CSRP has provided an incentive for physicians to engage in cost savings. Physicians know the clinical workflows and clinical evidence, but traditionally this has not been something they have considered to be within their purview. Giving physicians the opportunity to identify, choose, and lead these efforts has really been exciting. Not only has the program resulted in significant savings, I think physicians find the autonomy in leading these projects motivating.

How have you taken care of yourself during the past 18 months of unrelenting work demands?

Becoming comfortable with taking some Zoom meetings from home has helped me manage some of the challenges of having kids home for school during the day. Although I don't do it often enough, doing things outdoors with my family has been great. We've spent more time this year walking, hiking and biking than we have ever done together in the past. Like a lot of people, I have recently acquired a Peloton bike and really enjoy it. I especially enjoy when I see fellow Stanford Medicine riders on my rides!