

PROMOTION RECOMMENDATION
THE UNIVERSITY OF MICHIGAN
MEDICAL SCHOOL
DEPARTMENT OF SURGERY
STEPHEN M. ROSS SCHOOL OF BUSINESS

Amir A. Ghaferi, M.D., assistant professor of surgery, Department of Surgery, Medical School, and assistant professor of business, Stephen M. Ross School of Business, is recommended for promotion to associate professor of surgery, with tenure, Department of Surgery, Medical School, and associate professor of business, without tenure, Stephen M. Ross School of Business.

Academic Degrees:

M.S.	2010	Rackham Graduate School, University of Michigan
M.D.	2005	Johns Hopkins University
B.S.	2001	University of California, Los Angeles

Professional Record:

2012-present	Assistant Professor of Surgery, University of Michigan
2012-present	Assistant Professor of Business, Stephen M. Ross School of Business

Summary of Evaluation:

Teaching: Dr. Ghaferi is a dedicated educator and delivers supportive instruction to undergraduate, graduate and medical students, general surgery residents, research fellows, junior faculty, and his peers. He currently serves as an instructor for the third and fourth year medical student clerkships and as an instructor for general surgery residency, leading laparoscopic skills labs, seminars in health policy, clinical teaching and teaching conferences, and mentoring on health policy. Dr. Ghaferi spends over 1,000 hours per year on teaching activities. He has served on a dissertation committee through his appointment with the Ross School of Business, Management and Organizations Department. Dr. Ghaferi has received numerous teaching awards, including the Arnold G. Coran Faculty Excellence in Teaching Award, Galens Society Honorary, Department of Surgery Silver Scalpel Medical Student Teaching Award, Galens Society Prefect, Galens Society Silver Shovel Award, and Senior Award (awarded by graduating medical students). Rankings on his teaching evaluations are in the superior category and he is duly noted for his careful listening, knowledgeable and constructive feedback, calm demeanor, and patient advocacy. Dr. Ghaferi has developed the Failure to Rescue In-service and various seminars on health policy. He is a course director on outcomes research and career development for national and international society symposia. Dr. Ghaferi served as the director for the medical student clerkship for over four years at the Ann Arbor VA Hospital, and is a member of the General Surgery Graduate Medical Education Committee.

Research: Dr. Ghaferi's scholarly activity is in the area of organizational design in the delivery of high quality surgical care. His current research seeks to assess the micro-system resources, safety attitudes and culture, and safety-related practices and behaviors potentially related to "failure to rescue," a well-known topic also being studied by the medical community and leadership organizations as they create health policy reform. Dr. Ghaferi employs a mixed methodology to analyze data to understand how and whether hospitals and health teams are able to recognize and effectively manage postoperative complications in order to promote safety and efficiency. His continued investigations include collaboration with colleagues in management and organizations at the Ross School of Business. Dr. Ghaferi's research has made an impact with 46 peer-reviewed publications in prestigious journals such as *Annals of Surgery*, *Journal of the American College of Surgeons*, *British Journal of Surgery*, and *Medical Care*, and five book chapters. He is the recipient of several research awards attesting to the importance of his work; most recently he was awarded the Center for Healthcare Research and Transformations Policy Fellowship. National and private organizations such as Department of Health and Human Services, Blue Cross Blue Shield of Michigan, and Patient Centered Outcomes Research Institute have awarded \$3-million in grants to Dr. Ghaferi to continue his research. Dr. Ghaferi is invited to present at the major society meetings in his field where he is pursued and elected to chair committees and serve on boards, such as president-elect for the Surgical Outcomes Club and Councilor for the Association for Academic Surgery. International prominence is noted by visiting professorships with the Royal Australasian College of Surgeons, Taiwan Surgical Association and University of Sydney Concord Hospital. Dr. Ghaferi is also recognized for his leadership in his field by serving as the section editor, bariatric surgery for *Current Surgery Reports* and as an associate editor for *Journal of Surgical Research*.

Recent and Significant Publications:

Sheetz KH, Waits SA, Krell RW, Campbell DA Jr, Englesbe MJ, Ghaferi AA: Improving mortality following emergent surgery in older patients requires focus on complication rescue. *Ann Surg* 258:614-617, 2013.

Sheetz KH, Krell RW, Englesbe MJ, Birkmeyer JD, Campbell DA Jr, Ghaferi AA: The importance of the first complication: understanding failure to rescue after emergent surgery in the elderly. *J Am Coll Surg* 219:365-370, 2014.

Ghaferi AA, Dimick JB: Understanding failure to rescue and improving safety culture. *Ann Surg*. 261:839-840, 2015.

Nagendran M, Dimick JB, Gonzalez AA, Birkmeyer JD, Ghaferi AA: Mortality among older adults before versus after hospital transition to intensivist staffing. *Med Care* 54:67-73, 2016.

Ghaferi AA, Dimick JB: Importance of teamwork, communication and culture on failure-to-rescue in the elderly. *Br J Surg* 103:e47-51, 2016.

Service: Dr. Ghaferi has demonstrated a significant level of service, as he is currently an elected member of the University of Michigan Faculty Senate, core faculty for Health Policy: Programs, Systems and Economics Path for Excellence, MICHR Clinical Trials, and General Surgery Graduate Medical Education Committee. With outstanding organizational training and ability, Dr. Ghaferi has been chosen to chair and serve as a leader with multiple national and international societies such as the Executive Council and Nominating Committee for the Association for Academic Surgery; Social Media Sub-Committee for the American College of Surgeons; SAGES Quality, Outcomes, Safety Committee; president-elect/secretary for Surgical Outcomes Club; co-chair Royal Australasian College of Surgeons Developing a Career in Academic Surgery; and International Forum on Quality and Safety in Healthcare Program Committee. With expertise on his subject matter, Dr. Ghaferi's opinion is valued as a reviewer by 12 journals and his service with the afore-mentioned two editorial boards.

Professional Work: Dr. Ghaferi is highly skilled at performing minimally invasive laparoscopic and bariatric surgery. As the director of the Bariatric Surgery Program at the Ann Arbor Veterans Administration Health System, Dr. Ghaferi assembled collaborative services and staffing and obtained funding which was the attraction that made this program successful. He is also the division chief of General Surgery at the AAVAH. Under his direction, the newly created team of general surgeons has increased the surgical complexity of cases, developed a multidisciplinary liver tumor board, and increased the volume of the colorectal surgery program.

External Reviewers:

Reviewer A: "There is no question that Amir is one of the pre-eminent surgical health services researchers in the country... The quality of his work is always outstanding. The quantity of his work since becoming faculty is impressive, particularly when taken in conjunction with leadership roles he has taken on locally and nationally. Not only is he an international expert in failure to rescue, but he also has a national reputation for his leadership roles in major organizations and societies."

Reviewer B: "Dr. Ghaferi has substantial and significant academic contributions that include distinction in both teaching and discovery, as well as consistent productivity in his primary area of focus; health services and outcomes research. He has a robust level of high-impact grant funding awarded by competitive agencies such as the AHRQ, PCORI and the NIH."

Reviewer C: "As a teacher and mentor, Dr. Ghaferi has demonstrated an unbelievable commitment to teaching. He assists residents and medical students with their career development as they try to navigate their way towards successful careers in medicine. In fact, Dr. Ghaferi was the recipient of the Arnold G. Coran Faculty Excellent in Teaching Award in 2012 and the Department of Surgery Silver Scalpel Medical Student Teaching Award in 2014.... Dr. Ghaferi is one of the most promising academic surgeons at UofM."

Reviewer D: "These three papers, and many more recent ones, have made an important impact not only on the research community, but also have influenced changes in surgical care, such as failure-to-rescue teams at numerous institutions. I believe that patterns of practice have changed

at [my institution], in part, from the body of work that Dr. Ghaferi has produced over the past decade. I can say, without hesitation or qualification, that Dr. Ghaferi rates as one of the top three researchers in the country in the intersection between surgical safety and health services research.”

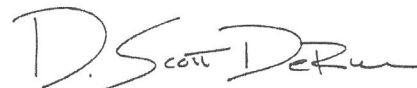
Reviewer E: “...I believe that Dr. Ghaferi is a rising star in academic surgery, and specifically in the arena of health services research. His name is synonymous with the concept of ‘failure to rescue’ as a metric that is important for understanding and studying surgical outcomes...”

Summary of Recommendation:

Dr. Ghaferi is an exceptional surgeon and a dedicated teacher who is recognized nationally and internationally for his work in quality improvement. We wholeheartedly recommend Amir A. Ghaferi, M.D. for promotion to associate professor of surgery, with tenure, Department of Surgery, Medical School, and associate professor of business, without tenure, Stephen M. Ross School of Business.



Marschall S. Runge, M.D., Ph.D.
Executive Vice President for Medical Affairs
Dean, Medical School



D. Scott DeRue
Edward J. Fry Dean of Business
Stephen M. Ross School of Business

May 2017