

PROMOTION RECOMMENDATION  
THE UNIVERSITY OF MICHIGAN  
MEDICAL SCHOOL  
DEPARTMENT OF SURGERY

Amir A. Ghaferi, M.D., M.S., associate professor of surgery, with tenure, Department of Surgery, Medical School, is recommended for promotion to professor of surgery, with tenure, Department of Surgery, Medical School.

Academic Degrees:

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

Professional Record:

2017-present	Associate Professor of Surgery, with tenure, University of Michigan
2017-2020	Associate Professor of Management and Organizations, without tenure, University of Michigan
2012-2017	Assistant Professor of Surgery, University of Michigan
2012-2017	Assistant Professor of Management and Organizations, University of Michigan

Summary of Evaluation:

Teaching: Dr. Ghaferi is a dedicated teacher and mentor to over 50 undergraduates, graduate and medical students, residents, and post-doctoral fellows. He teaches medical students, residents, and fellows in the clinic and operating room, gives didactic lectures on topics such as the surgical management of obesity and gastroesophageal reflux, and co-leads a curriculum on health policy and economics in the medical school. Through his teaching efforts, he devotes a significant amount of his attention to developing and mentoring the next generation of academic physicians and surgeons. Institutionally, Dr. Ghaferi is focused on the development of students and residents through didactics and practical learning sessions on not only the diagnosis and management of surgical diseases, but also treatment of patients in the social context of their environment. As the associate director of the Medical School's Health Policy and Economics Path of Excellence, he advises dozens of students on the broader societal implications of medicine and how as individuals they can have an impact beyond the clinical setting. He is highly rated on his teaching evaluations with perfect scores when asked about his ability to serve as a role model. The comments from students and residents are uniformly laudatory and focus on his innate ability to convey important clinical information in a clear and logical manner. His national and international contributions to education include numerous invited lectureships, curriculum development, and convening of annual fundamentals courses for students, residents, and fellows.

Research: Dr. Ghaferi is a highly productive and internationally recognized clinician-scientist. His research program focuses on understanding, developing, and implementing novel interventions aimed at improving the rescue of patients from major postoperative complications. His research has led to 119 publications in peer-reviewed journals, including the *New England*

*Journal of Medicine, Journal of the American Medical Association, Health Affairs, JAMA Surgery, and Annals of Surgery.* His work is widely recognized outside the medical community by organizational scholars in the business and management world. He has published in *Harvard Business Review* and served on dissertation committees for doctoral candidates in the Stephen M. Ross School of Business. Throughout his career, Dr. Ghaferi has maintained extramural research funding from the National Institutes of Health, Agency for Healthcare Research and Quality, Patient Centered Outcomes Research Institute, Blue Cross Blue Shield of Michigan, and the United Kingdom's National Institute for Health Research. His research has garnered national and international recognition through his participation on expert panels, over 42 invited extramural presentations, development of national and international guidelines, and a standing membership on an AHRQ study section.

Recent and Significant Publications:

McGovern KM, Wells EE, Landstrom GL, Ghaferi AA: Understanding Interpersonal and Organizational Dynamics Among Providers Responding to Crisis. *Qual Health Res*: 1049732319866818, 2019.

Ward ST, Dimick JB, Zhang W, Campbell DA, Ghaferi AA: Association Between Hospital Staffing Models and Failure to Rescue. *Ann Surg* 270(1): 91-94, 2019.

Ghaferi AA, Varban OA: Setting Appropriate Expectations After Bariatric Surgery: Evaluating Weight Regain and Clinical Outcomes. *JAMA* 320(15): 1543-1544, 2018.

Smith ME, Wells EE, Friese CR, Krein SL, Ghaferi AA: Interpersonal And Organizational Dynamics Are Key Drivers Of Failure To Rescue. *Health Aff (Millwood)* 37(11): 1870-1876, 2018.

Ghaferi AA, Myers CG, Sutcliffe KM, Pronovost PJ: The Next Wave of Hospital Innovation to Make Patients Safer, *Harvard Business Review*, 8: 1-11, 2016.

Service: Dr. Ghaferi has an extremely strong record of service locally, nationally, and internationally. He has served on several hospital, Medical School, and university committees related to education, clinical operations, quality and safety, and university governance. He currently serves the Department of Surgery as the vice chair for strategy and finance and previously served as the division chief for general surgery and the founding director of bariatric surgery for the Ann Arbor Veterans Affairs Healthcare System. He also served as the inaugural University Hospital Operating Rooms surgical director and is currently the University of Michigan Medical Group's associate medical director for ambulatory surgery across the health system. Within the university community, Dr. Ghaferi was elected by his Medical School colleagues as a representative on the university-wide Faculty Senate. He has also chaired and served on committees within the health system focused on patient quality and safety and clinical operations. Nationally, he has held several key leadership positions across major societies. He was recently voted the president-elect of the Association for Academic Surgery where he has also previously served in numerous leadership roles. He is also the immediate past-president of the Surgical Outcomes Club where he has created synergies with other national societies and forged collaborations with major medical journals. Dr. Ghaferi reviews for over a dozen high impact journals, and serves on several editorial boards, including the highest impact surgical journal –

*JAMA Surgery*. He is also the associate editor for the *Journal of Surgical Research*. Dr. Ghaferi has a strong international presence and has championed an international course for aspiring academic surgeons across the globe through a strong partnership with the Royal Australasian College of Surgeons. His international presence and service is particularly strong in the areas of patient safety and quality; bariatric surgery; and early career development.

External Reviewers:

Reviewer A: “There is no question that Amir is one of the pre-eminent surgical health services researchers in the country. This is evidence in part by the Service of Distinction Medal he was awarded by the American Society of Metabolic and Bariatric Surgery, in 2018...Not only is he an international expert in failure to rescue, and regularly invited to present internationally, but he also has a national reputation for his leadership roles in major organizations and societies.”

Reviewer B: “His CV touts an impressive 115 peer-reviewed journals and publications of which he is first or senior author on over one-half. With multiple publications in high impact journals including *Annals of Surgery*, *Annals of Surgical Oncology*, *JAMA* and *JAMA Surgery*, Dr. Ghaferi’s work is both impressive and impactful.”

Reviewer C: “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 D: “His singular subject with a multipronged approach to investigation highlights his commitment to understand this issue in surgical patients and how we can improve safety of surgery in US hospitals...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 has been the recipient of multiple awards which attest to his tireless dedication to teaching.”

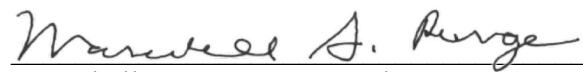
Reviewer E: “Surgeons must do more and Dr. Ghaferi defines what more should look like...He has been involved in leading committees in both the Association of Academic Surgery and the Society of University Surgeons. He has been a member of the executive committee of both organizations and will ascend to the presidency of the Association of Academic Surgery, for which he is the current secretary. Importantly his commitment to these organizations does not come from a selfish, self-promotion perspective. Dr. Ghaferi genuinely gives of himself to these organizations because he believes in the mission to improve academic surgery and to help the future generation be successful in what they do.”

Reviewer F: “In combination with his research interests, Dr. Ghaferi was not only recognized for excellent surgical outcomes but also putting into place better practice techniques to improve the outcomes of bariatric surgery patients. As such he was named Director of the Michigan Bariatric Surgery Collaborative, and he brings in millions of dollars in funding to oversee and improve bariatric surgery practice across the state.”

Reviewer G: “Despite his relatively recent promotion to Associate Professor, I believe that his record of clinical and academic achievement soundly qualifies him for promotion to Professor with Tenure in the Instructional Track. As the Co-chair of the Faculty Appointments and Promotions Committee for [my department] and a member of the college-wide Faculty Appointments and Promotions Committee at [my institution], I have carefully reviewed my institution’s criteria for appointment to Professor with tenure. Our criteria include a point-based system for scoring clinical, research, education, and service achievements. Based on this review, I have no doubt that Dr. Ghaferi would meet the criteria for appointment to Professor with tenure in the corresponding track at my institution. I am very glad to provide my strongest support for this talented faculty member. Frankly, if there were any way that I could successfully recruit Dr. Ghaferi to my department, I would jump at the chance.”

Summary of Recommendation:

Dr. Ghaferi has established an outstanding reputation for his contributions to health services research. He has distinguished himself through leadership service in prestigious societies and for his internal service. He is a well-respected surgeon, lauded teacher and mentor for the next generation of surgeon-scientists. I am pleased to recommend Amir A. Ghaferi, M.D., M.S. for promotion to professor of surgery, with tenure, Department of Surgery, Medical School.



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

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