Earlier this year, Brigham and Women’s Hospital launched the Brigham Education Institute (BEI), led by Dr. Erik Alexander. The BEI was conceived as part of the hospital’s strategic vision as a central, cross-department resource for medical education and educators. Modeled after the Brigham Research Institute (BRI), the goal of the BEI is to integrate, facilitate and expand medical training and education across BWH and BWFH by:

- Facilitating collaboration among educators in teaching and program development
- Building on the already outstanding educational leadership, offerings and opportunities that exist across the organization
- Collaborating with BWH’s clerkship and residency training directors to support our 200+ training programs and promoting the career development of clinicians.
- Producing tools and processes to grow the awareness, knowledge, and application of the science behind medical education

The BEI is led by an executive committee that provides strategic guidance on BWHC-wide education issues.

During the early phases of the launch, the BEI held several hospital-wide open forums, and reached out to various departments and centers to facilitate collaboration and understand the needs of the education community.

Following the BEI’s launch, five main initiatives have been targeted: (1) building the BWH educator community, (2) providing career growth and educational mentoring, (3) producing educational materials with the BEI as a centralized resource, (4) integrating and standardizing available resources and educational space (5) promoting education research.

As a major step in building community, the BWH Education Leadership Committee (ELC) was formed, integrating representatives from all hospital departments.

(continued on page 2)
The ELC also has a Trainee Working Group which seeks to discuss and integrate trainee-focused needs in conjunction with BWEC and PEC. A medical education journal club was formed to promote cross-specialty (and trainee to faculty) interactions and mentorship, while growing the awareness and understanding of medical education research. Over the last six months, the BEI has also produced multiple educational programs targeted toward advancing the science of medical education – most notably the 5-part series, “Back to the Basics of Medical Education”.

To provide career growth and mentoring, the BEI launched a mentor corner. Programs such as “Demystifying Promotions – Academic Advancement for the Medical Educator Track” have also been established in partnership with the Center for Faculty Development to aid career advancement. Most recently, the BEI is developing means to circulate, promote, and make visible the many educational teaching and leadership opportunities. In the future, the BEI is seeking to develop a BEI Junior Faculty Fellowship in Medical Education to support early career faculty.

The BEI also seeks to collaborate, integrate, and improve educational projects and communications system wide. The BEI has worked to add an “Education & Training” tab to the BWH homepage. In doing so, this has facilitated a central area where education and training opportunities are identified. The BEI website separately hosts a centralized calendar with medical education events from around the BWH, PHS, and HMS communities. A major product - “Things All BWH Educators Should Know” – was produced as a quick reference guide for the education community. Efforts have also been initiated towards integrating and standardizing a central video library of educational resources/events. The BEI has also begun to explore different methods to create educational material using new technology and apps, many of which are available for loan from the BEI.

The BEI looks forward to continued expansion and the process of embracing the BWH community of medical educators & learners, providing novel opportunities for teaching, learning & advancement in the discipline of medical education.
On September 26th, the MassGeneral Hospital for Children hosted the 3rd Annual Pediatric Medical Education Summit, a day-long CME event designed to support clinician educators and promote medical education across the department.

After the annual Heller Lecture in medical education at Pediatric Grand Rounds, given by Dr. Jeffrey Drazen of the New England Journal of Medicine, seventy-nine faculty, residents and fellows participated in the highly interactive day. Dr. Debra Weinstein gave the keynote address, titled “Innovation in Medical Education: Are We There Yet?”. The day included workshops on engaging trainees in research, utilizing EPIC as a teaching tool, teaching trainees how to critically evaluate and apply literature, and transforming didactic talks into interactive case-based learning sessions. Fellows and residents were also offered a panel discussion on career planning with a focus on education. One of the most highly rated workshops was led by residents Marjorie Galler and Madeleine Matthieson, mentored by faculty member Susan Hata, focused on the “Pearls of the Chalk Talk Presentation”.

Over lunch, participants listened to 12 dynamic platform presentations about education projects being led by departmental faculty and trainees. The day concluded with a panel devoted to Med Ed faculty (and trainee) development opportunities.

Participant comments included “All of the resources out there to help with med ed research” “Learned about the Pathways concept at Harvard, how to apply it to my own teaching” “Great techniques for chalk talk” “Resources to get more formal training in med ed.”

In addition to providing important faculty development in education, the Med Ed Summit allows faculty who are already deeply engaged in medical education to lead workshops and develop their own skills as leaders in medical education. The event is open to faculty outside the Department of Pediatrics and is held each year in September. The program is led by Drs. Vandana Madhavan, Benjamin Nelson and Shannon Scott-Vernaglia, with significant support from Ms. Angela Byers, Pediatric Fellowship Manager.

Dr. Kleinman, Physician-In-Chief of the MGHfC, summarized “The Med-Ed Summit is in every way a commencement event. It signifies the accomplishments of those who are our core clinician educators and the opportunities, efforts and plans we have going forward to strengthen our education efforts for MGHfC. I am extraordinarily proud of the leaders who planned and executed this summit along with all of our colleagues who are committed to advancing our educational mission.”

To see more details about the day, you can go to: [https://sites.google.com/site/mghfpemededsummit/](https://sites.google.com/site/mghfpemededsummit/)
The Centers of Expertise are humming with activity, with robust participation in dinner sessions, all four courses/symposia filling to or near capacity, and the year’s second (winter/spring) cycle of grant applications underway. Recent dinner sessions have included:

**Medical Education**
- “The Cognitive Science of Teaching and Learning - Strategies to improve” – Keith Baker, MD, PhD
- “Careers in Medical Education” – Robert Boland, MD, Roy Phitayakorn, MD, Stan Ashley, MD, and Mary Ellen Goldhamer, MD, MPH

**Healthcare Quality and Patient Safety**
- “Surgical Disparities Research: From Outcomes Studies to Impact on National Policy” – Adil Haider, MD
- “Speaking up Across Power Differentials: A Strategy to Improve Our Learning and Our Patients’ Safety” – May Pian-Smith, MD

**Global and Humanitarian Health**
- “Compassion Fatigue in Global Health” – Geren Stone, MD
- “Humanitarian Assistance in War and Conflict” – Michael VanRooyen, MD
- “The Transformative Potential of Medical Education: The Haiti Experience” – Michelle Morse, MD

**Health Policy and Management**
- “AMC healthcare executive... transition to the start up world” – Sanjay Pathak, MD
- “Through the Patient's Eyes: the value of patient engagement and measuring the patients' experience of care” – Susan Edgman-Levitan, MD
- “Learning to Fly: The Iora Health Experience of Building a new for-profit, consumer-centric, value based provider group from scratch” – Rushia Fernandouplle, MD

On November 12, 2016 the Center of Expertise in Global and Humanitarian Health hosted its inaugural Global Health Symposium. Over 60 trainees gathered at HMS’s Tosteson Medical Education Center for a series of interactive sessions focused on important topics in Global Health.

Dr. Bob Einterz, director of the AMPATH Consortium (Academic Model for the Provision of Healthcare), associate dean for Global Health and the Donald E. Brown Professor of Global Health at Indiana University, was featured as the plenary speaker. Mark Siedner, MD, MPH, Assistant Professor, Clinician and Researcher in the Division of Infectious Diseases at MGH and Serena Patricia Koenig, MD, MPH, Assistant Physician, Divisions of Global Health Equity and Infectious Diseases at BWH led a session on building a research career in global health. Joia Mukherjee, MD, MPH Associate Physician in the BWH Division of Global Health Equity and Chief Medical Officer for Partners In Health (PIH) and Lisa Cosimi, MD Associate Physician in the Divisions of Global Health Equity and Infectious Diseases at BWH and Director, Partnership for Health Advancement in Vietnam, led a session on implementing global health programs. Over lunch, participants engaged in specialty-specific conversations about the challenges and opportunities of global health.

Joseph Rhatigan, Jr., MD Associate Chief in the BWH Division of Global Health Equity, Director of BWH Hiatt Global Health Equity Residency Program and Geren Stone, MD, DTM&H, Director of the MGH Global Medicine Program, organized the outstanding program. Together they led a closing session on moving forward with Global Health careers. We would like to congratulate Drs. Rhatigan and Stone on the success of this inaugural event, and offer deep appreciation to all of the participating faculty. (continued on page 6)
**Partners GME Focus**

**Brief Notes**

**ACGME Coordinator Advisory Group**

Early in 2016, the ACGME announced the formation of the Coordinator Advisory Group that will “serve as a consultative body to the ACGME administration concerning [the] coordinator’s role, graduate medical education, [the] learning environment, and accreditation matters.” Coordinators with a minimum of five years of experience were eligible to be nominated by their program director or by their Designated Institutional Official (DIO). Nearly 200 applications were received for 13 positions. After a competitive selection process, the Council was officially formed on May 31, 2016.

It is with great pride we announce that Maria DeOliveira, MEd, C-TAGME, Director of Education Administration in the BWH Medicine Department, has been appointed to the advisory group. Maria has over 15 years of experience in the field of Graduate Medical Education. In her current role, she advises senior leadership on education administrative initiatives within the department. We congratulate Maria and are delighted that she will be representing program coordinator interests at a national level.

**Financial Strategies Planning Workshop**

In response to suggestions from Partners trainees the GME office organized a pair of seminars for residents and fellows focused on personal finance. Two financial educators and consultants who specialize in working with physicians, Jason S. Klein & David A. Pitt, served as the speakers on October 25, 2016 at MGH and November 3, 2016 at BWH. The speakers emphasized the importance of beginning to develop a financial plan early on, rather than deferring – as many physicians do – until the later phase of one’s career.

**Fellowship Retreat**

The Clinical Fellows Retreat was held on Tuesday, October 18, 2016 at the Metro Meeting Centers in Boston and was attended by 90 fellows. The keynote speaker was Jeffrey Karp, MD, Associate Professor at Brigham and Women’s Hospital, Harvard Medical School, and Principal Faculty at the Harvard Stem Cell Institute. His presentation was entitled “Stories from Bioinspiration to Innovation”. The retreat offered breakout sessions on a variety of timely topics such as physician wellness, careers in medical education and global health, quality improvement, optimizing feedback, incorporating teaching moments into clinical work, and social media in medicine. The fellows also had the opportunity to learn from business and legal experts about common legal issues in training, financial planning, and employment contract negotiation.

**New Innovations Training**

New Innovations, the provider of the residency management software application used by all ACGME-accredited training programs at Partners, sponsored a New England-area GME user conference on September 20, 2016. The conference was held at Brigham and Women’s Hospital. ACGME Designated Institution Officials from 5 hospitals and about 20 other GME staff members attended. The agenda included an overview of aspects of the software with which many users are unfamiliar, a demo of the new iPhone app which provides an alternative way for faculty and residents/fellows to evaluate each other, and group discussions on topics of interest. The meeting was attended by John Co, MD, MPH, DIO and GME Director, Carolyn Ellis, Julie Doherty, Anne Rigg, and Diane Sheehan from Partners GME. The day after the user conference, the GME office provided two half-day training sessions to GME residency and fellowship coordinators. (continued on page 6)
In addition to continuing dinner sessions and the next cycle of grant awards, upcoming Centers of Expertise activities include the Value Based Healthcare Delivery course (co-sponsored by the COE in Health Policy and Management and Harvard Business School), the Clinical Teaching Skills course sponsored by the COE in Medical Education, and the Health Policy Course sponsored by the Center of Expertise in Health Policy and Management. These courses are currently at capacity but we welcome inquiries from eligible trainees (residents and fellows in Partners GME programs) since last minute openings may become available.

Please reach out to us at centersofexpertise@partners.org. COE current calendar of events can be accessed on the GME website http://www.partners.org/Graduate-Medical-Education/GME-At-Partners/calendar.aspx

**NEW PROGRAM DIRECTOR ORIENTATION WORKSHOP**

Based on the success of the inaugural New Program Director Orientation, held in September 2015, the GME office decided to offer this workshop on an annual basis. The event is designed to provide an overview of the program director role and responsibilities, highlight key ACGME requirements, and provide suggestions relating to core activities (such as trainee recruitment and orientation). Program directors in the role for less than two years are invited to attend with their program coordinators, underscoring the importance of effective teamwork. This year’s workshop took place on September 30, 2016 at the Prudential Center and was attended by twelve pairs of program directors and coordinators.

As in the year prior, the highlight of the event was the opportunity to learn best practices from a panel of experienced program directors and coordinators, which included Dr. Joel Katz and Maria DeOliveira from BWH Internal Medicine, Dr. Keith Baker and Maria DellaRocco from MGH Anesthesiology, Dr. Douglas Drachman and Lisa DeFabritiis from MGH Cardiovascular Disease, and Dr. Donna Polk and Julie Beckerdite from BWH Cardiovascular Disease. The discussion covered a wide range of topics including evaluation systems, educational funding, and collaboration between program directors and coordinators.

**GME OFFICE BOSTON YOUTH SUMMER INTERN**

Every summer for the past two decades MGH has offered internship opportunities to hundreds of Boston youth who are interested in health and science careers. This year the GME office hosted Sebastien Cadostin, a junior at the Boston Latin Academy in Dorchester, as part of the program. Sebastien is interested in the cross section of healthcare and technology. In addition to learning about the various paths to becoming a clinician and/or researcher, Sebastien participated in educational sessions at the MGH and BWH simulations centers. He was particularly fascinated with the inner workings of the mannequins used in simulations. At the conclusion of his internship he noted: “I learned how the mannequins are used but also witnessed their limitations and saw opportunities for improvement. I might someday decide to help design the next generation of models”.

**BRIEF NOTES CONT.**
The beautiful foliage, pumpkin spiced lattes, and the large number of young professionals in suits nervously clinging to their folders as they navigate the hospitals’ labyrinths can only mean one thing: recruitment season is here! Each year, programs participating in the National Resident Matching Program (NRMP) receive communications summarizing the “do’s” and “don’t’s” of a violation-free match season. This year’s announcement highlighted a new policy regarding communication between the programs and the applicants. The policy states that

“for all Matches opening after June 30, 2016, programs are prohibited from requesting applicants to reveal the names, specialties, geographic locations, or other identifying information to which they have or may apply”.

The policy reflects NRMP’s long standing commitment to ensuring that applicants do not feel pressured to reveal their preferences in order to increase their chances of matching with a particular program.

Discussion around the topic of program-applicant communication is not new and led to some specialties and/or individual programs implementing their own policies. For example, in 2007 the American Council of Academic Plastic Surgeons (ACAPS) prohibited post-interview communication and 2nd visits across all plastic surgery programs. In addition, no “thank you” letters from the applicants can be read by the faculty; applicants may communicate only with the coordinator and the trainees. In order to make the recruitment process even fairer, the ACAPS decided that starting in 2015 plastic surgery residency programs are required to send all interview invitations by November 15th.

Some Partners programs have been creating their own policies regarding communication with applicants during the recruitment season. For example, the Radiation Oncology Residency Program, in collaboration with a few other radiation oncology programs, revised their recruitment process in the past academic year. The programs agreed to include a formal, public declaration to commit to the letter and the spirit of the match process including:

- The programs will not ask applicants how high they are on their rank list;
- They will discourage calls, and cards or letters;
- The programs will not directly or indirectly divulge to the applicant their position on the program’s rank list.
- There will be no post-interview communication initiated by PDs or faculty
- Applicants who want more information about the program will be directed to the program coordinators.
- Applicants can report violations of the above stated principles anonymously in an on-line “suggestion box”.

We hope that the new NRMP policy will encourage all programs to re-examine their recruitment processes. We wish all of our programs a fruitful recruitment season and a successful Match. For any questions regarding recruitment policies please contact Alicja Martins at amartins4@partners.org.
PEC also discussed a preliminary proposal for cultivating medical education research at Partners. There was enthusiasm for developing a more detailed proposal and acknowledgment of the potential advantages of doing this at the system level.

Resident/Fellow wellness is in the national spotlight and strengthening resources to support trainee wellness is a priority for Partners. Ideas were offered and briefly discussed; a Task Force will seek to develop concrete recommendations. Brief updates were provided on several items including resident sessions on parenting and financial planning. It was noted that the ACGME will soon be soliciting public comment on proposed updates to the Common Program Requirements, including resident duty hours requirements.

Highlights of the November 2016 PEC meeting included:

- Presentation and discussion of concept proposals for two new GME programs. This represented the first part of a new, two-step process for GME program approval. The second step involves a review of a detailed program description and written curriculum.
- Review and approval of revisions to the resident cab voucher process, based on input from a work group. A new document will be circulated after the GME Office communicates with affiliates and works out additional details.
- Discussion of a summary of the non-accredited fellow survey results, aggregated across all Partners programs. Results were generally quite strong, but a few issues possibly representing improvement opportunities were identified for follow-up.

An overview of the Program Director review process and system-level results was also discussed as well as pre-employment drug testing that is being rolled out for other employee groups and will include trainees.
The first BWH Education Committee meeting for academic year 2016-2017 was held on September 16, 2016. Following a brief introduction of the new committee members and the approval of the minutes from the prior meeting, the committee approved the appointment of new fellowship directors for Surgical Critical Care and Medical Microbiology, as well as trainee complement increases in the Epilepsy, Neurosurgery, and General Surgery programs.

The committee considered a report on duty hours compliance, and discussed recent RRC correspondence. Recommendations from the Internal and Special Reviews were reviewed and themes across programs were discussed; BWHEC approved these reports. Programs’ responses to prior Internal Review reports were evaluated to ensure that improvements are underway.

Jo Shapiro, MD and Sonali Desai, MD presented to the group on the topic of improving Morbidity and Mortality conferences as part of the institution’s focus on Just Culture and Patient Safety. The agenda concluded with a presentation by Erik Alexander, MD about the Brigham Education Institute, and a discussion led by Joel Katz, MD and Maria DeOliveira from the Department of Medicine about preparing for an ACMGE self-study.

The next meeting will be held on Thursday, March 10, 2017 at 9 am in the Zinner Board Room.

The MGH GMEC meeting was held on Friday, October 14, 2016. New members were welcomed at this first meeting of the academic year.

A full agenda was presented including:

- New Internal Review Reports, Internal Review Responses and Special Review Responses were reported and discussed.
- The responsibilities of the Self-Study Program Committee and its role in the self-study process were outlined. Danielle Abraham, the coordinator for Thoracic Surgery, reported on the program’s preparations for their self study upload at the end of January.
- There were three program directors approved: Aleena Banerji, MD for Allergy and Immunology; Kevin Heist, MD for Clinical Cardiac Electrophysiology; and Douglas Maus, MD for Clinical Neurophysiology.

The next GMEC meeting will be held on Thursday, February 2, 2017 at 1 pm in the Trustees Room at MGH.
**EDUCATION COMMITTEES**

**BWHEC**
- March 10, 2017 9:00-11:00am in Zinner Boardroom
- June 9, 2017 at 9:00-11:00am in Zinner Boardroom

**PEC**
- February 27, 2017 at 3:00-5:00pm in Prudential Center
- April 24, 2017 at 3:00-5:00pm in Prudential Center

**GMEC**
- February 2, 2017 at 1:00-2:30pm in MGH Trustees
- April 7, 2017 at 10:00-11:30am in MGH BUL-222

**PROGRAM DIRECTOR WORKSHOPS**

“A New View of New Innovations: Tools for the Program Director: A (re) introduction to tools, dashboards, and useful reports to help run your training program” Shawn Leslie, New Innovations Account Specialist
- January 5, 2017 at 8:00-9:30am in MGH – Yawkey 4th Floor Room 810
- January 13, 2017 at 8:00-9:30am in BWH Zinner Breakout Room

**1st Annual GME Program Director Retreat**
- May 5, 2017 at 8:00am-2:00pm at the Assembly Row

**COORDINATOR WORKSHOPS**

**Coordinator Best Practices: Technology in Program Management**
- January 17, 2017 at 10-11:30am in MGH Yawkey 4-910
- January 26, 2017 at 10-11:30am in BWH Duncan Reid Conference Room

**New Innovations Training: Evaluation Builder, Sessions & Reports**
- February 6, 2016 at 9:00-11:00am in Computer Lab 1404 - 125 Nashua Street
- February 8, 2016 at 9:00-11:00am in Computer Lab 4 - 012 - One Brigham Circle

**TRAINEE RETREATS**

**Partners Core Curriculum Retreat**
- March 8, 2017 at 8am-3:30pm at Metro Meeting Centers
We would like to acknowledge the following Program Directors who have recently stepped down and thank them for their contributions to medical education:

Andrew Cole, MD, MGH Clinical Neurophysiology  
Eric Halvorson, MD, BWH Plastic Surgery Trauma Reconstruction  
Edward Kelly, MD, BWH Surgical Critical Care  
Aidan Long, MD, MGH Allergy and Immunology  
Robert Novelline, MD, MGH Emergency Radiology  
Marcela Del Carmen, MD, MGH Health Policy and Management  
Jeremy Ruskin, MD, MGH Clinical Cardiac Electrophysiology  
Christie Sams, MD, BWH Psychiatry  
Jeremiah Schuur, MD, MHS, BWH Health Policy Research and Translation

Congratulations on recent approval of the following programs by the Partners Education Committee:

MGH Selective Pathology  
Vania Nose, M.D., Program Director  
MGH Addiction Medicine  
Sarah Wakefield, M.D., Program Director

Michele Anderson, MGH Maternal Fetal Medicine  
Martina Bragg, BWH Health Policy Research and Translation  
Tania Dash, MGH Neurodegenerative Disease  
Mary Keo, MGH Dental  
Kaitlin Mooney, BWH Psychiatry  
Matthew O’Brien, MGH Reconstructive and Aesthetic Breast; and Craniofacial Surgery  
Ashleigh Rowan, MGH Female Pelvic Medicine and Reconstructive Surgery  
Jesse Vega, MGH Neurological Surgery  
Julie Wusenich, MGH Gastroenterology
Brigham and Women's Hospital (Neville) 617-732-8540
Massachusetts General Hospital (Bulfinch) 617-726-5440
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