



FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL
AND MASSACHUSETTS GENERAL HOSPITAL

PARTNERS GME FOCUS

A newsletter for GME program directors and staff

Volume 2, Issue 1

April, 2009

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Brought to you by the Partners Graduate Medical Education Office, the Partners GME Focus is a newsletter designed to highlight news items, emerging requirements, GME offerings, and reminders.

Partners GME Strategic Initiatives: The Role of Education Specialists

In the spring of 2007 the Partners Physician Education Strategic Planning Work Groups recommended that expert consultants be available to help GME program directors develop and refine their programs' curricula and optimize the methods and tools for delivering the curriculum. This recommendation led to the creation of the new role of "Education Specialist". Two highly qualified individuals were recruited and have made substantial contributions over the past year: Susan Farrell MD, EdM, and Susan Muret-Wagstaff PhD, MPA (see biographical sketches below).

The Education Specialists' initial work with Program Directors focuses on the following priorities:

1. assessing and guiding revisions of programs' written curricula in terms of overall sufficiency and fulfillment of ACGME and ABMS requirements and
2. suggesting ideas for improving curricular content and its communication to the faculty and trainees.

One program director characterized the opportunity in this way: *"Meeting with an education specialist in general is a great idea, and I would recommend it to all program directors. It forces you to take a step back and think about what and how you teach. Although I think we generally do a good job educating our residents, we can always improve, and that reflection helps identify areas for improvement."* - Douglas Smink, MD, PhD, Associate Program Director, BWH General Surgery Residency; Associate Medical Director, STRATUS Center for Medical Simulation

The Education Specialist role will evolve over time. Future goals include advising on the incorporation of new teaching tools and methods for delivering the curriculum, and advising on optimal systems for obtaining and utilizing regular evaluation and feedback for trainees, faculty, program leadership, and the program overall. Other activities may include:

- working with GME staff on the expansion, enhancement and updating of a core curriculum addressing topics and skills relevant to all specialties (including the ACGME-defined "core competencies");
- helping Program Directors to develop remediation plans for

PARTNERS ORIENTATION 2009



The GME office frequently posts updates regarding Partners Orientation 2009 for residents, fellows and interns on our web link: [Orientation 2009](#)

Partners Accreditation, Program and Education Committee Support (APECS)

Do you need to:

- request a

complement
increase?

- respond to the RRC?
- prepare for a site visit?

APECS guides for program directors are posted on the GME web site:

[GME Program Director Information page](#)

Partners GME Focus

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Please email Angela Byers with suggestions or contributions to our newsletter.

- individual trainees with academic difficulty;
- piloting an "objective structured clinical examination" for entering interns/residents across all specialties.

To help guide the further development of this program, program directors who have been contacted by the Education Specialists over the past year are being asked to complete a short on-line survey, which is being distributed via email this week.

Susan E. Farrell MD, EdM - Education Specialist

Susan Farrell, M.D., Ed.M. is a medical educator and an emergency physician at BWH. Susan's training in medical education includes the Rabkin Fellowship in Medical Education, Harvard Macy Programs for Physician Educators and Leaders in Medical Education, and seminars at the Derek Bok Center at Harvard University; she received her Ed.M. in 2008 with a focus on assessment, formative evaluation of educational products, and program evaluation. Susan has served as an HMS course director, is the faculty director of the HMS Comprehensive OSCE, developed a national resident-teacher curriculum for emergency medicine, and has been a senior consultant to Harvard Medical International working on clinical curriculum design and assessment.

Sharon Muret-Wagstaff PhD, MPA - Education Specialist

Sharon Muret-Wagstaff, Ph.D., M.P.A., is an assistant professor of medicine at HMS. She is former associate director of the pediatric residency program at University of Minnesota and of the Harvard Pediatric Health Services Research Fellowship Program, both recipients of national teaching awards. At Children's Hospital Boston, she directed a required rotation that comprised 25% of the PGY3 year. She was also founding director of international fellowship programs for mid-career physicians at the Institute for Healthcare Improvement. Sharon has designed training materials and served as senior examiner and training facilitator for the Baldrige National Quality Program. Currently, she is a member of a design team for simulation training in surgery at Harvard-affiliated hospitals. The U.S. Dept. of Veterans Affairs recently appointed Sharon as a judge for the department's quality award for VA teaching hospitals and other institutions.

Centers of Expertise (COE) Updates

The Centers of Expertise (COE) activities are generating substantial enthusiasm among participating residents and faculty. The goal of the COE's, as outlined in previous newsletters, is to allow residents and fellows to explore and gain experience in thematic areas of medicine that apply across specialties. COE's in Patient Care Quality and Safety and in Academic Health Care Management are underway, and a COE in Global Health/Humanitarian Medicine is launching later this spring.

The COE in Patient Safety & Quality had a productive year under the leadership of Tejal Gandhi, MD, MPH, Executive Director of Quality and Safety at BWH, and Gregg S. Meyer, MD, MSc, Senior Vice President, Center for Quality and Safety, MGH-MGPO. In December, the COE sponsored six trainees' attendance at the Institute for Healthcare Improvement's Annual Congress in Tennessee. The COE faculty lead monthly didactic sessions and continue to mentor residents and fellows; an annual program review will be conducted in May.

The COE in Academic Health Care Management kicked off this past winter, led by Michael Gustafson, MD, MBA, BWH Vice President for the Center of Clinical Excellence, and Jean Elrick, MD, MGH Senior Vice

President for Administration. The Co-Directors were joined by BWH President Gary Gottlieb, MD, MBA and MGH President Peter Slavin, MD, MBA for welcome receptions held on each campus. Residents and fellows attending these sessions had an opportunity to hear about these leaders' career paths, and they provided suggestions about management topics they would like to learn more about. In April, Partners Chief Operating Officer Tom Glynn launched a series of monthly meetings with a presentation about "Market Influences on Healthcare".

Please check our website for information about upcoming programs and past sessions: [Centers of Expertise](#)

IOM Duty Hours Report: What's Next?

At the request of Congress in 2007, and conveyed via the the Agency for Health Care Research and Quality (AHRQ), the Institute of Medicine (IOM) charged the "Committee on Optimizing Graduate Medical Trainee (Resident) Hours and Work Schedules to Improve Patient Safety" to evaluate current evidence on the topic, as well as recommend ways to improve conditions for safety during training while maintaining the necessary educational experience to adequately train competent physicians. **This past December, the committee issued a report "Resident Duty Hours: Enhancing Sleep, Supervision, and Safety". The report discussed:**

1. The state of existing evidence
2. The importance and strategies for preventing and mitigating fatigue
3. Ways to optimize education and training in the context of patient safety, including ensuring adequate trainee supervision
4. Improving patient safety and error detection, including enhancing safety culture, patient handovers, and the teaching of quality improvement
5. Recommendations on revising current duty hour standards to help address the above, including more stringent regulations regarding extended shift length, call frequency, and time off.

In February 2009, the Accreditation Council for Graduate Medical Education (ACGME) Board initiated its own process of review of current resident duty hour standards, including several activities:

1. An International Symposium on Resident Duty Hours and the Learning Environment (March 4-5, 2009)
2. A Web Based Survey of DIOs, Program Directors, Faculty, and Residents
3. A request for Organizational Positions from its member and constituent organizations
4. A formal literature review
5. Discussion of the ethically challenging choices of "competing goods" of duty hour and learning environment standards
6. A National Congress on Duty Hour and the Learning Environment, an invitational conference to be attended by persons who can represent the key positions identified from the above data gathering efforts

Using the above information, an ACGME Joint Task Force will be convened to develop an initial draft proposal of revisions to the duty hour and learning environment standards, to be presented to the ACGME Board in February 2010. The ACGME seeks to address the concerns raised by the IOM report, while balancing these with the educational community's concerns about the potential negative effect of duty hour standards on educational outcomes, patient care, and professionalism.

New Innovations Enhancement - Logging In Made Easy

Program Directors, coordinators, residents and fellows may now access New Innovations (NI) quickly and easily, bypassing the log-in step entirely, via the Start menu on Partners work stations. For those who log duty hours or run reports frequently, the enhancement saves significant time. In two clicks, NI is accessible and trainees are taken directly to the duty hours entry page.

Single log in to NI (from a Partners workstation):
Click Start --Choose Partners Applications---Click New Innovations

You may still access NI via the internet if you do not have access to a Partners computer or if you are outside the hospital, via the following link:

<https://www.new-innov.com/Login/Login.aspx?Hospital=PARTNERS>

If you experience any problems, please email:

phsgmeresmtg@partners.org

Partners Fellows Retreat

The Graduate Medical Education Office hosted its 2nd annual Clinical Fellows Retreat on October 29, 2008, with more than 80 clinical fellows in attendance. The event, created for clinical fellows across all subspecialties, was given very high marks. The goal of the retreat is to provide clinical fellows with elements of educational content that are important for clinical training and professional development, but that may be difficult for programs to offer individually. Lectures and small breakout groups addressed a variety of topics such as **Tips for Getting Published, Work/Life Balance, Risk Management, Teaching Skills, Leadership Skills, Cultural Competency, and Communication Skills**. The annual retreat also provides fellows with an opportunity to meet peers across Partners hospitals. If you have suggestions for topics at future events, please contact Shawn Vanner in the Partners GME office at (617) 732-6065.

Comments from fellows:

"Dynamic speakers; addressed relevant issues to our lives."

"... helpful, practical, engaging & empowering"

"I enjoyed the career development aspect of the program."

"Fantastic. Thought provoking."

ACGME to Release Learning Portfolio Tool in 2012

The ACGME, with direction from the new chief executive officer, Dr. Thomas Nasca, is in the process of developing **ACGME Learning Portfolios** for use by all accredited programs, at no cost. The web-based tool will be created with programs and accreditation requirements in mind, to improve and streamline the accreditation process, as well as decrease the burden placed on DIOs (Designated Institutional Officials) and program directors in collating data and materials. The initial rollout of the system is scheduled for 2012, with full implementation expected by 2016.

Residency and fellowship programs will not be required to use the ACGME Portfolio system *initially*, but a future requirement is possible. Full implementation of the tool may provide Site Visitors with reports for RRC site visits, as well as allow GME office personnel to run customized, anonymous, aggregated reports of institutional program data.

The ACGME describes the future portfolio as an "interactive, web-based professional development tool" that allows trainees to create document, share, and reflect on experiences during training and beyond. In addition, due to its "shared" structure, the portfolio tool will enhance the collaboration between various GME stakeholders including residents, program directors, and GME staff. Residents will "own" their individual portfolios on the web, parts of which are private and confidential for the trainees' use, while other areas will house data and documents readily accessible to both program directors and GME directors. An attractive feature of the future portfolios is that trainees will retain access to documentation of training even after graduation from programs.

More information and a demonstration of the pilot learning portfolio is available on the ACGME web site: [ACGME Learning Portfolio](#).

Update from Partners Office of Resources (PORT)

The **Partners Office of Resources for Trainees (PORT)** officially opened its doors in September, with an announcement that was circulated to residents and fellows, program directors, coordinators, department chairs, and education committee members.

Shawn Vanner and Lisa Diprizio, PORT staff, are charged with providing a **single point of support and advocacy for trainees regarding non-academic issues that impact quality of life**. In addition, the PORT office sponsors periodic BWH and MGH Resident/Fellow Town Meetings, and supports annual PHS-wide trainee events such as the Core Curriculum Retreat, Clinical Fellow Retreat, the Chief Resident Course, and Orientation at both hospitals.

A content-rich website is currently being developed, and an advisory committee met to help vet new ideas and prioritize potential initiatives. This group includes trainees, program directors, coordinators, and Dr. Eric Nadel, Associate Director for Partners GME.

Email: phsgmeport@partners.org

Web: [PORT web site](#)

Facilitating Research on Medical Education

Holding a meeting at 7am in July is: a) naive b) clueless c) desperate d) all of the above?

Remarkably, despite that unfortunate timing, a second "brainstorming" meeting focusing on medical education research at Partners drew nearly 50 BWH and MGH faculty participants. This group helped to move forward a key initiative endorsed by the Partners Physician Education Strategic Planning process: the idea of an education research "core" aimed at supporting faculty scholarship, developing new information to guide our own educational programs, and positioning Partners as a leader in medical education research.

Meeting participants reviewed the results of a February 2008 survey, in which 459 PHS respondents indicated their interest and/or experience in medical education-related research. The ensuing discussion helped to shape the following elements of this initiative, several of which have been

successfully launched:

* An **institutional research agenda** has been articulated to highlight areas where PHS has a critical mass of faculty interest, rich resources, and where new research is sorely needed. This agenda includes Assessment, Medical Simulation, and Duty Hours.

* A **Medical Education Research website** provides **RSS feeds** on these topics and on the GME Core Competencies and Clinical Teaching, making it easier for faculty to keep up with new literature in these areas or to perform a literature review as the first step in planning a research project: [Med Education Research Literature Reviews](#)

* An **inventory of funding sources** applicable to medical education research was compiled and made available on the intranet:

[Medical Education Research Funding Sources](#)

* A **semiannual PHS Medical Education Grand Rounds** series has been initiated to highlight the importance of Medical Education research and foster a sense of community among clinical educators. The inaugural Grand Rounds was held in September and featured David Irby, Vice Dean for Education and Professor of Medicine at the UCSF and Co-Director of the Carnegie Foundation's "Preparing for the Professions" project in medical education. The next session will feature Dr. Michael Johns, Chancellor of Emory University and Chair of the Institute of Medicine's committee focused on duty hours ("Committee on Optimizing Graduate Medical Trainee (Resident) Hours and Work Schedules to Improve Patient Safety"). Details on this event will be available shortly at:

[Medical Education Research Events](#)

* **Expert consultation** in statistics or study design is being made available to investigators, funded through PHS GME on a pilot basis. Information and requests forms are available here: [Medical Education Research Consulting Resources](#)

* Assistance in performing **background literature searches** is available through the MGH Treadwell Library and the BWH Library as outlined here: [MGH Treadwell Library Literature Search](#)

* A **list of PHS-generated medical education-related publications** for 2007 and 2008 (as submitted by PHS faculty authors) has been posted on the PHS Medical Education Research website: [Medical Education Research-related Publications](#).

This list will help to keep faculty informed about each other's work and, due to annual updates, the list will serve as one outcome measure reflecting the impact of the Medical Education Research initiative.

* An **inventory of a) current medical education research projects and b) ideas for new research projects** collated from PHS faculty survey results has been posted in order to facilitate collaboration [Medical Education Research Project Inventory](#).

Other projects are in varying stages of implementation:

* A **"Works in Progress" series** is aimed at bringing junior faculty investigators together with more experienced colleagues to discuss research questions, obstacles, exciting results, and follow-up studies. Drs. Jonathan Borus and Graham McMahon have initiated such a group at BWH, which is meeting monthly (contact Kate Latson at kalatson@partners.org to be added to the distribution list). A similar group will begin at MGH; all PHS faculty are welcome to attend either or both. Schedules will be posted on the website in the coming weeks:

[Medical Education Research](#)

* Expert faculty are being engaged as "topic editors" to a) develop a **bibliography of "core" or "classic" papers in each area of our institutional research agenda**, and b) select important new publications to keep this curriculum up to date.

* A day-long **"Primer in Medical Education Research" mini-course addressing knowledge and skills relevant to medical education**

research is being developed for the coming fall as a collaborative effort of HMS and its affiliated hospitals.

Upcoming Internal Reviews

The Partners GME Office will contact programs at the appropriate time to provide information about the process and to offer possible dates for internal reviews. The following programs will be contacted during the current calendar year, prior to designated ACGME midpoints:

PHS Nephrology	MGH Pediatrics
BWH Psychosomatic Medicine	MGH Pediatric Endocrinology
BWH Psychiatry	MGH/McLean Child Psychiatry
BWH Blood Banking	
BWH Plastic Surgery	
BWH Neuromuscular Medicine	
BWH Clinical Neurophysiology	

If you have questions about internal reviews, please contact Angela Byers at abyers@partners.org.

Welcome to the Partners GME Community

Partners would like to welcome the following program directors of fellowships approved by the Partners Education Committee (PEC) in recent meetings:

BWH Colorectal Surgery - Dr. Ronald Bleday
 BWH Cutaneous Oncology - Dr. Andrew Werchniak
 BWH Dermatology-Rheumatology - Dr. Ruth Ann Vleugels
 BWH Interventional Nephrology - Dr. Dirk Hentschel
 BWH Neuroanesthesia - Clinical Neurophysiology - Dr. Linda Aglio
 BWH Transplant Nephrology - Dr. Edgar Milford
 BWH Women's Imaging - Dr. Sughra Raza
 MGH Craniofacial Surgery - Dr. Michael Yaremchuk
 MGH GI Motility - Dr. Braden Kuo
 MGH Schizophrenia - Dr. Oliver Freudenreich
 MGH Transplant Nephrology - Dr. Mario Rubin
 NWH Spine Surgery - Dr. Louis Jenis

SAVE THE DATES

Graduate Medical Education Committee (GMEC) meetings

PEC (Partners Education Committee):

June 26, 2009	3:00 - 5:00 pm	Pru Board Room (11th fl.)
August 5, 2009	3:00 - 5:00 pm	Pru Board Room (11th fl.)
October 14, 2009	3:00 - 5:00 pm	Pru Board Room (11th fl.)
December 9, 2009	3:00 - 5:00 pm	Pru Board Room (11th fl.)
February 10, 2010	3:00 - 5:00 pm	TBD
April 7, 2010	3:00 - 5:00 pm	TBD
June 16, 2010	3:00 - 5:00 pm	TBD

BWHEC:

June 1, 2009	11:00 - 1:00 pm	Shapiro Breakout Rm (2nd fl.)
September 9, 2009	2:00 - 4:00 pm	Shapiro Breakout Rm (2nd fl.)
December 7, 2009	11:00 - 1:00 pm	Shapiro Breakout Rm (2nd fl.)
March 15, 2010	2:00 - 4:00 pm	TBD
June 21, 2010	2:00 - 4:00 pm	TBD

ECOTE:

June 17, 2009	3:00 - 5:00 pm	MGH Trustees Rm (Bul 225A)
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September 30, 2009	3:00 - 5:00 pm	MGH Trustees Rm (Bul 225A)
December 16, 2009	3:00 - 5:00 pm	MGH Trustees Rm (Bul 225A)
March 31, 2010	2:00 - 4:00 pm	TBD
June 2, 2010	2:00 - 4:00 pm	TBD

Chief Resident Course

May 6, 2009 8:30 - 5:00 pm Metro Meeting Center

Orientation (mandatory for incoming interns, residents and fellows)

BWH Interns	June 18, 2009	1:00 - 5:00 pm	Location TBA
	June 19, 2009	9:00 - 4:00 pm	Location TBA

BWH Residents/Fellows July 1, 2009 9:00 - 5:00 pm Bornstein

MGH Interns June 22, 2009 9:00 - 4:00 pm O'Keefe

MGH Residents / Fellows July 1, 2009 9:00 - 5:00 pm O'Keefe

Updates for Orientation 2009 will be posted on the GME web site:

[Partners GME Orientation](#)

Centers of Expertise (COE)

Center of Expertise in Quality & Patient Safety: Monthly didactic offerings are listed on the web site: [COE for Quality and Safety](#)

Center of Expertise in Academic Health Care Management:

Updates may be found on the web site: [COE for Academic Health Care Management](#)

Contact Us

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GME WEBSITE: [Partners Graduate Medical Education](#)

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