Enclosed is the Partners HealthCare System Graduate Medical Education (GME) Annual Report for Academic Year (AY) 2010-11. The activities and accomplishments are the result of a team effort by the dedicated individuals listed below. We would like to thank the leadership of Partners (PHS), Brigham and Women’s Hospital (BWH) and Massachusetts General Hospital (MGH) for their unwavering support, ongoing advice and advocacy of graduate medical education—in particular, Drs. Gary Gottlieb (PHS CEO), Elizabeth Nabel (BWH President), Peter Slavin (MGH President), Anthony Whittemore (BWH CMO), and Britain Nicholson (MGH CMO).

This annual report is intended to provide:
- a current overview of the size and scope of GME at Partners
- an inventory of PHS GME programs
- information regarding educational programs and other activities sponsored by PHS GME
- a snapshot summary of changes and key accomplishments in GME during this academic year.

Special thanks go to Georgi Bland and Patti Salamone for their efforts in producing this report. Comments, suggestions and/or corrections are most welcome, and we are happy to provide more detailed information upon request.

Debra F. Weinstein, M.D.
Partners Vice President, Graduate Medical Education

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Partners Director, Graduate Medical Education

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AY 2010-11 Partners Graduate Medical Education Staff

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Jean Tammaro, Nicole Levesque and Carolyn Ellis: Administrative Assistants
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AY 2010-2011 OVERVIEW

Size and Scope
The size and scope of GME at Partners continued to expand in AY 2010-2011. With the addition of six new fellowships, training programs numbered 235 at the end of the year, with a total of 2089 trainees. 108 of these programs (35 residencies and 73 fellowships, including 1789 trainees) are accredited by the Accreditation Council on Graduate Medical Education (ACGME). 25 additional programs are accredited by other national organizations, such as the Council on Dental Accreditation and various specialty societies. (Table A).

GME Across the System
Partners community and specialty hospitals remain important sites for resident education. Newton-Wellesley Hospital (NWH) sponsors a Partners’ only Transitional Year residency program, and Spaulding Rehabilitation Hospital (SRH) and Salem Hospital/North Shore Medical Center (NSMC) sponsor core residency programs in Physiatry and Internal Medicine, respectively. SRH also sponsors 3 ACGME-accredited fellowships and 1 non-accredited program, and McLean Hospital sponsors 1 nationally accredited interdepartmental GME fellowship and 3 training programs for psychologists. In addition, a large number of Partners programs sponsored by BWH or MGH utilize one or more of the PHS community hospitals as important sites for trainings.

The number of GME programs integrated across the Partners academic medical centers increased to 37 (12 residencies and 25 fellowships). 21 of these programs are accredited by the ACGME, and 6 by other national accrediting bodies (Table B).

Leadership
The GME physician leadership team (Vice President, Director and Associate Directors) remained stable as noted on the cover page. Dr. Harry Rubash, MGH Chief of Orthopedics, continued to serve as Chair of the MGH Executive Committee on Teaching and Education (ECOTE) and Co-Chair of the Partners Education Committee (PEC). Dr. Jon Borus, Chair emeritus of BWH/Faulkner Psychiatry, continued as Chair of the Brigham and Women’s Hospital Education Committee (BWHEC) and Co-Chair of PEC through December, 2010; in January, 2011 Dr. Ron Walls, BWH Chair of Emergency Medicine, assumed these roles. Representation on the three education committees has included residency and fellowship program directors (both ACGME-accredited and non-ACGME programs), hospital and GME leadership, undergraduate medical education (UME) clerkship and/or HMS PCE (Harvard Medical School Principal Clinical Experience) directors, faculty designated as liaisons for patient care quality and safety and medical simulation, and residents elected by their peers.

Education Committee Activities
Oversight of GME programs sponsored by each institution is provided by the hospital-based committees, while PEC approves Partners sponsorship of new programs and applications for national accreditation, develops educational policy, and addresses broader issues related to medical education. Representatives from each of the Partners teaching hospitals sit on PEC. For accreditation purposes, both the hospital-based education committees and PEC serve the function of “Graduate Medical Education Committee” (GMEC) as defined by the ACGME. Members of these committees are listed in Appendix A.

During the 2010-2011 academic year, 9 ACGME-accredited programs sponsored by BWH and MGH underwent internal reviews and each of these was discussed at a GMEC meeting. (For programs integrated across BWH and MGH, the findings and recommendations from these internal reviews were reported to both hospital-based GMECs.) Over the year, PEC formally reviewed 18 programs, (including one sponsored by the Dana-Farber Cancer Institute). Of these, 4 were proposed new programs and 14 were existing programs undergoing review because they were seeking national accreditation, recruiting ECGME trainees, receiving gifts from industry, or undergoing significant restructuring. (Table C)

17 programs underwent ACGME site visits (Table D) during the year and 29 accreditation actions (Table E) by the ACGME Residency Review Committees (RRCs) were reviewed by BWHEC and ECOTE, some reflecting site visits from the prior year and two granting initial accreditation. BWHEC and ECOTE approved the appointment of 13 new program directors. (Table F)
PEC updated and clarified its subcommittee structure. The PEC-appointed Task Force on Evaluation and Feedback was transitioned to a standing subcommittee, charged with enhancing the effectiveness of evaluation and feedback for residents and faculty. Four other subcommittees were also formally approved: the Executive Subcommittee, the Program Review Subcommittee, the Program Size Subcommittee, and the Medical Education Awards Selection Subcommittee.

The processes by which the education committees and GME staff, on their behalf, fulfill selected GMEC oversight responsibilities are discussed below.

**Recruitment**

Annual recruitment to BWH and MGH programs remained strong in AY 2010-2011. As in prior years, a survey of applicants who were ranked highly enough to have matched to programs sponsored by these hospitals—including those who chose to go elsewhere—revealed that each of these two institutions continue to be each other’s strongest competitor, where residency training is not integrated. Personal/family considerations and the high cost of living in Boston continue to be cited as important factors by applicants who chose to train elsewhere. The GME Office provided detailed reports to programs participating in the NRMP (National Resident Matching Program) Main Residency Match, including collated anonymous program-specific survey responses from applicants and national specialty-specific benchmark data.

**GME Office Activities**

Partners GME staff oversee accreditation-related activities; support ECOTE, BWHEC, and PEC; conduct internal program reviews; manage the “New Innovations” residency administrative platform; coordinate program participation in the NRMP; produce a GME newsletter for program directors and coordinators; conduct, analyze and report surveys of GME applicants, residents and fellows; provide support and training for directors and coordinators of the individual training programs; develop and manage the Centers of Expertise for Residents and Fellows; and offer a variety of educational programs. Major annual events include the annual Trainee Orientation Programs (which welcomed approximately 800 residents and fellows matriculating to BWH and MGH programs for AY 2010-11), the Partners Housestaff Core Curriculum Retreat (for interns and first-year specialty residents), Clinical Fellow Retreat, Chief Resident Course, Program Director Workshops, and GME Coordinator Retreats. The GME Office also convenes periodic Resident/Fellow Town Meetings. The GME directors serve as liaisons to external organizations related to physician education (such as the Association of American Medical Colleges Group on Resident Affairs and Group on Educational Affairs); Dr. Weinstein sits on the ACGME Board of Directors. In addition, the GME Directors help to identify appropriate solutions to conflicts that may arise between trainees and program leadership, and assist program directors in addressing concerns about the clinical competence or professionalism of individual trainees.

During AY10-11 Jennifer Goldsmith, MPH, M.Ed, transitioned from the position of Administrative Director to Project Director of Strategic Initiatives, focusing on further development of the Centers of Expertise and the Medical Education Research initiative. Patricia Salamone was recruited to the GME Administrative Director role, bringing a wealth of experience from more than thirty years in several administrative roles at BWH and PHS.
AY 2010-2011 HIGHLIGHTS AND NEW INITIATIVES

- The inaugural PHS Medical Education Awardees were selected by a PEC Subcommittee chaired by Trustee PEC member Matina Horner, PhD. The awardees were celebrated at a dinner in February, 2011, where retiring program directors were also honored. PEC subsequently endorsed two new awards—the "Resident as Teacher" Award and a Mentoring Award—were approved for inclusion in the 2011 categories.

- An intern OSCE ("objective structured clinical examination") was developed after more than a year of planning, and was conducted as a pilot in June, 2011. One hundred interns participated and, based on informal feedback, most found it quite useful. The utility and application of OSCE is being formally evaluated as part of a CRICO-funded study.

- Two new Centers of Expertise (CoE) were initiated, completing the roll-out of CoE’s in the six areas previously selected. The CoE in Research was formally launched in September 2010 with an introduction to resources for researchers presented by CoE co-leads Drs. Barbara Bierer and Rick Bringham. The Medical Education CoE was launched with introductory receptions at BWH and MGH in early 2011, followed by three panel discussions over the next few months that focused on the clinical teacher role, medical education research, and administration/leadership in medical education. The initial sessions were organized by Dr. Debra Weinstein in advance of permanent CoE co-directors being identified.

- An Education Specialist was recruited to focus on enhancing evaluation and feedback for trainees. Dr. Mary Ellen Goldhamer commenced work with the PEC Task Force on Evaluation and Feedback to implement a number of initiatives proposed by that group and endorsed by PEC. As part of this effort, she and Dr. Weinstein conducted a large-scale IRB-approved baseline survey regarding compliance, confidence and quality of evaluation and feedback among trainees and faculty, so that the impact of planned interventions can later be measured.

- The Evaluation and Feedback Task Force appointed by PEC was transformed into a standing Subcommittee, co-chaired by Drs. Keith Baker and Debra Weinstein, working closely with Dr. Goldhamer, and staffed by Cheryl Reif. The group drafted a new evaluation policy, which PEC approved, and developed the first in a series of evaluation templates that can be customized to the individual needs of GME programs.

- The annual Medical Education Visiting Professor/Grand Rounds focused on evaluation and feedback and featured Drs. Eric Holmboe and Bill Iobst—experts in this area—from the American Board of Internal Medicine. In addition to Grand Rounds presentations, they offered a two-day workshop in which more than 100 physicians representing 25 specialties and 12 hospitals across Partners and Massachusetts participated.

- The longstanding series of Program Director Workshops was reorganized by Dr. Dempsey Springfield to represent a more coherent curriculum, which will repeat core topics every few years and rotate other topics to touch on timely issues or other areas of interest. PEC endorsed an expectation that program directors will attend at least three sessions per year, unless they are getting comparable professional development experience elsewhere.

- A process for conducting periodic, modified internal reviews of non-ACGME programs was developed and initiated, with 12 reviews being completed during the year. These reviews are conducted by the GME director assigned to the specialty/department, and include interviews of the training director and fellows, and review of the curriculum, program director questionnaire, PHS fellowship survey results and other materials.

- The PEC Program Review Subcommittee was asked to undertake reviews of all non-accredited programs that were “grandfathered” at the time that the PEC requirement for new program approval was initiated. (Since that time many grandfathered programs had undergone review per ECFMG requirements or in order to receive funding from industry, but approximately 100 programs had not had PEC review at year-end.)

- A Health Policy Certificate Program was launched in conjunction with the Health Policy Center of Expertise, funded by a grant from the Physicians’ Foundation, which will also support analysis of the program’s impact.
Two cohorts of 20 trainees were accepted into the program, which incorporates a didactic curriculum, a mentored scholarly project, and a trip to Washington, D.C. to learn more about the legislative process.

- The GME Directors initiated a series of meetings with each BWH and MGH Department Chair, along with their associated Residency Program Directors. GME Directors provided information about all GME programs sponsored by the department and selected issues and upcoming challenges were discussed.

- The VP for GME began conducting “exit interviews” with departing GME Program Directors (whether leaving the institution or just transitioning out of the role) in order to capture their feedback and suggestions. Key lessons are shared with the GME leadership team and will be used to help strengthen the Program Director Workshop series.

- A new Partners GME web site was launched on June 29, 2011 as part the Partners web site redesign. The new GME sub-site organizes material by “audience” to enable all groups, including prospective, incoming, and current trainees, to find content of interest to them. A new section on Curriculum and Educational Resources was added as a resource for program directors and faculty, and all events are now listed centrally on the GME Calendar.

- In May, 2011 Dr. Debra Weinstein chaired a national conference of GME leaders convened by the Macy Foundation aimed at developing a blueprint for GME reform. The conference was the second in a series of two, and focused on the content and format of GME. (The first conference—chaired by Dr. Michael Johns—concentrated on the organization and financing of GME.) Publications from each of the conferences are available from the Macy Foundation or can be downloaded from their website (www.macyfoundation.org).
2010-2011 GME ACTIVITIES

• Residency/Fellowship Program Oversight

Internal Reviews of ACGME-Accredited Programs
Nine internal reviews were conducted and/or reported to the education committees during the year, as reported below. Efforts were focused on strengthening the follow-up on internal review recommendations. Written responses submitted by the Program Directors were reviewed by one of the GME Directors and presented to the education committee for discussion
• MGH Internal Medicine - Pediatrics Residency
• BWH Surgery Residency
• BWH Colorectal Surgery
• BWH Allergy and Immunology
• PHS Dermatology Residency
• SRH Physical Medicine and Rehabilitation Residency
• MGH Urology Residency
• PHS Orthopaedic Surgery Residency
• MGH Orthopaedic Sports Medicine

Initial Reviews of New Programs and “Grandfathered” Non-ACGME Programs
As of January 2011, in an effort to ensure that all programs meet Partners educational standards, a process was instituted to review all “grandfathered” programs (i.e., those that had not been formally approved by any GMEC). This responsibility was delegated by the Partners Education Committee to its Program Review Subcommittee. The subcommittee, comprised of several program directors and the GME directors, was charged with reviewing program applications, curriculum, evaluation forms, and other pertinent documentation. Following a successful review, program leadership receives a decision letter specifying the committee’s recommendations, response due date, and the approximate cycle for the subsequent internal review. The Partners Education Committee itself continues to carry out reviews of proposed new programs prior to recruitment.

Periodic Internal Reviews of Non-ACGME Programs
In order to facilitate continuous program improvement, the process of periodic internal reviews was expanded to include non-ACGME programs. These internal reviews are conducted by the GME director assigned to the specialty/department under review, and include an interview with the training director and a discussion with current fellows and occasionally recent graduates. The assessment of the program includes a review of a questionnaire completed by the program director and other documents such as the curriculum, as well as the results of the most recent PHS non-ACGME fellow survey. The review cycle of each program is determined according to the findings. During the 2010-2011 academic year, internal reviews were carried out on 5 BWH, 5 MGH and 2 PHS non-ACGME programs:
• BWH Cardiac Surgery (Junior)
• BWH Interventional Neuroradiology
• BWH Minimally Invasive Surgery
• BWH Subspecialty Surgical Pathology
• BWH Women’s Imaging
• MGH Cardiac Imaging (MR-CT)
• MGH Cardiac Surgery
• MGH Interventional Neuroradiology
• MGH Minimally Invasive Surgery
• MGH Subspecialty Surgical Pathology
• PHS Neurocritical Care
• PHS Spine Surgery

Non-accredited Program Survey
The Partners GME Office continued to conduct its annual survey of BWH and MGH fellows in programs not accredited by ACGME and thus not subject to national benchmarks, regulations or oversight. The survey provides useful feedback to individual program directors while facilitating identification of hospital-wide or system-wide is-
issues and trends. Survey questions focus on clinical experiences, the curriculum, research opportunities and overall perceptions of the program. In 2011, 157 fellows responded (73% response rate), representing 76 of 85 programs. Program directors were provided with program-specific aggregated data where at least 4 responses were available (combining multiple years as necessary) to protect trainee anonymity.

As in prior years, the areas evaluated most highly by fellows overall were: program director approachability, quality of clinical teaching, and availability of faculty for clinical teaching. The didactic/conference portion of the program was noted as an area for improvement, as it was rated “fair” or “poor” by 26% of the respondents (deteriorating from the prior year) and was frequently noted in the comments section of the survey. The need for enhanced feedback on performance was also indicated.

- **Educational Programs**

**Resident/Fellow Orientation Programs**

Institutional orientations, coordinated by Partners GME, involve full day sessions for matriculating interns, residents, and fellows, providing an introduction to Partners and its institutions and values. In addition to providing important information about patient care and education, these sessions also establish occupational health clearance and security access. Human Resources representatives verify employment eligibility and present benefits information. During orientation, trainees have access to select local vendors (e.g., health clubs and banks) and institutional resources such as the Employee Assistance Program.

Orientation Programs for incoming interns, first-year specialty residents, and clinical fellows were held on June 17 at BWH and June 22 at MGH, and covered the following topics in-person or via HealthStream on-line training:

- Introduction to Graduate Medical Education
- ACLS
- Benefits
- Centers of Expertise
- Core Competencies
- Credentialing, Licensure and Malpractice
- Duty Hours
- Employee Assistance Program
- Evaluations
- Handoffs
- Introduction to Professionalism
- IT Systems Overview
- JCAHO
- Medical Library Resources
- Medical Records and Physician Order Entry
- Needle Safety
- Occupational Health
- Patient Safety
- Quality of Care
- Risk Management
- Supervision of Trainees
- TB Fit Testing
- Central Line Training
- Dictation
- Documentation
- ESA Training
- HIPAA Compliance
- Infection Control
- LMR
- Quality and Safety
- Safety Course
- Trainee Responsible Physician
- Fire, Safety and Security
- Tuberculosis Course

**Clinical Fellows Retreat**

Approximately 110 fellows attended the annual Partners Clinical Fellow Retreat. The retreat addresses goals to (1) provide trainees with a valuable educational opportunity within a block of protected time; (2) foster learning and relationship-building across specialties; and (3) help program directors fulfill curricular requirements. Topics related to the core competencies, professional development, and work-life balance are presented.

**Core Curriculum Retreat**

All Partners interns and first-year specialty residents were invited to attend the full-day Core Curriculum Retreat; approximately 320 participated this year. As in prior years, the program was repeated on two days (March 21 and 23, 2011) to facilitate clinical coverage so that all could attend. The keynote addresses on “Healthcare Reform” were given by Drs. Thomas Henry Lee, Jr., (3/21) and Elizabeth Mort (3/23). Small group breakout sessions led by experienced faculty educators addressed these and other topics:

- Professionalism: Beyond Platiitudes
- Patients and Physicians: Improving Healthcare Through Communication
- Quality Improvement and Reducing Errors in the Medical Systems
• Balancing Hope and Reality – Discussions on Prognosis  
• Enhancing Empathy in Healthcare Delivery

Chief Resident Course
Approximately 60 incoming Chief Residents participated in the annual full-day Chief Resident Course on May 4, 2011, which focused on clinical and academic leadership skills. Plenary topics were “Challenging Communications” (Dr. Ron Walls); “Supporting Residents with Personal and Professional Difficulties” (Drs. John Herman and Eric Nadel), and “Sculpting a Career” (Dr. Jo Shapiro). The course also included small group breakout sessions, a program director panel, and a panel of outgoing chief residents. Multiple faculty participated in leading sessions or giving presentations including:
• Creating Change: Choosing a CR Project that will have a Positive Impact on the Program
• Time Management
• Clinical Teaching
• Integrating Quality in the Chief Resident Role

Medical Education Grand Rounds
The annual Partners Medical Education Grand Rounds series brings national figures in medical education to PHS for 1-2 days as a Visiting Professor. The featured guest holds large and small group sessions on the BWH and MGH campuses as well as delivering Medical Education Grand Rounds. In the spring of 2011, Drs. Holmboe and Iobst from the ABIM presented a Partners-wide Medical Education Grand Rounds on “Competency-based Medical Education: Key Principles and the Importance of Assessment” and offered a 1-1/2 day workshop on “Evaluation of Clinical Competence: Assessment and Evaluation Skills for Faculty in a New Era.”

The GME office and the American Board of Internal Medicine (ABIM) co-hosted a two day event, “Evaluation of Clinical Competence: Assessment and Evaluation Skills for Faculty in a New Era.” Dr. Eric Holmboe, ABIM Chief Medical Officer and Senior Vice President and Dr. William Iobst, ABIM Vice President of Academic Affairs, held a series of workshops on competency-based education training, direct observation techniques, and understanding clinical thought and effective feedback approaches. Physicians representing 25 specialties and 12 hospitals across Partners and Massachusetts attended the event. The course objectives were to:
• utilize improved direct observation and assessment skills to evaluate trainee clinical competence across the six ACGME general competencies
• demonstrate effective feedback approaches during trainee clinical competence assessment
• recognize and review the evidence and importance of clinical skills in providing high quality care.

Sessions for Medical Educators and Medical Education Researchers
A varied series of weekly sessions for medical educators, organized and led by Drs. Jon Borus and Graham McMahon, continued at BWH. A monthly “Works in Progress” series led by Dr. John Co continued at MGH, allowing faculty to get input from colleagues about medical education research projects at an early stage of development. Faculty from across Partners have been welcome to attend any of these BWH and MGH sessions.

Program Director Workshops
The purpose of the Program Director Workshops is to enhance the program directors effectiveness and satisfaction by providing relevant content and an opportunity to discuss challenging issues with colleagues. Four Program Director workshops were conducted in AY 2010-2011. Each was held twice, once on the MGH campus and once on the BWH campus, with Program Directors from across Partners welcome to attend either workshop. Workshops are two hours long and delivery or dinner are provided. As noted above, the series was reorganized this year by Dr. Dempsey Springfield in order to represent a more coherent curriculum. PEC endorsed an expectation that program directors will attend at least three sessions per year, unless they are getting comparable professional development experience elsewhere.

Interview Techniques: Selecting and Interviewing Resident Applicants
September 7th, 6:00 to 8:00 PM - MGH. Drs. Stephen Black-Schaffer, Jo Shapiro, and Ms. Cheryl Reif
September 8th, 3:00 to 5:00 PM - BWH. Drs. Stephen Black-Schaffer (MGH Pathology), Stan Ashley (BWH Surgery) and Ms. Cheryl Reif
Program Director Workshop attendees were asked to complete an evaluation with approximately half doing so. Responses indicated that the workshops were considered quite valuable, and specific suggestions are used to improve future workshops.

**Program Coordinator Retreat**

Program Coordinators from 20 residencies and 26 fellowships attending this year’s Annual Program Coordinator Retreat. Years of service in the position were acknowledged, with special accolades given to the four coordinators who have been in the position for more than 20 years. Following breakfast and an opportunity to network with peers, Dr. Debra Weinstein presented the keynote address “The Challenges and Importance of Evaluating Residents and Fellows”. GME staff then facilitated breakout sessions focusing on accreditation and site visit preparation, internal reviews, orientation, HealthStream and NI dashboards.

**NI Training**

In addition to presentations at orientation and the spring Annual Coordinators Retreat, Anne Rigg provided 64 one-on-one training sessions to over 50 program directors and coordinators, either in person or via teleconference. During the course of the academic year, New Innovations provided 13 (usually 1-hour) webinars to Partners users on the impact of the new duty hour rules, preparing for the new academic year and major enhancements to the product.

**Centers of Expertise**

The Center of Expertise (CoE) concept was endorsed through the GME strategic planning process in 2008. Since then, six Centers have been launched with a pair of senior Partners leaders serving as co-Directors of each. (Appendix B).

- **Communication Forums**

**GME Newsletter**

Two issues of the GME newsletter – Partners GME Focus – were published in AY 2010-11. The newsletter highlights changes in national and institutional requirements and policies, upcoming GME-sponsored events, reports of important actions taken by the educational committees, new programs and changes in current programs and changes in GME program and GME Office staff. Topics appropriate to the particular "season" of the academic year are included, such as the NRMP match results and trainee orientation.

This year the newsletter was expanded to include more information directed to the Program Coordinators, with articles about retreats and focus groups. In addition, Dr. Graham McMahon wrote on his experience at the University of Tokyo’s International Center for Research in Medical Education. The newsletters can be accessed through the following link:
http://www.partners.org/Graduate-Medical-Education/GME-Office/GME-Newsletter.aspx

**GME Website**

The Partners GME website was launched on June 29, 2011 as part of the Partners website redesign effort. The new GME sub-site organizes material by "audience" to enable all groups, including prospective, incoming, and current trainees, to find content of interest to them. A new section on Curriculum and Educational Resources was added as a resource for program directors and faculty, and all events are now listed centrally on the GME Calendar. GME is the largest "sub site" on the Partners website containing about 163 pages plus approximately 260
documents (policies, presentations, trainee contract templates, etc.) that can be downloaded by visitors. Videos of selected workshops and other presentations are being made available through the web site.

NI Advisory Committee
The NI Advisory Committee met five times to suggest and prioritize enhancements to the system. Many of these suggestions have been operationalized, and major enhancements have been made in the course of the academic year to the Administration, Conferences, Duty Hours, and Evaluations modules. The Administration module now includes a "Program Dashboard" which summarizes the status of all aspects of each residency or fellowship program, including the rate of response on evaluations, compliance with duty hour rules, and completeness of block schedule data. The Conferences module now enables program administrators to customize and send evaluations of conferences (didactic sessions and grand rounds). The interface for the Evaluations module was changed to better organize and clarify the configuration settings and a "program evaluation" was added.

Program Coordinator Exchanges
Three Coordinator Exchange sessions were also held during the year. These roundtable discussions, led by program coordinators, provided an opportunity for in depth discussions focusing on one or two specific topics.

Other Communication Forums
- Biannual Resident/Fellow Town Meetings (BWH and MGH)
- Quarterly Residency Program Director Meetings (BWH)
- Quarterly Fellowship Program Director Meetings (BWH)
- Quarterly Chief Resident Meetings (BWH)
- GME Director meetings with all Chairs and Residency Program Directors
- GME VP Exit Interviews with Program Directors

Trainee Recruitment

NRMP Match
Partners programs matched 99.75% of positions sought via the 2011 National Resident Matching Program (NRMP) Main Residency Match. Participating specialties across the Partners hospitals included categorical, advanced, preliminary, and/or primary care tracks in
- Anesthesia
- Combined Medicine and Pediatrics
- Dermatology
- Emergency Medicine
- Internal Medicine
- Neurological Surgery
- Neurology
- Obstetrics and Gynecology
- Orthopaedics
- Pathology
- Pediatrics
- Physical Medicine and Rehabilitation
- Plastic Surgery
- Psychiatry (Adult and Child)
- Radiation Oncology.
- Surgery
- Transitional Year

Residencies in Urology, Oral and Maxillofacial Surgery and Child Neurology participated in other national matching agencies.
In addition to residency program matches, many Partners programs participated in the following fellowship/sub-specialty matches through the NRMP:

Abdominal Transplant Surgery (1 program),
Allergy and Immunology (2 programs)
Combined Musculoskeletal Subspecialties (3 programs)
Medical Subspecialties (12 programs)
Obstetrics and Gynecology Subspecialties (7 programs)
Pediatrics Subspecialties (3 programs)
Radiologic Subspecialties (5 programs)
Surgical Critical Care (2 programs)
Thoracic Surgery – Cardiac and Noncardiac (4 programs)
Vascular Surgery (2 programs)

Residency Post-Match Survey
The GME Office conducted its annual post-match survey of the >1000 residency candidates who were ranked by BWH and/or MGH programs participating in the NRMP Main Residency Match, in a position where they could have matched. The response rate for the March, 2011 survey was 76% overall (88% among those who matched at a PHS program, and 71%, among those who chose to attend another residency). Aggregated program-level data and anonymous individual comments were provided to each Program Director. Information was sorted according to matched versus ranked-to-match applicants, in order to help the programs better understand differentiating factors for program selection. Information is available to inform the education committees about institutional and system-wide themes or trends. A longitudinal analysis of six years’ data was undertaken by Drs. Phitayakorn and Weinstein to identify factors most influential in applicant selection of a residency program, and to understand whether these vary according to specialty grouping or applicant demographics.
SELECTED AREAS OF GME OVERSIGHT

Resident Supervision

The Office of GME (OGME) maintains a database of current trainee supervision policies from each program to ensure that each clearly describes:

- the designated supervising faculty member for residents who need advice, guidance or other assistance
- whom the resident should contact in the event the designated faculty member cannot be reached
- what the trainee should do if s/he is unable to fulfill clinical responsibilities due to a) unexpected illness, b) significant fatigue, or c) unusually high clinical volume.

In response to the proposed revisions to the Accreditation Council for Graduate Medical Education (ACGME) Common Program Requirements that took effect July 1, 2011, in the fall of 2010, the Director of GME requested that all programs revise their trainee supervision policies to reflect the new standards, including more specific language indicating the levels of supervision provided by training level.

The contract issued to each resident and fellow includes a copy of the Partners Resident Supervision Policy. The policy was revised in April, 2011 to incorporate extensive new requirements regarding attending supervision of residents by PGY level.

Resident Responsibilities

The trainee contract delineates resident responsibilities, including providing patient care with proper supervision, fully participating in the training program’s educational activities, submitting evaluations of faculty and the program, and abiding by institutional policies, including the resident duty hour policies which require residents to report their work hours honestly and accurately. Resident responsibilities are discussed at GME Committee meetings, as well as at program internal reviews.

Resident Evaluation

Evaluation is discussed in detail at internal reviews of individual programs, and at GMEC meetings. The existing Trainee Evaluation Policy was substantially revised during AY 10-11. This policy clearly delineates program responsibilities, faculty responsibilities, program director responsibilities, trainee responsibilities, and institutional responsibilities, to ensure that trainees receive timely, constructive formative and feedback and written assessments to support individual development and achievement in the core competencies.

A Partners Education Committee (PEC) Sub-Committee was commissioned to act as the Steering Committee for the design and implementation of an intensive effort aimed at elevating the quality and consistency of evaluation and feedback at Partners. Specific goals include:

- trainees should receive clear and accurate evaluations and effective feedback, consistently provided at defined intervals
- trainees should understand the basis on which they are being evaluated and the processes involved in conducting assessments and communicating the results
- evaluators, particularly program directors and teaching faculty, should be skilled in assessment and in providing feedback.

Resident Duty Hours

During AY 10-11, trainees in all ACGME-accredited programs were required to complete monthly anonymous duty hour evaluations to report on their experience with duty hour compliance, as well as record their duty hours daily, using the duty hours module in the New Innovations residency management suite during the months of August, November, February, and May. Program compliance was reviewed regularly at the education committee meetings, presented and discussed, at various hospital leadership meetings, and assessed during internal reviews.
Resident Education: Patient Safety and Quality of Care

At the BWH and MGH orientations for interns, first year specialty residents, and fellows, several presentations addressed various aspects of patient safety. Additional education was provided as part of the Annual Partners Housestaff Core Curriculum Retreat, the Clinical Fellows Retreat and the Chief Resident course. Topics addressed included:

- communication skills
- patient safety reporting, including use of the electronic incident reporting tool that supports the collection of data regarding systems-based issues affecting patient safety
- risk management
- career development in quality and safety
## AY 2010 – 2011 INVENTORY OF PHS GME PROGRAMS

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### Internal Medicine

**Integrated Programs**

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### Partners Graduate Medical Education Annual Report: AY 2010-11

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### Partners Graduate Medical Education Annual Report: AY 2010-11

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</tr>
<tr>
<td>Surgical Oncology</td>
<td>1</td>
<td>ACGME</td>
<td>BWH</td>
<td>Chandrajit Raut; Kenneth Tanabe</td>
</tr>
<tr>
<td>Breast Surgery</td>
<td>1</td>
<td>ACGME</td>
<td>MGH</td>
<td>Barbara Smith</td>
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**BWH Programs**

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Positions</th>
<th>Program Type</th>
<th>Site</th>
<th>Program Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surgery-General Residency</td>
<td>55</td>
<td>ACGME</td>
<td>BWH</td>
<td>Stanley Ashley</td>
</tr>
<tr>
<td>Acute Care Surgery</td>
<td>1</td>
<td>ACGME</td>
<td>BWH</td>
<td>Edward Kelly</td>
</tr>
<tr>
<td>Colorectal Surgery</td>
<td>1</td>
<td>ACGME</td>
<td>BWH</td>
<td>Ronald Bleday</td>
</tr>
<tr>
<td>Minimally Invasive Surgery</td>
<td>3</td>
<td>ACGME</td>
<td>BWH</td>
<td>David Brooks</td>
</tr>
<tr>
<td>Surgical Critical Care</td>
<td>3</td>
<td>ACGME</td>
<td>BWH</td>
<td>Selwyn Rogers</td>
</tr>
<tr>
<td>Vascular Surgery</td>
<td>2</td>
<td>ACGME</td>
<td>BWH</td>
<td>Michael Belkin</td>
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**MGH Programs**

<table>
<thead>
<tr>
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<th>Program Type</th>
<th>Site</th>
<th>Program Directors</th>
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</thead>
<tbody>
<tr>
<td>Surgery-General Residency</td>
<td>51</td>
<td>ACGME</td>
<td>MGH</td>
<td>John Mullen</td>
</tr>
<tr>
<td>Acute Care Surgery</td>
<td>0</td>
<td>AAST</td>
<td>MGH</td>
<td>Hasan Alam</td>
</tr>
<tr>
<td>Burn Surgery</td>
<td>0</td>
<td>ACGME</td>
<td>MGH</td>
<td>Shawn Fagan</td>
</tr>
<tr>
<td>Laryngology and Phonosurgery</td>
<td>2</td>
<td>ACGME</td>
<td>MGH</td>
<td>Steven Zeitels</td>
</tr>
<tr>
<td>Minimally Invasive Surgery</td>
<td>1</td>
<td>TFC</td>
<td>MGH</td>
<td>David Rattner</td>
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<tr>
<td>Surgical Critical Care</td>
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<td>ACGME</td>
<td>MGH</td>
<td>Hasan Alam</td>
</tr>
<tr>
<td>Transplant Surgery</td>
<td>1</td>
<td>ASTS</td>
<td>MGH</td>
<td>James Markmann</td>
</tr>
<tr>
<td>Vascular Surgery</td>
<td>4</td>
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<td>MGH</td>
<td>Christopher Kwolek</td>
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**Thoracic Surgery**

**BWH Programs**

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Positions</th>
<th>Program Type</th>
<th>Site</th>
<th>Program Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thoracic Surgery</td>
<td>8</td>
<td>ACGME</td>
<td>BWH</td>
<td>R. Morton Bolman</td>
</tr>
<tr>
<td>Cardiac Surgery (Junior)</td>
<td>11</td>
<td>ACGME</td>
<td>BWH</td>
<td>James Rawn</td>
</tr>
<tr>
<td>General Thoracic Surgery</td>
<td>3</td>
<td>ACGME</td>
<td>BWH</td>
<td>Raphael Bueno</td>
</tr>
<tr>
<td>Joint Thoracic-General Surgery</td>
<td>0</td>
<td>ACGME</td>
<td>BWH</td>
<td>Stanley Ashley; Ralph Bolman</td>
</tr>
<tr>
<td>Minimally Invasive Thoracic Surgery</td>
<td>3</td>
<td>ACGME</td>
<td>BWH</td>
<td>Raphael Bueno</td>
</tr>
<tr>
<td>Senior Cardiac Surgery</td>
<td>0</td>
<td>ACGME</td>
<td>BWH</td>
<td>R. Morton Bolman</td>
</tr>
<tr>
<td>Thoracic Oncology</td>
<td>1</td>
<td>ACGME</td>
<td>BWH</td>
<td>David Sugarbaker</td>
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</tbody>
</table>

**MGH Programs**

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Positions</th>
<th>Program Type</th>
<th>Site</th>
<th>Program Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thoracic Surgery</td>
<td>6</td>
<td>ACGME</td>
<td>MGH</td>
<td>Douglas Mathiesen</td>
</tr>
<tr>
<td>Joint Thoracic-General Surgery</td>
<td>2</td>
<td>ACGME</td>
<td>MGH</td>
<td>John Mullen; Douglas Mathiesen</td>
</tr>
<tr>
<td>Cardiac Surgery</td>
<td>3</td>
<td>ACGME</td>
<td>MGH</td>
<td>Thoralf Sundt</td>
</tr>
</tbody>
</table>
### Transitional Year

**NWH Program**
- Transitional Year Residency: 7 ACGME NWH Janet Larson

### Urology

**BWH Programs**
- Urology Residency: 12 ACGME BWH Jerome Richie
- Urologic Oncology: 1 BWH Jim Hu

**MGH Programs**
- Urology: 12 ACGME MGH W. Scott McDougal
- Urologic Oncology: 0 SUO MGH Aria Olumi

### Other Programs
- Health Policy and Management: 1 MGH Timothy Ferris
- Patient Safety: 0 BWH Tejal Gandhi
### TABLE A: OVERVIEW OF PARTNERS GME, AY 10-11

#### NUMBER AND DISTRIBUTION OF PROGRAMS

<table>
<thead>
<tr>
<th>NO. OF GME PROGRAMS SPONSORED BY PARTNERS HOSPITALS</th>
<th>235</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of programs sponsored by MGH: 117 (55 accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by BWH: 102 (46 accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by McLean: 4</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by SRH: 5 (4 accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by NWH: 3 (1 accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by NSMC-Salem: 1 (accredited by the ACGME)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NO. OF RESIDENCY PROGRAMS</th>
<th>43</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of programs sponsored by MGH: 23 (17 accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by BWH: 17 (15 accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by NSMC-Salem: 1 (accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by NWH: 1 (accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by SRH: 1 (accredited by the ACGME)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NO. OF FELLOWSHIPS*</th>
<th>184</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of programs sponsored by MGH: 94 (38 accredited by the ACGME; 12 with other national accreditation)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by BWH: 80 (31 accredited by the ACGME; 7 with other national accreditation)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by McLean: 4 (2 with national accreditation)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by SRH: 4 (2 accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of programs sponsored by NWH: 2</td>
<td></td>
</tr>
</tbody>
</table>

*includes clinical training programs and psychology internships

<table>
<thead>
<tr>
<th>NO. OF PARTNERS-INTEGRATED TRAINING PROGRAMS</th>
<th>37</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of integrated residency programs: 12</td>
<td></td>
</tr>
<tr>
<td>No. of integrated fellowship programs: 25</td>
<td></td>
</tr>
<tr>
<td>No. accredited by the ACGME: 21</td>
<td></td>
</tr>
<tr>
<td>No. with other national accreditation: 6</td>
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</table>

<table>
<thead>
<tr>
<th>NO. OF PARTNERS TRAINEES</th>
<th>2089</th>
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</thead>
<tbody>
<tr>
<td>No. of Residents: 1440 (1391 accredited by the ACGME)</td>
<td></td>
</tr>
<tr>
<td>No. of Fellows*: 649 (398 accredited by the ACGME)</td>
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</table>
### TABLE B: PHS-Sponsored GME Programs Integrated Across Two or More Partners Hospitals

<table>
<thead>
<tr>
<th>PHS Sponsors (Administrative Sponsor*)</th>
<th>Program Name</th>
<th>Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGH*, BWH, McLean</td>
<td>Addiction Psychiatry</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Advanced GI Endoscopy</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Blood Banking/Transfusion Medicine</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Breast Surgery</td>
<td>SSO</td>
</tr>
<tr>
<td>MGH*, McLean</td>
<td>Child and Adolescent Psychiatry Residency</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Clinical Neuropsychology</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Dermatology Residency</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Emergency Medicine Residency</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Endocrine Surgery</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH, McLean</td>
<td>Geriatric Psychiatry</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Hematology and Oncology</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Hospice and Palliative Medicine</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Infectious Disease</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Internal Medicine (BIDMC) - Dermatology Residency</td>
<td>ABIM/ABD</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Internal Medicine (BWH) - Dermatology Residency</td>
<td>ABIM/ABD</td>
</tr>
<tr>
<td>BWH*, BWH</td>
<td>Medical Physics</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Molecular Genetic Pathology</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Movement Disorders</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Multiple Sclerosis</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Nephrology</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Neurocritical Care</td>
<td>UCNS</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Neurology Residency</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Neuromuscular Medicine</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Neuro-oncology</td>
<td>UCNS</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Obstetrics and Gynecology Residency</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Orthopaedic Surgery Residency</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Orthopaedic Trauma</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Pathology Informatics</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Plastic Surgery Residency – Independent</td>
<td>ACGME</td>
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<tr>
<td>BWH*, MGH</td>
<td>Plastic Surgery Residency – Integrated</td>
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</tr>
<tr>
<td>MGH*, McLean</td>
<td>Psychiatry Residency</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Pulmonary Disease and Critical Care</td>
<td>ACGME</td>
</tr>
<tr>
<td>BWH*, MGH</td>
<td>Radiation Oncology Residency</td>
<td>ACGME</td>
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<tr>
<td>MGH*, BWH</td>
<td>Shoulder and Elbow</td>
<td>ACGME</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Spine Surgery</td>
<td>SSO</td>
</tr>
<tr>
<td>BWH*, BWH</td>
<td>Surgical Oncology</td>
<td>SSO</td>
</tr>
<tr>
<td>MGH*, BWH</td>
<td>Vascular Neurology</td>
<td>ACGME</td>
</tr>
</tbody>
</table>

Integrated Programs are those where two or more PHS hospitals share sponsorship and oversight of the program; a primary administrative sponsor is identified for each (as is required by ACGME).

Note:

1) Several of these programs are also integrated with other Harvard-affiliated hospitals; see PHS GME website for additional details.

2) Other integrated programs are co-sponsored by Partners hospitals and have a non-PHS hospital as “administrative sponsor”, such as Neurosurgery and Medical Genetics (sponsored by Children’s Hospital).
### TABLE C: Program Reviews (non-ACGME programs)

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Program</th>
<th>Program Director</th>
<th>Certification</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>BWH</td>
<td>Obstetrical Anesthesia</td>
<td>Michaela Farber, MD</td>
<td></td>
<td>4/25/11</td>
</tr>
<tr>
<td>MGH</td>
<td>Peri-operative Administration</td>
<td>Peter Dunn, MD</td>
<td></td>
<td>4/25/11</td>
</tr>
<tr>
<td>MGH</td>
<td>Medical Simulation</td>
<td>James Gordon, MD</td>
<td></td>
<td>10/18/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Wilderness Medicine</td>
<td>N. Stuart Harris, MD</td>
<td></td>
<td>12/13/10</td>
</tr>
<tr>
<td>DFCI*</td>
<td>Advanced Breast Oncology</td>
<td>Erica Mayer, MD</td>
<td></td>
<td>8/9/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Health Policy and Management</td>
<td>Timothy Ferris, MD</td>
<td></td>
<td>2/28/11</td>
</tr>
<tr>
<td>BWH</td>
<td>Gynecologic Oncology</td>
<td>Michael Muto, MD ABOG</td>
<td>4/25/11</td>
<td></td>
</tr>
<tr>
<td>BWH</td>
<td>Reproductive Endocrinology and Infertility</td>
<td>Mark Hornstein, MD ABOG</td>
<td>3/14/11</td>
<td></td>
</tr>
<tr>
<td>MGH</td>
<td>Gynecologic Oncology</td>
<td>AnneKathryn Goodman, MD ABOG</td>
<td>3/14/11</td>
<td></td>
</tr>
<tr>
<td>MGH</td>
<td>Foot and Ankle</td>
<td>Richard deAsla, MD ACGME (pdg)</td>
<td>10/18/10</td>
<td></td>
</tr>
<tr>
<td>MGH</td>
<td>Medical Microbiology</td>
<td>Eric Rosenberg, MD ACGME (pdg)</td>
<td>12/9/10</td>
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<tr>
<td>BWH</td>
<td>Women's Mental Health</td>
<td>Laura Miller, MD</td>
<td>12/13/10</td>
<td></td>
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<tr>
<td>BWH</td>
<td>Abdominal Image Guided Therapy (R25)</td>
<td>Fiona Fennessy, MD</td>
<td>10/18/10</td>
<td></td>
</tr>
<tr>
<td>BWH</td>
<td>Chest Radiology</td>
<td>Beatrice Trotman-Dickenson, MD</td>
<td>3/14/11</td>
<td></td>
</tr>
<tr>
<td>BWH</td>
<td>Musculoskeletal Radiology</td>
<td>John Pan, MD</td>
<td>3/14/11</td>
<td></td>
</tr>
<tr>
<td>BWH</td>
<td>Senior Cardiac Surgery</td>
<td>R. Morton Bolman, MD</td>
<td>4/25/11</td>
<td></td>
</tr>
<tr>
<td>BWH</td>
<td>Thoracic Oncology</td>
<td>David Sugarbaker, MD</td>
<td>4/25/11</td>
<td></td>
</tr>
<tr>
<td>BWH*</td>
<td>Patient Safety</td>
<td>Tejal Gandhi, MD</td>
<td>6/6/11</td>
<td></td>
</tr>
</tbody>
</table>

*PHS Integrated Program: co-sponsored by two or more PHS hospitals

### TABLE D: RRC Site Visits

<table>
<thead>
<tr>
<th>ACGME SI</th>
<th>Program Name</th>
<th>SV Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>BWH*</td>
<td>Nephrology</td>
<td>7/28/10</td>
</tr>
<tr>
<td>BWH*</td>
<td>Molecular Genetic Pathology</td>
<td>9/22/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Cytopathology</td>
<td>9/23/10</td>
</tr>
<tr>
<td>MGH*</td>
<td>Geriatric Psychiatry</td>
<td>9/23/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Clinical Cardiac Electrophysiology</td>
<td>9/27/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Thoracic Surgery</td>
<td>9/30/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Orthopaedic Hand Surgery</td>
<td>9/30/10</td>
</tr>
<tr>
<td>BWH*</td>
<td>Emergency Medicine</td>
<td>10/26/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Psychiatry</td>
<td>10/27/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Forensic Psychiatry</td>
<td>10/28/10</td>
</tr>
<tr>
<td>MGH</td>
<td>Pediatric Pulmonology</td>
<td>12/1/10</td>
</tr>
<tr>
<td>MGH*</td>
<td>Vascular Neurology</td>
<td>12/2/10</td>
</tr>
<tr>
<td>BWH</td>
<td>Surgical Critical Care</td>
<td>2/24/11</td>
</tr>
<tr>
<td>BWH</td>
<td>Orthopedic Sports Medicine</td>
<td>3/9/11</td>
</tr>
<tr>
<td>MGH</td>
<td>Geriatric Medicine</td>
<td>4/21/11</td>
</tr>
<tr>
<td>BWH</td>
<td>Vascular - Interventional Radiology</td>
<td>5/12/11</td>
</tr>
<tr>
<td>BWH</td>
<td>Neuropathology</td>
<td>5/11/11</td>
</tr>
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</table>

PHS Integrated Program: co-sponsored by two or more PHS hospitals
SI = "Sponsoring Institution"
<table>
<thead>
<tr>
<th>ACGME SI</th>
<th>Program</th>
<th>ACGME accreditation action</th>
<th>Cycle Length (yrs)</th>
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<tbody>
<tr>
<td>BWH</td>
<td>Adult Cardiotoracic Anesthesia</td>
<td>Continued Accreditation</td>
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</tr>
<tr>
<td>BWH</td>
<td>Clinical Cardiac Electrophysiology</td>
<td>Continued Accreditation</td>
<td>2</td>
</tr>
<tr>
<td>BWH*</td>
<td>Emergency Medicine</td>
<td>Continued Accreditation</td>
<td>4</td>
</tr>
<tr>
<td>BWH</td>
<td>Endocrinology, Diabetes and Metabolism</td>
<td>Continued Accreditation</td>
<td>4</td>
</tr>
<tr>
<td>BWH</td>
<td>Gastroenterology</td>
<td>Continued Accreditation</td>
<td>3</td>
</tr>
<tr>
<td>BWH</td>
<td>Internal Medicine</td>
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* PHS Integrated Program: co-sponsored by two or more PHS hospitals
## Brigham and Women's Hospital Education Committee

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### MGH Executive Committee on Teaching and Education

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<td>Kevin O’Connor, MD</td>
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### Partners Education Committee 2010-2011

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<td>John Mullen, MD</td>
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<td>Ruth Tuomala, MD</td>
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<td>Kathy Sanders, MD</td>
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<td>Andrew Werchniak, MD</td>
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<td>Gayle Winters, MD</td>
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<td>Tracey Milligan, MD</td>
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<td>Rajan Bahl, MD</td>
<td>MGH-McLean Psychiatry</td>
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<td>Donnie Bell, MD</td>
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<td>Carson Campe, MD</td>
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<td>Randall Craft, MD</td>
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<td>John Kadzielski, MD</td>
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<td>Puja Kohli, MD</td>
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<td>Bradford Lewis, MD</td>
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<td>Benjamin Sandefur, MD</td>
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<td>Mary Ellen Goldhamer, MD</td>
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<td>Susan Farrell, MD</td>
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<td>Irina Knyshhevski</td>
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<td>Cheryl Reif</td>
<td>PHS Graduate Medical Education</td>
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PARTNERS EDUCATION COMMITTEE
Program Review Subcommittee (PRS)

**Members**

John Patrick T. Co, M.D. (Chair)
  Partners Director of GME
Marc DeMoya, M.D.
  Clerkship Director, MGH Department of Surgery
Fred Makrauer, M.D.
  Program Director, BWH Inflammatory Bowel Disease
Theresa McLoud, M.D.
  Program Director, MGH Radiology - Diagnostic
Eric Nadel, M.D.
  Program Director, PHS Emergency Medicine and Associate Director, GME
Samantha Pulliam, M.D.
  Program Director, MGH Female Pelvic Medicine and Reconstructive Surgery
Fred Schoen, M.D.
  Executive Vice-Chair, BWH Department of Pathology
Margaret (Maggie) Seton, M.D.
  Program Director, MGH Rheumatology
Dempsey Springfield, M.D.
  Program Director, PHS Orthopedic Surgery and Associate Director, GME
Usha Tedrow, M.D.
  Program Director, BWH Clinical Cardiac Electrophysiology

Staff: Georgi Bland, MGH Accreditation Manager; Irina Knyshevski, BWH Accreditation Manager
Partners Education Committee: Evaluation and Feedback Subcommittee
AY 10-11 Members

Keith Baker, MD, Co-chair; Vice Chair for Education, MGH Department of Anesthesia and Critical Care; Program Director, Anesthesiology

Erik Alexander, MD, BWH Director of Medical Student Education; BWH Department of Medicine

Ron Arellano, MD, Program Director, MGH Vascular-Interventional Radiology

Eugene Beresin, MD, Program Director, MGH-McLean Child and Adolescent Psychiatry

W. Stephen Black-Schaffer, MD, Associate Chief for Education, MGH Department of Pathology; Program Director, Pathology

Fiona Fennessy, MBBCH, Program Director, DFCI Cancer Imaging; BWH Department of Radiology

Mary Ellen Goldhamer, MD, MPH, PHS GME Education Specialist; MGH Department of Medicine

Joel Katz, MD, Program Director, BWH Internal Medicine

Janet (Jodi) Larson, MD, Assistant Chair, NWH Department of Medicine; Program Director, Transitional Year Program

Sarah Peyre, PhD, Director of Education, BWH STRATUS Center for Medical Simulation

John Popp, MD, Chair, BWH Department of Neurosurgery; Program Director, CHB-BWH Neurological Surgery

Doug Smink, MD, MPH, Associate Program Director, BWH General Surgery; Associate Medical Director, BWH STRATUS Center for Medical Simulation

Maria Troulis, MD, Program Director, MGH Oral and Maxillofacial Surgery

Kevin Tucker, MD, Program Director, PHS Nephrology

Ruth Tuomala, MD, Program Director, PHS Obstetrics and Gynecology

Debra Weinstein, MD, Co-chair; PHS VP for GME

Phoebe Yager, MD, Program Director, MGH Pediatric Critical Care Medicine

James Watts, MD, Fellow, MGH Cardiac Transplant/Heart Failure

Staff: Cheryl Reif, GME Project Manager; Georgi Bland, GME Senior Accreditation Manager
APPENDIX B: CENTERS OF EXPERTISE

2008:
Patient Care Quality and Safety, Tejal K. Gandhi, MD, MPH, Partners Director of Patient Safety and Gregg S. Meyer, MD, MSc, Senior Vice President, Quality and Patient Safety, MGH.

2009:
Academic Health Care Management
Jean Elrick, MD, MGH Senior Vice President of Administration and Michael Gustafson, MD, MBA, Chief Operating Officer, Faulkner Hospital.
Global and Humanitarian Health
David Bangsberg, MD, MPH, Dir. of MGH Center for Global Health and Michael VanRooyen, MD, MPH, FACEP, BWH Director of the International Health and Humanitarian Programs Harvard Humanitarian Initiative.

2010:
Health Policy
James Mongan, MD, immediate past President, Partners HealthCare, Professor, Harvard School of Public Health, served as Director through the winter of 2010, assisted by Ryan Thompson, MD, Associate Medical Director, Care Management Program, MGH.
Research
Barbara Bierer, MD, BWH Senior Vice President, Research and Rick Bringhurst, MD, MGH Senior Vice President, Research.

2011:
Medical Education
The Center was launched in the winter of 2011 by Dr. Weinstein, pending identification of CoE co-leaders.

AY10-11 CoE Goals and Progress

The 2010-11 goals for CoE program include to:
- Expand content of the monthly sessions and evaluate their impact
- Expand the range of trainee opportunities and increase the depth of engagement among trainees
- Develop collaborations within and outside Partners and Harvard to create trainee opportunities
- Establish evaluation and measurement standards for programs and the Center model overall
- Broaden the content the monthly lecture model and evaluate impact of the monthly lecture approach

Each of the four CoEs offers monthly lectures, while the Research CoE meets quarterly. During AY10-11, nearly 50 lectures were offered. The model of alternating monthly between BWH and MGH locations has continued and this year the CoEs offered several co-sponsored topics where a topic was relevant to more than one CoE content area.

Also during AY10-11 the CoE began collecting session evaluations electronically, and has used these to better understand perceptions of the programs and to identify ways to improve quality, logistics and overall effectiveness. Overall response rate was 48% and 98% rated the sessions as excellent or very good. For those unable to attend sessions, clinical duties, personal commitments and logistics were the barriers.

Expand the range of trainee opportunities and increase the depth of engagement among trainees

In prior years, trainees had access to conferences and travel funding; in the current year the CoEs developed more specialized opportunities for residents and fellows by tapping external entities and Partners leaders.
- In Health Policy, Dr. Weinstein, Jennifer Goldsmith, and Dr. Ryan Thompson received grant funding to develop and study the impact of a Health Policy Certificate Program for residents and fellows. This program received more than 80 applications for 40 positions, and included a didactic curriculum, a mentored scholarly project, and legislative visits in Washington.
- Also in Health Policy, Dr. Mongan brought a trainee with him to a meeting of the Commonwealth Commission on a High Performance Health System.
In Patient Care Quality and Safety, Dr. David Bates invited a trainee to join him at a meeting of the Federal Committee on Health Care Information Technology.

In Global Health, trainees were invited to participate as moderators on Global Health Delivery On Line, an online community developed by the Global Health Delivery Project where health care personnel share proven practices, connect with colleagues, and find resources they need to improve health outcomes in resource-limited settings.

In Academic Healthcare Management, Dr. Jean Elrick invited trainees to a discussion of capital planning and a tour of the new MGH Lunder building in December.

Develop collaborations within and outside Partners and Harvard to create trainee opportunities

A major benefit of the CoE program has been relationship building within, and beyond, Partners. The CoEs helped to connect trainees with internal and external opportunities by distributing relevant announcements about conferences, calls for papers, and funding opportunities of interest from groups (e.g. Harvard Humanitarian Initiative, National Patient Safety Foundation). The CoE coordinated discounted pricing for trainees attending the Institute for Healthcare Improvement’s National Forum on Quality Improvement in Healthcare and the National Patient Safety Congress, and co-sponsored “Healthcare Systems and Quality Improvement- From Clinic to the ED to Inpatient Care,” jointly with the Harvard Affiliated Emergency Medicine Residency, and the Partners Center for Healthcare Quality and Safety.

Specific CoE collaborations include:

- **Harvard Business School: Working with Professor Michael Porter and the Institute for Strategy and Competitiveness, the CoE in Academic Health Care Management advertised the annual course in Value Based Healthcare Delivery (VBHD) and became aware of a remarkable level of interest among trainees. As a result, the CoE worked with the HBS team to offer an onsite VBHD course at PHS for AY11-12.**

- **Harvard Medical School and Partners in Health: Through the Global and Humanitarian Medicine CoE, the Division of Global Health and Social Medicine invited Partners trainees to participate in two important conferences: The Long Tail of Global Health Equity: Tackling the Endemic Non-Communicable Diseases of the Bottom Billion.” (March 2-3, 2011), which served as a planning session for a United Nations High Level meeting on NCD in September 2011; and the Symposium on Global Health Delivery: Challenges and Opportunities for Advancing Excellence and Equity on April 4-5, 2011, which focused on some of the most pressing issues facing practitioners committed to advancing excellence and equity in global health delivery.**

- **Global Health Delivery Online: This effort represents a partnership between the Division of Global Health Equity at BWH, HSPH, the Department of Global Health & Social Medicine at HMS, and Partners In Health, to address challenges in global health implementation; Partners trainees were invited to participate.**

- **Harvard Catalyst: Navigators at Harvard Catalyst sought out specific opportunities to support trainees with interest in research, attending sessions, and offering targeted program invitations to residents and fellows.**

- **Partners HealthCare International: During AY10-11, PHI began planning opportunities to engage residents and fellows in current consulting engagements to result in funded opportunities for AY11-12.**

- **Establish evaluation and measurement standards for programs and the Center model overall**

To conclude the academic year, evaluations were distributed to any individual trainee who had attended a session or applied for funding from the CoE. The overall responses were extremely favorable. There is substantial interest in additional funded educational opportunities. The challenges of logistics, location, and time constraints remain significant, and explain the gap between interest/enthusiasm and volume of participation.
Center of Expertise Sessions AY10-11

Quality and Patient Safety

September 27, 2010: Patient Safety 101: A Just Culture
Gregg Meyer, MD, MSc, MGH, Senior Vice President for Quality and Patient Safety

October 5, 2010: Malpractice and Patient Safety
Allen Kachalia, MD, BWH Medical Director, Quality & Safety

November 3, 2010: Life Cycle of a Safety Event
Lela Holden, Ph.D., RN, MGH Patient Safety Officer

December 15, 2010: IHI Roundtable
(resident participants discuss conference)

January 19, 2011: Quality and Patient Safety Opportunities for Trainees
Drs. Gregg Meyer, MSc, MGH, Senior Vice President for Quality and Patient Safety, and Allen Kachalia, BWH Medical Director, Quality & Safety, describe the range of Quality and Safety projects and research in which trainees across Partners may be engaged.

February 15, 2011: What keeps you up at night?: Diagnosis Errors and their implications on Quality and Patient Safety
Gordon Schiff, MD, BWH, Division of General Internal Medicine and Primary Care, Associate Director of the Brigham Center for Patient Safety Research and Practice

March 16, 2011: IT Tools and Interfaces Improving the Hardwiring of Patient Safety
Andrew Karson, MD, Associate Director of the Decision Support and Quality Management Unit, MGH

April 28, 2011: Clinical Health Information Systems and Health Policy
David Bates, MD, MSc, Chief of the Division of General Internal Medicine, BWH; Professor of Medicine, HMS; Professor of Health Policy and Management, Harvard School of Public Health; Medical Director, Clinical and Quality Analysis, Partners HealthCare System

May 18, 2011: Quality and Patient Safety: Simulation of Executive Walk Rounds
Gregg Meyer, MD, MSc, MGH Senior Vice President for Quality and Patient Safety

June 15, 2011: Quality and Patient Safety: Research Roundtable
Reports from trainees funded by the Q&S CoE

Global Health

October 14, 2010: Global Health opportunities—Recent trainees and their work
Vanessa Bradford Kerry, MD, Associate Director of Education for the MGH Center for Global Health and Amy Sievers, MD, Medical Oncology Fellow

November 1, 2010: Developing a Cardiology Program in Rwanda
Gene Bukhman, MD, PhD, BWH, and Partners in Health Director of Cardiology
January 10, 2011: Creating Health Programs Internationally: Responsibility and Innovation  
Uzma Shah, MD, Medical Director, Pediatric Liver Transplant Program

February 7, 2011: Humanitarian Health: Care Delivery for the Homeless  
Jim O’Connell, MD, Executive Director, Boston Healthcare for the Homeless

March 7, 2011: Global Health  
Jennifer Leaning, MD, SMH, Director FXB Center for Health and Human Rights, Harvard University

April 4, 2011: Understanding the Indian Health Service  
Dennis Norman, PhD, Chair, Harvard Native American Initiative

May 16, 2011: Global Health Research and Care Delivery  
Bruce Walker, MD, Director of the Ragon Institute, MGH, MIT, Harvard

June 6, 2011: Leadership in Global Health  
Joia Mukerjee, MD, Chief Medical Officer, Partners in Health

**Academic Health Care Management**

September 16, 2010: Government Relations and the Evolving role of the Practicing Physician  
Maureen Goggin, Partners Director of Government Relations

September 20, 2010 HOSPITAL FINANCE 101  
Susan Wheeler, BWH Budget Director

October 13, 2010: Career paths with the Chair  
Jeanine Wiener-Kronish, MD, MGH Anesthesiologist-in-Chief

November 10, 2010: Career paths with the Chair  
Steven Seltzer, MD, BWH Radiologist-in-Chief

December 1, 2010: Pathways of a Career in Health Care  
Betsy Nabel, MD, BWH President

December 8, 2010: Capital Project Planning and Tour of MGH Building for the Third Century  
Jean Elrick, MD, Senior Vice President of Administration, MGH

February 9, 2011: Integrating Policy and Operations in Accountable Care Organizations  
Tom Glynn, Former Chief Operating Officer, Partners HealthCare

March 23, 2011: Hospital Leadership in an era of Health Reform  
Peter Slavin, MD, President and CEO, MGH

April 28, 2011: Clinical Information Systems and Health Policy  
David Bates, MD, MSc, Chief of the Division of General Internal Medicine, BWH; Professor of Medicine, HMS;  
Professor of Health Policy and Management, Harvard School of Public Health; Medical Director, Clinical and  
Quality Analysis, Partners HealthCare System

May 12, 2011: The Case for Change  
Gary Gottlieb, MD, President and CEO, Partners HealthCare

**Health Policy**
July 22, 2010: Integrated delivery systems: policy, reality and management challenges  
James Mongan, MD, Former President of Partners HealthCare

August 18, 2010: A Primer on Hospital and Physician management roles and relationships: implications for quality and cost efficiency  
James Mongan, MD, Former President of Partners HealthCare

September 16, 2010: Government Relations and the Evolving role of the Practicing Physician  
Maureen Goggin, Partners Director of Government Relations

December 1, 2010: Pathways of a Career in Healthcare* (jointly with Research CoE)  
Betsy Nabel, MD, BWH President

February 3, 2011: How Medicare pays for Medical Education  
John Iglehart, Founding Editor-in-Chief (emeritus), Health Affairs

February 9, 2011: Integrating Policy and Operations in Accountable Care Organizations  
Tom Glynn, Former Chief Operating Officer, Partners HealthCare

March 23, 2011: Hospital Leadership in an era of Health Reform  
Peter Slavin, MD, President and CEO, MGH

May 12, 2011: The Case for Change  
Gary Gottlieb, MD, President and CEO, Partners HealthCare

June 13, 2011: Health Policy: Implementing the Value Framework  
Thomas Lee, MD, Network President, Partners HealthCare

Research

September 2010: Research Opportunities for Partners Trainees: The world is your oyster  
Barbara Bierer, BWH Senior Vice President of Research and Rick Bringhurst, BWH Senior Vice President of Research

December 1, 2010: Pathways of a Career in Healthcare* (jointly with Health Policy CoE)  
Betsy Nabel, MD, BWH President

February 15, 2011: Optimizing the Mentoring Relationship  
Ann Klibanski, MD, Professor of Medicine at Harvard Medical School and Chief of the Neuroendocrine Unit

March 28, 2011: Medical Research Careers-- Transitions to Independence  
Benjamin Ebert, MD, Harvard Stem Cell Institute and Brigham and Women’s Hospital

Medical Education

January 27 and February 1, 2011: Launch of Center of Expertise in Medical Education  
Debra Weinstein, MD, and other faculty introduced the opportunities associated with this Center

March 30, 2011: Becoming a Clinician Teacher: Tips From Our Collective Lessons  
Panelists: Drs. Elizabeth Breen, Marty Samuels and Kate Treadway

May 23, 2011: Leadership in Medical Education: What are the career opportunities and how do I get there?  
Panelists: Drs. Jon Borus, Jim Gordon and Graham McMahon
April 27, 2011
Educational Leadership Panel: “What are the career opportunities in Medical Education Leadership and how do I get there?”
Panelists: Drs. Stan Ashley, Program Director, General Surgery Residency, BWH; Keith Baker, Program Director, Anesthesia Residency, MGH; Gene Beresin, Program Director, Child and Adolescent Psychiatry Program, MGH/McLean; and Debra Weinstein, Partners VP, Graduate Medical Education.

June 20, 2011: Medical Education Practice Drills and Exercises for Clinical Teaching, Micro Teaching and Rapid Peer Feedback
Dan Hunt, MD, Director, MGH Inpatient Clinician Educator Service