Four years ago, as part of the Next Accreditation System (NAS), the Accreditation Council for Graduate Medical Education (ACGME) implemented a process of continuous accreditation. In doing so, each Residency Review Committee (RRC) reviews program information annually, including the ADS Update (which includes a response to citations), ACGME Resident Survey, ACGME Faculty Survey, ACGME Case Logs, and Milestones. Based on that review the RRC determines the program’s accreditation status for the year. The hope is that more explicit and frequent review both by the programs and the RRC’s will help programs identify and address potential areas for improvement more rapidly than in the prior system in which RRC site visits were less frequent and the annual program evaluation (APE) was less emphasized.

To help programs identify and address areas for improvement as early as possible, the GME Office concurrently implemented the “Annual Review of Programs (ARP)”, which incorporates appraisal of the same information that the RRC’s review, as well as a summary of the program’s most recent APE. Each fall, each hospital’s GME Committee (BWHEC for BWH sponsored programs, and the GME Subcommittee of ECOTE for MGH sponsored programs) convenes an ARP Subcommittee, which include program director and trainee representatives. These Subcommittees review data for ACGME-accredited programs who have not had a review in the past year or who are not scheduled for a review in the current year. Programs with potential areas of concern are recommended to undergo a more in-depth review termed by the ACGME as a “Special Review”. These reviews are structured like the GME Office’s internal reviews, but are more focused on the potential areas of concern identified by the ARP Subcommittee, with the goal of providing information and recommendations to help the program improve.

Since the inception of the ARP process, the GME Office has incorporated feedback from ARP Subcommittee members to improve the utility and process of review, including expanding the number of subcommittee members, revising the framework for how programs are reviewed, and providing more explicit feedback to programs. Comments and suggestions from the GME community for improvement are most welcome.
The Centers of Expertise continue to offer periodic dinner sessions which this fall have included:

**Medical Education:**
- Getting Published in the Medical Education Literature with Drs. Debra Weinstein and Doug Smink (9/7)
- Taking Education to the Global Level with Dr. Ajay Singh (10/10)
- Careers in Medical Education: a panel discussion representative of multiple stages of developing a career in medical education with Drs. Tracey Cho, Eli Miloslavsky, Roy Phitayakorn, Sonja Solomon (12/7)

**Health Policy and Management:**
- Partners 2.0 - Peter Markell (PHS EVP for Administration and Finance) and Dr. Gregg Meyer (Partners Chief Clinical Officer) (10/26)
- Population Health and Accountable Care Organizations: An insider’s perspective - Dr. Sree Chaguturu (11/9)

**Upcoming:** Running a Health System – Virginia Mason’s Approach - Gary Kaplan (2/28/18)

**Global and Humanitarian Health:**
- Using data to improve surgical outcomes in global health - Dr. Paul Firth (9/13)
- Healthcare workforce development in resource constrained environments - Dr. Tom Aretz (11/1)

**Upcoming:** Travel Grant Report Back featuring trainees who have received travel grants (1/17/18)

**Healthcare Quality and Patient Safety:**
- When adverse events happen: the role of apology and disclosing errors - Dr. Allen Kachalia (9/6)
- Quality and safety across a delivery system - Dr. Elizabeth Mort (10/4)
- The Surgeon as the Second Victim? From Blame and Shame to Peer Support - Dr. Haytham Kaafarani (12/4)

In addition, the second annual COE-sponsored Global Health Symposium was held in November. Dr. Bill Rodriguez, managing director at Draper Richards Kaplan Foundation, gave the keynote address, followed by panels on how to be effective in global health and how to build a career in global health. Over 30 trainees from many specialties participated in the event, which was held at HMS.

Three courses will be offered by the Centers of Expertise this Spring: Value Based Healthcare Delivery (co-sponsored with Harvard Business School), the Health Policy Course, and the Clinical Teaching Skills course. Trainees have been notified about registration details; please email us if you would like more information: centersofexpertise@partners.org.

The COE events calendar can be found here. Your suggestions are always welcome!
The discussion covered a range of topics including trainee remediation, motivating faculty to provide feedback to trainees, and strategies for optimizing program effectiveness.

Please contact Dr. Lori Berkowitz, GME Associate Director, at lberkowitz@partners.org for more information.

**GME Trainee Well-Being Task Force**

Last year, the Partners Education Committee committed to a reinvigorated focus on trainee wellness and convened a Task Force, chaired by Dr. Lori Berkowitz, to develop recommendations. The Task Force included faculty and trainees from across BWH and MGH. After reviewing current resources and initiatives being undertaken by other teaching hospitals, the group provided a set of recommendations focused on wellness/burnout prevention and resources for those in need of support. Institutional factors were considered and the importance of encouraging continued program-based efforts while also pursuing larger initiatives - perhaps in concert with the physician organizations – was emphasized. The Task Force report is available here. The Partners Education Committee approved a first phase of implementations – information on details will follow.

**New Program Director Orientation**

This year’s New Program Director Orientation, held on September 29th, was attended by fifteen Program Directors who have been in this role for less than two years, as well as four program coordinators. The retreat provided a forum for participants to meet the GME team, network with colleagues, gain a deeper understanding of national accreditation requirements, and understand the benefits of program director and coordinator collaboration.

As in prior years, a highlight of the program was the opportunity to learn best practices from a panel of experienced program directors and coordinators. This year’s panel included Dr. W. Stephen Black-Schaffer, MGH Pathology, Maria De-Oliveira, MEd, BWH Internal Medicine, Dr. Shannon Scott-Vernaglia, MGH Pediatrics, and Dr. Ruth Tuomala, PHS Obstetrics and Gynecology.

At the Annual Program Coordinator Retreat held in May 2017, coordinators decided to create several work groups aimed at supporting coordinators in their roles and implementing new initiatives. Groups have been formed focused on the following thematic areas: coordinator well-being, coordinator educational activities, communication and networking, and mentorship. The groups have been busy meeting in recent weeks and have already proposed several exciting projects. The well-being group is working on creating a directory of wellness activities already available at each hospital, and is initiating a walking group. The education group is exploring the possibility of developing webinars pertaining to the annual responsibilities that could be available to new coordinators as an on-line orientation and as a refresher to the seasoned administrators. The group will soon begin working on the agenda for the 2018 retreat, later to be expanded into an all-day event. The communication group recently circulated a survey to assess preferences regarding an electronic platform for more frequent communication that would include announcements from the GME office as well as opportunity to exchange best practices between the coordinators. The mentorship group is considering how best to introduce new coordinators to resources available, and to the plethora of accreditation requirements and annual responsibilities- as well as creating a formal mentorship program with seasoned coordinators serving as advisors to their more junior colleagues. (continued on page 5)
August 3, 2017 meeting
PEC evaluated and approved a proposed fellowship in Pediatric Anesthesia as a “Part 1” concept proposal. The proposal will come back for final review after further development. If institutional approval is granted, the department plans to seek ACGME accreditation. After a year’s experience with a two-step process for new program approvals, PEC endorsed continuing this approach.

Several GME policies were approved via a consent agenda: Trainee Supervision; Eligibility; Adverse Action; Remedial Actions; and Grievance policies. The Committee had a preliminary discussion about the Trainee Vacation, Sick Time & Leave Policy, and the Moonlighting Policy—both of which are undergoing revision. Possible changes are being vetted through focus group input, consultation with the Office of the General Counsel, and potentially the MA Board of Registration in Medicine. Clinical and financial implications also need to be explored.

Dr. Birnbaum presented a Continuing Professional Development (CPD) update, recapping the evolution of the office and the CPD activity portfolio, and highlighting the growth in activities from 2012 to 2016. As part of the Partners 2.0 effort, the Partners Learning Systems Task Force has developed a plan for consolidating systems to avoid duplication.

The Partners 2.0 education-related planning effort also resulted in a recommendation - approved by PHS and hospital leadership - to streamline the education committees and re-clarify their roles.

The responsibilities and planned composition of the hospital-based committees and of PEC were reviewed and discussed. Hospital-based committees will continue their roles in GME program oversight, and will be an important forum for ensuring robust input into GME-related decision-making by program leadership and trainees. PEC will be a smaller committee going forward, with a major focus on cross-system educational activities and initiatives, while continuing to be responsible for approving education-related policies.

October 5, 2017 meeting
Findings and recommendations from the Partners Trainee Wellness Task Force were discussed, including short term and long term initiatives. These will be reviewed with hospital leadership and with PEC.

Discontinuation of the DACA program has implications for trainee recruitment, which were discussed. Leadership from all PHS hospitals strongly endorse a DACA-blind approach to recruitment, as outlined in a letter to GME Program Directors.

Program-specific evaluation completion data was reviewed. Some improvements were noted, but greater consistency in providing written evaluations is needed. Programs that collect evaluations outside of New Innovations need to submit that data to the GME Office for inclusion in the summary reports.

(continued on page 5)
FELLOWS RETREAT

The Partners Clinical Fellows Retreat was held on Thursday, October 19th at the Metro Meeting Centers in Boston. The retreat was attended by 94 fellows from programs throughout Partners. The keynote speaker was Dr. Gary L. Gottlieb, CEO of Partners In Health. His presentation was entitled “Mission, Values and Value: The joy of leveraging innovation to improve access and quality of health care in the US and the developing world”. The retreat offered breakout sessions taught by faculty from throughout Partners, on a variety of topics such as physician wellness, careers in medical education and global health, quality improvement, optimizing skills in feedback teaching, and using social media in medicine. The fellows also had the opportunity to learn about common legal issues in medicine, financial planning, and considerations in negotiating an employment contract.

EDUCATION COMMITTEE NEWS - CONT.

BWH EDUCATION COMMITTEE

September 8, 2017 meeting
The committee approved a new child and adolescent psychiatry track for the Psychiatry residency, along with other accreditation-related requests.

Dr. Dankers presented results of the Ambulatory Patient Experience survey and got input from BWHEC on how to manage survey responses that mention residents and fellows.

Dr. Co reported out on the CPIP-GME (Clinical Process Improvement Leadership Program) course and the Qstream challenge that were offered during AY16-17 as part of the Core Quality Improvement and Patient Safety Curriculum for trainees.

Dr. Weinstein summarized themes from program responses to the 2017 Annual Program Evaluation question about how the GME Office or the institution can assist programs in making improvements. While the majority of responses commended current GME efforts, additional suggestions focused on wellness initiatives, data on practice habits, and reduction of administrative burden.

Additional discussion focused on trainee wellness, potential changes to the Trainee Town Hall meetings, and the Partners Education Committee restructure.
THANK YOU
We would like to acknowledge the following Program Directors who have recently stepped down and thank them for their contributions to medical education:
Raphael Bueno, MD, BWH General Thoracic Surgery
Anand Dighe, MD, MGH Clinical Informatics (Pathology)
Hadine Joffe, MD, BWH Women’s Mental Health
Luke Oh, MD, MGH Orthopaedic Sports Medicine
Sandhya Rao, MD, MGH Health Policy and Management

NEW PROGRAM DIRECTORS
Kara Brown, MD, BWH Women’s Mental Health
Marcela Del Carmen, MD, MGH Health Policy and Management
Michael Jaklitsch, MD, BWH General Thoracic Surgery
Veronica Klepeis, MD, MGH Clinical Informatics (Pathology)
Scott Martin, MD, MGH Orthopaedic Sports Medicine

NEW PROGRAM STAFF
Jared Katz, MGH Oral and Maxillofacial Surgery
Beth LaRossa, MGH Health Policy and Management

SAVE THE DATE

EDUCATION COMMITTEES
GMEC
• February 9, 2018 11:00am-12:30pm in Trustees
PEC
• February 26, 2018 3:00-5:00pm in PRU Boardroom

BWHEC
• March 2, 2018 9:00-11:00am in Zinner Boardroom

PROGRAM COORDINATOR WORKSHOPS
J1 Visas for Clinical Trainees - Elizabeth Dixon and Joanna Hazel
• January 3, 2018 9:00-10:30am in MGH Haber Auditorium

PROGRAM DIRECTOR WORKSHOPS
“When Concerns Arise: Addressing Performance Problems Among Residents/Fellows” - Deb Weinstein, MD
• January 25, 2018 at 6:00-8:00pm in Zinner Breakout Room
• January 26, 2018 at 8:00-10:00am in Haber Conference Room

TRAINEE EVENTS
COE Health Policy Course
March 5-9, 2018

Housestaff Town Meetings
• BWH – March 16, 2018 11:00am-12:00 pm in Zinner Boardroom
• MGH – March 20, 2018 2:00-3:00pm in Trustees Conference Room
Partners Graduate Medical Education Offices and Personnel

Brigham and Women's Hospital (Neville) 617-732-8540
Massachusetts General Hospital (Bulfinch) 617-726-5440
Massachusetts General Hospital (Whittier Place) 617-643-6376

Sadie Barocas, MEd, COE Project Manager 617-525-7353
Lori Berkowitz, MD, Associate Director 617-726-5440
John Patrick T. Co, MD, MPH, Director 617-643-6378
Lisa DiPrizio-Monteiro, PORT Coordinator 617-726-0769
Carolyn Ellis, Administrative Assistant 617-643-6376
Mary Ellen Goldhamer, MD, MPH, Education Specialist 617-726-5440
Irina Knyshevski, Accreditation Manager 617-525-7005
Nancy Lam, Administrative Assistant 617-732-8540
Alicja Martins, Program Manager 617-643-6381
Eric Nadel, MD, Associate Director 617-732-8540
Anne Rigg, IT Project Specialist 617-732-6380
Patricia Salamone, Administrative Director 617-732-6065
Diane Sheehan, Senior Accreditation Manager 617-643-6382
Jean Tammaro, Administrative Assistant 617-726-5440
Debra Weinstein, MD, Partners Vice President for GME 617-726-5440

Issue Contributors: Lori Berkowitz, MD, Sadie Barocas, MEd, John Co, MD, MPH,
Irina Knyshevski, Diane Sheehan

Editor: Alicja Martins
Advisor: Debra Weinstein, MD

Please email Alicja Martins at amartins4@partners.org with suggestions or contributions to our newsletter.