

# GME ON-CALL

Volume 8, Issue 1 Fall 2016

## Message From the Co-Chairs

Alan Woolf, MD, MPH, Debra Boyer, MD

Our July transition of house-staff at BCH has gone very smoothly, with orientations and boot camps allowing both interns and those moving up the ladder as residents or fellows to assume their new roles with confidence. We welcome the BCH trainees who have come to Boston for the first time from all over the country and the world, as well as those who are returning to the hospital in new roles.



In the GME Office, we are focused on a number of very promising developments in medical education at BCH. **Dr. Kevin Churchwell**, the Chief Operating Officer (COO) of the hospital, announced the creation of a new Department of Medical Education (DME) at the beginning of 2015 and appointed **Dr. Alan Leichtner** as the new Chief Medical Education Officer at BCH. Dr. Leichtner has recruited a team of talented new staff members interested in the education of physicians at every level, from medical students to BCH residents and clinical fellows to those engaged in active community practice. We look forward to working as an integral part of this DME team developing a number of exciting new initiatives going forward in academic year 2016-17.

Elsewhere in this issue of *GME On-Call*, look for the changes implemented at BCH in response to the ACGME's Clinical Learning Environment Review (CLER) of the BCH. The GME Committee continues to receive important guidance in how to tailor its educational goals and objectives from the two CLER site visits that have been held at BCH, one in 2014 and one last Spring. Also in this issue, we interpret six key values prioritized by BCH from the perspective of medical education.

**Comings & Goings:** We want to take this opportunity to thank our friend and colleague, **Dr. Robert Kitts**, who has stepped down from his role as training program director in child and adolescent psychiatry to take new responsibilities both in private practice and at the MGH. Thanks so much, Rob, for a job well done and best of luck in your new practice. We welcome **Dr. Oscar Bukstein**, who is psychiatry's new interim TPD while a national search for a replacement takes place. Dr. Bukstein has already been hard at work in his new position since July. We welcome **Dr. Alicia Casey** as the new Associate Training Program Director in Pediatric Pulmonary Medicine. We also want to offer our sincere thanks to **Dan Herrick**, who has been the Office of GME's part-time data analyst for the past 4 years. Dan has done pioneering work in creating a 'scorecard' to gauge program performance with respect to a number of GME-related metrics used to compare all the training programs at BCH both internally and, in some cases, with national benchmarks. Dan entered the ward clerkship phase of his medical school training this summer and continues to pursue his combined MD/PhD degrees at Tufts University. In his place, we welcome **David Jung** who is the GME's new full-time data analyst. David is a Boston University graduate, and he recently received his MPH degree from the University of Pittsburgh. He comes with a background in mathematics and information technology (IT).

## Inside This Issue:

Message from the Co-Chairs

BCH Values and Medical Education Parts 1 & 2

Adult Learning Principles to Clinical Teaching

Changes in Clinical Learning Environment

BCH partners with BSO

Coordinator's Corner

Patient Safety and Quality Grant Deadline

Dr. Lovejoy's GME book

ACGME Information

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## GME ON-CALL

He will take up the day-to-day program monitoring of the scorecard and resident/fellow duty hours. David will also collaborate with others in IT in developing individual clinical performance reports for both residents and clinical fellows. We are excited by the new ideas and energy he brings to this work, and commend David to his important activities on behalf of the physician trainees here at BCH.

**Upcoming Events:** The next GME Committee will be held on **Monday September 12th** from 5:00-6:00pm in the Garden Conference room. The first seminar in the series “*Strategies for Academic Success*”, the essential curriculum for clinical fellows, will be held on **September 12th** in the Karp 6 conference room. We will hold the rest of the series on November 8th, January 19th, March 20th and May 30th. All fellows should speak with their TPD about their attendance prior to this first of 5 sessions to be held throughout the academic year. A meeting of the new DME Advisory Committee is slated to be held on Thursday November 3rd in the Karp 7th Floor Conference Room from 5:00-6:00pm. The Fall GME Retreat for TPDs, Program Coordinators, and interested trainees will be held on Friday, November 18th in the Enders Building from Noon-5:00pm. Finally, mark your 2017 calendars: GME Day at Boston Children’s Hospital has already been tentatively scheduled for April 26th, 2017. We hope that all of you will be there!

## BCH Values And Medical Education – Part 1: Accountability, Communication, & Excellence

Alan Woolf, MD, MPH, DIO

The leadership at Boston Children’s Hospital (BCH) has defined six values that it holds as most important to the enterprise. In this column, I will explore the first three of these: accountability, communication, and excellence, as they apply specifically to our mission of medical education and physician training.

- **Accountability**

Ultimately we are all accountable to our patients and their families for the quality of clinical care they receive at our hands. The Office of GME (OGME), in its Accreditation Council of Graduate Medical Education (ACGME) compliance activities, holds the 39 accredited training programs at BCH accountable for delivering the highest quality of training possible. Faculty hold trainees accountable by rating their performance in achieving the various milestones of professional growth. Faculty also hold the training programs themselves accountable by critiquing elements of the curriculum or venues of training that need to improve. Trainees hold faculty and training programs accountable by evaluating the quality of their own training as they experience it during each year of training. And the OGME itself is accountable to the Department of Medical Education for insuring that BCH physician training programs provide an optimal clinical learning environment and meet standards of patient safety and quality of care as set forth by the ACGME, the Commonwealth of Massachusetts, the Joint Commission, and other agencies.

- **Communication**

The ACGME has defined as one of the six competencies of physician training, goals in the realm of inter-personal and communication skills. BCH emphasizes a deliberate approach to improved staff communication as central to its goal of becoming a High Reliability Organization (HRO). The HRO showcases key features such as ‘speak up for safety’, ‘communicate clearly’, and ‘pay attention to details’. Such concepts encourage cross-checking, clarifying, using structured hand-offs, using closed-loop communications, cultivating a questioning attitude regarding safety issues in everyday clinical practice, and using Situation, Background, Assessment Recommendation (SBAR) to frame important communications.

Residents and fellows are expected to become accomplished communicators with parents, children, nurses, other staff, and each other, whether during transitions of care at morning or evening report or

### Wellness Information

A great fitness opportunity available in the Boston Area is Class Pass!

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<https://classpass.com/get>

## GME ON-Call

### Fellow as Teacher Workshops

For the AY2017 we will be holding three repeating Fellow as Teacher Workshops. The dates are as follows:

September 20th  
from 1-3 pm in  
Karp 8

October 12th  
from 1-3 pm in  
Karp 11

October 26th  
from 1-3 pm in  
Karp 11

To register please contact Katelynn Axtman at [Katelynn.axtman@childrens.harvard.edu](mailto:Katelynn.axtman@childrens.harvard.edu)

when giving consultations to other physicians or outside pediatric practices, when receiving patient referrals from other hospitals, or when updating each other during their daily patient care activities. Unique BCH-affiliated resources, such as the Institute for Professionalism & Ethical Practice, can help to train residents, fellows, and faculty in relational competence in healthcare. Such a curriculum includes a professional approach to conversations with patients and families, while practicing and optimizing such skills as active listening and effective meeting leadership.

- **Excellence**

All of our training programs at BCH aspire to excellence in producing the outstanding physician-scientists and physician-leaders of the future. And our housestaff are motivated towards excellence in everything they do: in patient care, in research and scholarly activities, in their role as consultants and teaching others, and in their own, self-directed learning. And we hold faculty to the highest quality of excellence in their roles as mentors, advisors, role models, scholars, and teachers of our housestaff. In the OGME, we do not want our training programs to just 'meet the bar' of regulations set forth by the ACGME. We want to far exceed those minimal standards, demonstrating to others around the country those commendable practices in medical education to be emulated elsewhere.

## BCH Values And Medical Education – Part 2: Innovation, Respect, & Teamwork

Alan Woolf, MD, MPH, DIO

The leadership at Boston Children's Hospital (BCH) has defined six values that it holds as most important to the enterprise. In this column, I will explore the second three of those: innovation, respect, and teamwork, as they apply specifically to our mission of medical education and physician training.

- **Innovation**

BCH has a strong tradition of innovation, including such notables as Kenneth Blackfan (bedside rounding), John Enders (polio vaccine), Judah Folkman (angiogenesis), Charles Janeway (residency training), David Nathan (thalassemia), and Mary Ellen Avery (neonatal respiratory distress syndrome) to list just a few. And we continue to innovate in medical education as well. BCH has developed an Academy for Learning and Innovation in Education, which in itself is an innovative approach to encouraging faculty development. Other unique training tools, such as I-PASS, OpenPediatrics, PedsSim, and our OGME's innovative curriculum: Strategies for Academic Success (SAS) put BCH in the forefront of medical education both nationally and internationally.

- **Respect**

The definition of respect, according to Merriam-Webster's Dictionary: "a feeling of admiring someone or something that is good, valuable, important...and should be treated in an appropriate way." Respect for our patients and families is built into the Hippocratic Oath as one of the pillars of professionalism in medicine. The personal values of compassion, integrity, high ethical standards, honesty, humility, and self-effacement of personal interests are complementary personal qualities to that of respect that we want to instill in our learners. At BCH we extend that respect to the diverse community within which we practice - recognizing, celebrating, and embracing our cultural, racial, and ethnic differences with tolerance

Trainees serve on BCH's Interprofessional Diversity & Cultural Competency Committee, whose work includes providing educational opportunities for all staff in appreciating the different ethnic and cultural beliefs and practices of others. BCH also holds kindness and respect for each other as central to a healthy work environment and a productive and inspiring clinical learning environment. Faculty show their respect and support for learners under their supervision by how they interact with each other every day. Residents and fellows show their respect for nurses and other staff through their daily positive interactions in patient care. Through peer support and wellness program, and in

## GME ON-CALL

collaboration with the Office for Clinician Support, the OGME hopes to nurture the balance between quality personal time and productive professional duties that define a respectful approach to training.

- **Teamwork**

Teamwork and inter-professional partnering are recognized as critical elements to how pediatrics is practiced in the 21st century. Teamwork is embodied in the newest concepts of professionalism in medicine and is reflected in the milestones of achieving mastery throughout the training of a physician. Faculty model the principles of teamwork in their approach to patient care. The ACGME has recognized an emphasis on teamwork as one of the key descriptors of quality training programs. We deliberately encourage residents and fellows to work in different roles in a collaboration with other professionals through simulation exercises, during bootcamps at orientation, when using standardized transitions of care using tools such as I-PASS, through their service on various quality teams and hospital committees, and in every other aspect of their training.

## Clinical Learning Environment (CLE) Changes at BCH - 2016

Alan Woolf, MD, MPH, DIO

Boston Children’s Hospital (BCH) has undertaken several new initiatives in response to its first CLE review by ACGME officials in 2014. A new Department of Medical Education (DME) has been established, with newly allocated resources and 3.5FTE of new staff hires to carry out an expanded educational mission. A new Chief Medical Education Officer (CMEO), Dr. Alan Leichtner, was appointed in 2015 as a key executive-level position. The DME will facilitate coordination between the four key teaching areas of Continuing Medical Education, Graduate Medical Education, Undergraduate Medical Education, and Faculty Education, and works to integrate educational innovation with our Hospital’s Program for Patient Safety and Quality Improvement (PPSQ), Harvard Medical School (HMS), and our Institution for Professionalism and Ethical Practice (IPEP).

The DME envisions bringing together innovators, institutional leaders, faculty, and trainees to share learning, accelerate improvements in patient care, and foster innovative changes in resident and fellow training. This vision aligns perfectly with strategic priorities toward safety transformation undertaken by BCH, which has embarked on a High Reliability Initiative (HRI) committed to an enterprise-wide focus on eliminating preventable harm to patients and staff. This initiative has been implemented across all hospital areas, involving every employee. A key component of HRI is improving communication at times of care transitions. BCH’s establishment of a new DME and CMEO solidifies an institutional commitment to incorporate medical education into HRI. This effort exemplifies BCH as an institution that has embraced the CLE focus areas and prioritizes medical education, patient safety, and quality of care. Specific improvements are noted below in each area. This effort exemplifies BCH as an institution that has embraced the CLE focus areas and prioritizes medical education, patient safety, and quality of care. Specific improvements are noted below in each area.

**Clinical Care Improvements:** Quality improvement (QI) didactic teaching was added in 2015 to the ongoing 4-part afternoon course sessions for trainees entitled Strategies for Academic Success (SAS) which uses case simulations to teach residents and fellows how to design and implement QI interventions for scenarios encountered routinely in patient care settings. Novel ‘trainee accelerator’ programs have been established by a



### Benefits for Employees

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<https://working-advantage.com/childrenshospital>

This offer is only for Boston Children’s Hospital employees. The Children’s Hospital Boston Membership ID# is: 99040753

## GME ON-Call

## Strategies for Academic Success

Monday  
September 12th  
from 1:30-5pm in  
Karp 6

Tuesday  
November 8th  
from 1:30-5pm in  
Karp 6

Thursday  
January 19th  
from 1:30-5pm  
Location: TBD

Monday March  
20th from 1:30-  
5pm  
Location: TBD

Tuesday May 30th  
from  
1:30-5pm  
Location: TBD

To register please  
contact Katelynn  
Axtman at  
Katelynn.axt-  
man@childrens.  
harvard.edu

number of programs, including the Boston Combined Residency Program (BCRP) and cardiology, pulmonary, urology, and other fellowships. These orientation programs emphasize procedural competency and on-boarding activities at training initiation to improve the trainee's capacity to deliver safe, excellent clinical care. A new Housestaff Council for Patient Safety and Quality Improvement was created in 2014 as a subcommittee by the BCH GME Committee (GMEC) to encourage greater house-staff participation in patient-centered safety and clinical care improvements. An inventory of QI works-in-progress is being developed by the new Council.

**Patient Safety:** The hospital uses an innovative Safety Event Reporting System (SERS) that has been updated to improve usability of the reporting system for trainees and in the subsequent root cause analyses after adverse events. In 2015 there has been educational outreach to all trainees on using SERS effectively and an effort to learn from cases presented in conference settings (M&M).

**Wellness, Fatigue, & Duty Hours:** Since 2015, BCH has required that all trainees register at its educational website OpenPediatrics and view new modules on sleep science and physician performance. There is a re-invigorated GMEC wellness subcommittee and a new BCRP wellness committee promoting trainee time-outs, self-reflection, yoga, and mindfulness practices. Transition of Care: BCH has committed to refining and expanding the use of I-PASS, a standardized approach to transitions, in facilitating communications between care providers during change of shift and patient location.

**Professionalism:** New initiatives are underway to familiarize house-staff with disparities of care within the Hospital's catchment area, including options for trainees to participate in 'serving the underserved' and learn more about the neighborhoods from which their families come for care. The Office of Clinician Support is developing strategies to help faculty and trainees cope in stressful clinical circumstances. The Hospital-wide Inter-Professional Committee on Diversity & Cultural Competency is promoting awareness among trainees and staff of the diverse communities we serve. In 2015 BCH appointed a new International Office Medical Director, Dr. Jeffrey Burns, to foster cross-cultural relationships between BCH providers and patients worldwide.

**Supervision:** All trainees are oriented to the levels of supervision embedded in the clinical care of patients at BCH. Starting in 2015, trainees have received name badge laminated cards that enumerate those clinical scenarios requiring immediate notification of the attending physician. Other strategies for giving both faculty and trainees guidance concerning appropriate levels of supervision are under development.

All of these changes are designed to improve the training experience at Boston Children's Hospital in the service of its mission of educating the pediatricians of tomorrow.

## BCH GME Partners With BSO To Benefit Residents & Clinical Fellows

"Music is the universal language of mankind."  
Henry Wadsworth Longfellow

The Office of GME has entered into an informal agreement with the Boston Symphony Orchestra (BSO) to enhance the training experience of our residents and clinical fellows by giving them the opportunity to attend BSO concerts. A new pilot program was initiated this year to allow house-staff to purchase season-long vouchers that allow



## GME ON-CALL

them to obtain 2 free tickets per week to any BSO event during the academic year. This pilot program was approved by the GME Committee's Wellness Subcommittee, headed by Dr. Diane Stafford. Dr. Chris Yuskaitis, a child neurology fellow at BCH is responsible for bringing the new initiative forward. The Office of GME has absorbed the \$8 fee per BSO voucher, with a limit of 2 vouchers per trainee. By the application deadline of July 15th, more than 200 trainees have signed up for the BSO Discount Program at BCH.

*Music is the divine way to tell beautiful, poetic things to the heart...*  
Pablo Casals

We are proud of this new way to add a bit more music to the lives of our incredible house-staff!

## Coordinator's Corner

Anthony Calderone, Pediatric Pathology

Postgraduate training in pediatric pathology has been available at Boston Children's Hospital for nearly 100 years, prior to the discipline's formal recognition in 1953 as an ACGME-approved and boarded fellowship program. This unique fellowship offers core experience in pediatric surgical and autopsy pathology, as well as rotations in subspecialty pediatric pathology disciplines of gastrointestinal pathology, neuropathology, cardiac pathology, hematopathology, and forensic pathology. As clinical trainees, fellows participate in all clinical aspects of pediatric pathology, including operating room consultations, frozen sections, tissue dissection and harvesting tissue for special studies. Diagnostic education includes slide preview, case reporting, sign out, discussion with clinical teams, and presentations at clinical conferences. As part of the one-year pediatric pathology fellowship, fellows must work towards the minimum requirement of completing 40 postmortem autopsies prior to taking the pediatric board certification exam. Over the past ten years, pediatric pathology training programs have witnessed a national decline of autopsies available at teaching institutions.

Lacking the resources and case volume to provide the necessary postmortem autopsies to our trainees creates a significant challenge to any training program. In order to continue our success as a thriving and progressive teaching program, our department reached out to the Office of the Chief Medical Examiner to form a creative joint venture between the two centers. An on-call paging system was introduced between Boston Children's Hospital and the OCME allowing our trainees access to the approximately 200 pediatric autopsies performed annually at the Medical Examiner's Office. Additionally, our fellows participate in a four-week rotation at our neighboring

Harvard affiliated academic center, Brigham and Women's Hospital (BWH). At the BWH, our fellows train under the clinical instruction of faculty and BWH perinatal fellows and together our trainees work on fetal anomalies and spontaneous fetal losses. The goal to provide the minimum number (and more) of pediatric postmortem autopsies has subsequently been fulfilled annually. Our pediatric pathology fellowship program continuously and proudly graduates three to four fully trained and board-ready pediatric pathologist at the end of each academic season.

## ANNOUNCEMENT: Patient Safety and Quality Graduate Medical Education Grant Proposal Applications Deadline – October 15th

The Program in Patient Safety & Quality and the Office of Graduate Medical Education announce the solicitation of the next cycle of proposals for house-staff-led projects in quality improvement and

### GME Committee Meetings

September 12th  
at 5pm in  
Garden  
Conference  
Room

October 12th at  
4pm in Byers B

November 7th at  
5pm in  
Garden  
Conference  
Room

December 14th at  
4pm  
in Garden  
Conference  
Room

## GME ON-Call

## Alphabet Soup

RCC:  
Residency  
Review  
Committee

USMLE:  
United States Medi-  
cal  
Licensing  
Examination

IOM:  
Institute of  
Medicine

NRMP:  
National  
Residency  
Matching  
Program

patient safety. Principal investigators must be housestaff: all residents and clinical fellows in all BCH training programs are eligible to apply for these competitive grants. Harvard Medical School students may also apply if working with a BCH resident or fellow. Projects must be focused on improving the delivery of clinical care or patient safety using quality improvement methods. Grants are not intended to fund research, including quality improvement research; applicants seeking funding for quality improvement research are encouraged to consider the Program for Patient Safety and Quality Grants Program. All projects must include a faculty mentor.

Projects should be completed within a 1-2 year period of training although extensions of funding are considered. Awards up to \$10,000 are available. Completed applications must be received via email no later than October 17, 2016. Awards will be announced on or about November 17, 2016.

For more information and application forms, please go to the Office of GME website or contact Tery Noseworthy in the GME Office

Tel: 617 355 3396

email: [tery.noseworthy@childrens.harvard.edu](mailto:tery.noseworthy@childrens.harvard.edu)

## New Medical Education Book Focuses on the History of Boston Children's Hospital

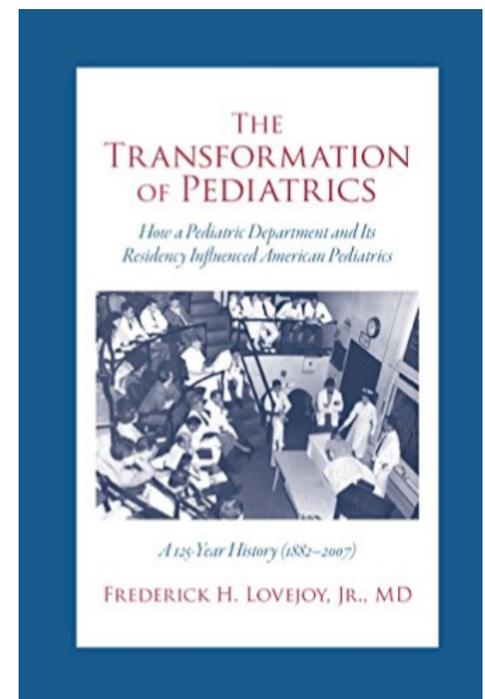
We are pleased to announce the publication of a new medical education book: *The Transformation of Pediatrics: How a Pediatric Department and Its Residency Influenced American Pediatrics – A 125-Year History (1882-2007)*. This text chronicles the evolution of pediatric medicine in America, as portrayed by the history of dynamic hospital leaders and the progress they fostered in medical education, the clinical care of patients, and pediatric research here at Boston Children's Hospital. Authored by our own Dr. Frederick H. Lovejoy, Jr., this beautifully-written account is a must-read for housestaff, faculty, and all those interested in discovering how pediatrics has matured as a specialty of medicine through the last 125 years.

*As the last paragraph of the book so nicely captures:*

*"Three years of residency, when placed alongside a 40-year career, seems remarkably brief. Yet the impact of those years in molding the mind and the soul of the young physician is immense. Skills, character, and professional aspirations are formed and embedded for a lifetime. Memories of the experience run deep and their influence is present throughout a career. Thus it is perhaps not an exaggeration to reflect that in years to come, many will take note of their most important accomplishments as a physician, while others, house officers*

*who trained in this residency program in Boston, with pride and humility will simply say, "I was a resident at the Children's Hospital."*

The book is published by the Science History Publications USA division of Watson Publishing International LLC and is available at [www.amazon.com](http://www.amazon.com)



## ACGME Information and Upcoming Events :

*Building Effective Programs Together: A Course for Program Directors and Advanced Coordinators*

October 2 -4, 2016

More info please visit: [www.acgme.org/Meetings-and-Events](http://www.acgme.org/Meetings-and-Events)

*The Basics of Accreditation for New Program Coordinators*

See website for dates for each specialty: [www.acgme.org/Meetings-and-Events](http://www.acgme.org/Meetings-and-Events)

*ACGME Annual Educational Conference*

March 9 – March 12, 2016

More info at [www.acgme.org/Meetings-and-Events](http://www.acgme.org/Meetings-and-Events)

### ACGME WEBINARS:

Recorded and available at any time at [www.acgme.org/Meetings-and-Events](http://www.acgme.org/Meetings-and-Events)

- GME Funding
- Assessing Program Director Leadership and Effectiveness
- Linking Specific Aims and Program Evaluation to Developing A Marketable Residency Brand
- Combating Burnout and Promoting Physician Well-Being
- Leveraging the Potential of Clinical Competency Committees

### Save the Date

Medical  
Education  
Retreat:  
November 18th  
from  
2-5pm

Patient Safety  
Quality Forum:  
Stephen E.  
Muething, MD, Vice  
president for safety  
at  
Cincinnati  
Children's  
Hospital  
Medical  
Center.  
September 21st at  
10 a.m.  
Folkman  
Auditorium

#### Questions? Contact the GME Office

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