

# GME ON-CALL

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## Changes in Leadership for GME



Jennifer Kesselheim, MD, M.Ed, MBE  
Designated Institutional Official  
Chair, GME Committee

We are extremely happy to report that, after an extensive search, Jennifer Kesselheim MD, M.Ed, MBE, has been selected as our new Designated Institutional Official (DIO). Dr. Kesselheim is an Associate Professor of Pediatrics at HMS and oncologist at Boston Children's and the Dana-Farber Cancer Institute (DFCI). She attended the University of Wisconsin and then obtained an MD and Master's degree in Bioethics at the University of Pennsylvania. She trained in pediatrics in the Boston Combined Residency Program and then completed her pediatric hematology-oncology fellowship at the DFCI and BCH. In 2008, she earned a Master's degree in education at the Harvard Graduate School of Education.

Dr. Kesselheim founded and directed the Master of Medical Science (MMSc) in Medical Education at HMS from 2013-2021. She has held a number of other positions at HMS, including co-directorship of the inter-professional education curricular theme. At the Dana-Farber/Boston Children's Cancer and Blood Disorders Center, she directs the fellowship in pediatric hematology-oncology. Nationally, she is the former Chair of the Fellowship Program Director Executive Committee of the Association of Pediatric Program Directors and is currently Vice Chair of the Pediatric Resident Review Committee of the ACGME.

Dr. Kesselheim has received a number of awards recognizing her achievements as an educator, including a Professorship from the Arnold P. Gold Foundation and a prestigious Macy Faculty Scholar award from the Josiah Macy Foundation.

Also joining the team with Dr. Kesselheim are two new Associate DIOs, Josh Nagler, MD, and Ariel Winn, MD.

## Changes in Leadership continued



Joshua Nagler, MD is an Associate Professor of Pediatrics and Emergency Medicine at Harvard Medical School and the Associate Chief of Emergency Medicine at BCH. He is also the Director of Medical Education for the Division of Emergency Medicine as well as the Program Director for the Pediatric Emergency Medicine fellowship program. He completed medical school at Cornell University Medical College, and pediatric residency and chief residency, as well as his pediatric emergency medicine fellowship at Boston Children's Hospital. Dr. Nagler earned a Master in Science degree in Health Professions Education through the Massachusetts General Hospital Institute for Health Professions. His roles in the past have focused on both resident and medical student education at Boston Children's Hospital.

Ariel Winn, MD is an Assistant Professor of Pediatrics at Harvard Medical School and a Pediatric Hospitalist at Boston Children's Hospital. Ariel has served as an Associate Program Director in the Boston Combined Pediatrics Residency Program, as a Medical Educator within the GME Office and as the co-director of the Academy's teaching certificate program. She also serves as the Associate Director for Professional Development of the BCH Academy for Teaching and Educational Innovation and Scholarship. She has recently served on and chaired the Associate Program Director executive committee of the Association of Pediatric Program Directors. She currently served on the American Board of Pediatrics Competency-Based Medical Education Committee. She completed medical school at New York University School of Medicine and her pediatric residency and chief residency at Boston Children's Hospital. She completed the Rabkin Fellowship in Medical Education through the Shapiro Institute for Education and Research at Harvard Medical School and Beth Israel Deaconess Medical Center.



After a distinguished 15-year tenure, Alan Woolf, MD, MPH, stepped down as the DIO for GME on November 1, 2021. Dr. Woolf's extraordinary service to GME at Boston Children's is marked by his leadership in expanding the number of training programs, the support for these programs through the GME Office, and his commitment to improving all aspects of the learning environment for our trainees.

Dr. Woolf led the institution and our many training programs through major changes in the way the Accreditation Council for Graduate Medical Education (ACGME) accredits both sponsoring institutions and individual programs. His advocacy in ensuring all participants in our training programs, both faculty and trainees, are supported in their learning and teaching has helped secure the institution as a leader in medical education across all specialties. He will remain at Associate Chief Medical Education Officer.

# Change in Leadership for UME



Katie O'Donnell, MD, was appointed the Associate Dean for Undergraduate Medical Education at Harvard Medical School (HMS) and Boston Children's effective July 1, 2021. In her new role, Dr. O'Donnell will serve as the Boston Children's liaison to HMS for student education and will be point person for questions about undergraduate medical education that arise at the hospital. She will be taking over from Alan Leichtner, MD, MSHPEd, who will remain Chief Education Officer and Director of the Department of Education at BCH. Dr. O'Donnell is a hospitalist with the Children's Hospital Inpatient Service and also serves as an attending on the Medical Toxicology Service. She completed her undergraduate work at Harvard College, attended Dartmouth Medical School, and completed her pediatric residency in the Boston Combined Residency Program, including a year as chief resident. She is an outstanding educator and the recipient of a long list of teaching awards, including the Cloherty Award from the BCH Academy and the Masland Award from HMS.

## Comings and Goings

We are sad to say goodbye to two members of our GME Office team. Brittany Alaimo, Program Coordinator in the GME Office, left at the end of October for another position outside the hospital. We also said goodbye in mid-January to Sebastian Ferrell, our Quality Improvement Data Analyst who left in January for an exciting opportunity in a warmer climate. We thank them for all of their hard work and contributions; we will miss them both.

On a brighter note, we are happy to welcome Kristy Casseus to the GME Office team as our new Program Coordinator, effective February 7th, 2022. Welcome to BCH, Kristy!

Kiara Harris Amos, fellowship coordinator for Pediatric Critical Care Medicine, left the program in January to pursue another opportunity outside the hospital. We wish her well in her new role.

Welcome to Brynn White, new fellowship coordinator for Neonatal-Perinatal Medicine; she replaces Julia Lemieux, who left in the fall to pursue opportunities outside Boston Children's Hospital. Welcome to BCH, Brynn!

Save the Date -  
GME Day Grand Rounds  
Wednesday, March 30th, 2022  
12 noon  
Speaker: Debra Weinstein, MD



# Steps to Academic Promotion at Harvard Medical School

Alan Woolf, Frederick Lovejoy, Elayne Fournier



Academic promotion at BCH always starts with the recommendation of the candidate's Division or Department Chief. The Chief meets with each faculty member periodically to review the faculty member's achievements and progress in academic activities (e.g. clinical service, research, leadership, grants experience, publication record, community service, and regional, national or international professional prominence). Together they decide when the applicant is deemed ready for the next step in the progression from instructor (or 'member of the faculty' for those coming to BCH from other institutions) to Assistant Professor to Associate Professor to Full Professor.

## **Harvard's Criteria for Promotion: Areas of Excellence & Significant Supporting Activities (SSA)**

- Clinical Expertise & Innovation
- Investigation
- Teaching & Educational Leadership

Other avenues include promotion by Longer Service criteria and Academic Part-Time (part-time still is submitted with an Area of Excellence) criteria. Candidates are usually nominated in one of these Areas of Excellence, but they are not necessarily permanent. For example, one can be promoted to the Assistant Professor rank by Investigation criteria and then be promoted to the level of Associate Professor by Clinical Expertise and Innovation criteria, as one's career direction might evolve.

Harvard also includes consideration of a candidate's record of additional accomplishments in the deliberations of its promotion committees. These activities must be exceptionally prominent and are designated Significant Supporting Activities (SSA). There are several SSA categories:-

- Administration & Institutional Service
- Clinical Expertise
- Diversity, Equity and Inclusion
- Education of Patients & Service to the Community
- Investigation
- Special Merit in Education

The candidate's CV narrative should include evidence to support the inclusion of the SSA as a consideration in the committee's review of the dossier.

## Nomination Letters & Letters of Support

The nomination letter from the Division or Department Chief, along with the candidate's curriculum vitae (CV), accompanies 'internal' letters solicited from faculty within the Harvard system who know the candidate well and can write a letter of support for his or her promotion. 'External' letters are also solicited from faculty outside of Harvard who are acquainted with the candidate's work or have partnered with him/her in research, clinical, teaching or community-based activities. An impartial or 'blind' letter will also be required for promotion to the Associate Professor level. The impartial letter writer is someone who has not trained or trained with the candidate, worked with the candidate, written with the candidate or collaborated with the candidate, and is not from the candidate's prior home institution(s) - but who can judge their qualifications for promotion solely on the merit of their scholarly achievements when compared to other faculty at other institutions at a similar juncture in their careers.

LEVEL	LETTERS NEEDED	DETAILS
Instructor	Two	No specifications
Assistant Professor	Four	All from Associate Professors or higher <ul style="list-style-type: none"><li>Two from within Harvard system</li><li>Two external to Harvard system</li></ul> <i>Letters must be requested by the Department or Division Chief</i>
Associate Professor	Six	All from Associate or Full Professors <ul style="list-style-type: none"><li>Two from within Harvard system</li><li>Two external to Harvard system</li><li>Two from either</li></ul> <i>Letters must be requested by the Department or Division Chief</i>
Professor	Several	<ul style="list-style-type: none"><li>Approval from BCH Promotions Committee</li><li>Approval from BCH Senior Appointments Committee</li><li>Proposing letter from Department Chair</li><li>List of potential committee members and letter writers for HMS to request letters and form review committee, both internal and external</li></ul>

## Annotated Bibliography

The candidate's dossier will also include an annotated bibliography of the most impactful published works of the candidate (2 for Assistant Professor, 5 for Associate Professor and 10 for a Full Professor).

## BCH Committee on Academic Appointments & Promotion (CAAP)

The dossier is compiled and then sent to the BCH Committee on Academic Appointments and Promotions (CAAP) where it is reviewed by a group of senior BCH faculty who are themselves senior leaders and/or HMS professors. Leadership of the CAAP currently includes Dr. Frederick H Lovejoy Jr as its Secretary and Dr. Gary Fleisher, the Chair of the Department of Pediatrics.

- Support the application without revision
- Table support of the application pending completion of minor revisions
- Table support of the application until key revisions are completed

Once the CAAP has approved the candidate's application, it is sent to the Harvard Medical School Pediatric Executive Committee (PEC) for review. The PEC is made up of senior faculty from the Departments of Pediatrics at Boston Children's Hospital and Massachusetts General Hospital with Dr. Frederick H Lovejoy Jr as its Secretary. If the dossier meets with the approval of the PEC, it is sent on to the HMS Promotions and Reappointments Committee for consideration at the Assistant and Associate Professors levels and to the HMS Subcommittee of Professors at the Full Professor level.

At the level of HMS review, usually the Secretary of the CAAP and the PEC acts as the advocate for the candidate at the Assistant and Associate Professors level at the HMS Promotions and Reappointment Committee (P&R) and the Department Chair at the Subcommittee of Professors for a Full Professor. The candidate's dossier are presented and either the Secretary or Chair is able to speak to the strengths of the nomination and answering any questions for HMS committee members.

All promotions are final and a start date is issued, when approved by the Harvard University Governing Board. For additional information concerning promotion at Boston Children's Hospital, checklists and other materials are available at the HMS website: <https://fa.hms.harvard.edu/promotion-profile-library>.



# Count Me In!

## Keeping Track of Your Complement

Tery Noseworthy

Knowing how many trainees are in your program sounds like it should be simple, but as training has evolved it has become increasingly complex. Keeping track of people who started off-cycle, are doing joint training programs or even just extended their training for a few weeks can easily get overwhelming. How can you keep track?

The first step is knowing how many trainees you are allowed to have. All ACGME-accredited programs have an approved number of slots, referred to as your complement. Most RRCs only approve the total number of trainees in your complement and don't examine how many trainees are in each class, while others approve a specific number of slots per year. The easiest way to see this is to look at your program page in WebAds.



If you see something like this, you know you are approved for a number of slots across all years, and only the total matters.

**Total Approved Fellow Positions: 4**  
**Total Filled Fellow Positions\*: 4**

If you see something like this, you know you are approved for a specific number of slots for each year of training.

Total Approved Fellow Positions: 3			
Total Filled Fellow Positions*: 3			
Complement Breakdown: Approved			
Years:	1	2	Total
Approved:	2.0	1.0	3.0

Complement Breakdown: Filled			
Years:	1	2	Total
Filled:	3.0	0.0	3.0

The next step is counting your trainees. Each person in your accredited program counts as 1. That's easy, right? Now, do you have any residents or fellows who are in combined training programs? An example would be someone doing a four-year joint fellowship in pediatric and adult Rheumatology, or someone doing a recognized combined training program, like Pediatrics/Medical Genetics. Trainees in combined programs count as 0.5 of a slot, even when they are doing the other half of their joint/combined training and aren't present in your program.

Now that you have that number, you know how many trainees you have. That's great! Wait, did any of them start off-cycle? Is anyone extending their accredited training for any reason? Take that into account and look at your complement at the start of the next academic year, and maybe even the next one after that. Will anything cause you to be over that complement, even for a few months? Some RRCs will allow a short grace period of up to 90 days to cover situations like this; you just need to explain in the "Major Changes" section of your WebAds update. Some RRCs do not allow this; the best way to determine the policy of your RRC is to look at the "Documents and Resources – Resident Complement" document on your specialty's page on the ACGME website.

Overview	○
Program Requirements and FAQs and Applications	»
Milestones	»
Documents and Resources	»
Review Committee Members	»

Looking at your complement is something that you should do at least annually. You may find it helpful to make a table or grid that includes everyone, and then review it periodically with the entire program leadership team. Timing is key, because it is important that you do it well in advance of your interview season, so you know how many slots you will have filled. Planning ahead gives you time to make any temporary or permanent increase requests to your RRC. While many RRCs will approve temporary increase requests within two to four weeks, it sometimes takes longer. Permanent increase requests generally require the full RRC to review, which means waiting for the next RRC meeting, which could be many months away. If you expect this to be a frequent issue, you may want to simultaneously submit a temporary increase for the more immediate need and a permanent request to be sure you are covered going forward.

Should you have questions about your training program's complement or whether you need to change it, please reach out to the GME Office. We can answer questions and help you identify solutions.



## UPCOMING EVENTS

**February: Black History Month**

**February 25th: Thank a Resident/Fellow Day**

**March: National Women's History Month**

**March 13-19: National Patient Safety Awareness Week**

**June: LGBTQA+ Pride Month**

**Juneteenth: Sunday, June 19th (observed by BCH on June 20th)**

# GME Trainee Spotlight

Janani Sundaresan

Resident, Boston Combined Residency Program



## Tell us about where you grew up.

I grew up in Fort Worth, Texas as the middle child and only daughter to my immigrant parents. I have an older brother who recently moved to Boston and a younger brother still back home in Texas!

## When did you know you wanted to be a doctor?

I think it was... the 3rd grade! I always felt drawn to this field and lucky I was encouraged to pursue it. Every doctor's motivation is so personal and an amalgamation of their family's and personal experiences, but I love the unending learning, balancing tensions between thinking deeply but also sometimes quickly, and as corny as it is, helping people- both in big and small ways.



## How did you decide to go into your current specialty?

I've always loved working with children, so I thought pediatrics would be the perfect fit, but I did strongly consider other fields before applying just to make sure! For me, Pediatrics has a beautiful blend of clinical medicine, humanism, and FUN!! I also found it allowed me to think more about (in)equity, advocacy and the multiple dimensions of our life our health can impact.

## Tell us about your medical experiences before you came to BCH.

I've done some field work in South India during medical school, regularly worked in a clinic in medical school, took a gap year and completed my Masters in Health and International Development at The London School of Economics, and completed dissertation field work in Rural North India.







### **Where are you in your training?**

I'm currently a PGY2 resident in the Boston Combined Residency Program (BCRP) in the Urban Health and Advocacy Track (UHAT).

### **Tell us about your clinical and research interests.**

I'm still exploring my interests for my future clinical and research work, but am interested in writing, technology, poverty reduction and inequity.

### **How do you manage your time and bring balance to your life? What do you do for fun?**

I try my best but am so grateful for an understanding partner, friends and family who ground me and support me! I enjoy hanging out with my co-residents, cooking, crossword puzzles and painting!



Want to nominate a trainee to be featured in our trainee spotlight? Go to <https://tinyurl.com/trainee-spotlight> and let us know!



Want to be Insta-famous? We're looking for content for our Instagram account. Tell us something interesting about your program, share some research that is happening, show us a simulation training in action, or share something about living in Boston and training at BCH! Sent your submission to [gme@childrens.harvard.edu](mailto:gme@childrens.harvard.edu)



**Follow us on Instagram!**  
**Bch\_training**

**Check out our website!**  
**<https://tinyurl.com/gme-bch>**

## GME Office Staff

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Chair, GME Committee*

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**Don't forget! The cafeteria is still  
offering employees 50% off one  
meal every day and one selected  
free meal every Friday!**

