



Miles Frederick Shore



Photograph courtesy of Shore Family

**Miles Frederick Shore, M.D.,
Bullard Professor of Psychiatry Emeritus
(May 26, 1929-June 20, 2019)**

Miles was born in Chicago, Illinois on May 26, 1929, the only child of two schoolteachers who had grown up on Iowa farms. After beginning college at the University of Chicago, he transferred to Harvard College (HC) for his junior and senior years (AB 1950) and then attended Harvard Medical School (HMS) (MD 1954). After two years in the U.S. Army Medical Corps at Fort Sam Houston in San Antonio, he completed psychiatric training at the Massachusetts Mental Health Center (MMHC) and the Beth Israel Hospital. In 1965, he became Director of Community Psychiatry at Tufts University School of Medicine and rose there to become Associate Dean for Community Affairs in 1972 and Professor of Community Health in 1973. In 1975, he moved to become Head of the Department of Psychiatry at the Massachusetts Mental Health Center (MMHC) (as well as Superintendent and Area Director) and Bullard Professor of Psychiatry at Harvard Medical School. At the same time, he

was enlisted to serve as chief of the psychiatry section of the department of medicine at New England Deaconess Hospital. While at HMS and MMHC, he held two other important positions in addition to his academic duties: Acting Commissioner of Mental Health in the Mass Department of Mental Health in 1983 and Director of the Robert Wood Johnson Foundation Program for Mental Illness between 1985 and 1992.

In 1993 he became (and remained for the rest of his life) Visiting Scholar at the Harvard Kennedy School (HKS), where he developed and taught a long-running course on leadership (*Leadership and the Structure of Organization*) and co-developed an executive program on health policy for physicians and health care leaders (*Understanding the New World of Health Care*). At HKS, he supervised graduate students and advised students in the Master of Public Policy (MPP) and the Master of Public Administration (MPA) programs. In 2000, he was appointed Senior Consultant and Director at Harvard Medical International, where he organized jointly with the University of Lausanne a health policy executive education program, “*Your Future in Health Care.*” In addition, he conducted seminars and workshops on leadership and health policy for the European Health Policy Seminar of the Complutense University in Madrid, the University of

Toronto Department of Surgery, the Western Australia Health Authority, and the Harvard China Medical Board in China.

Psychiatry at Harvard

Miles spent 19 years (1975-1993) as chair of the department of psychiatry at MMHC and as hospital superintendent. As a product of HMS and the MMHC psychiatry residency, he returned to MMHC well prepared to sustain and extend its reputation for academic excellence in teaching and research as well as to sustain and extend its therapeutic programs for people with serious psychiatric disorders. When Miles first arrived as the new MMHC psychiatry chair, however, he knew that he was coming to a timeworn, outmoded building erected in 1912 (then named the Boston Psychopathic Hospital). Moreover, at MMHC, he was faced with a difficult period for publicly supported psychiatric programs in Boston and the nation. The Massachusetts Department of Mental Health (DMH) budget and support for its programs, especially those like MMHC with an academic and training focus, were declining, while community demands for improved recognition and service were increasing.

As the years passed, Miles maintained the distinction and reputation of MMHC as a major treatment and teaching facility and as a center for academic and clinical excellence within the HMS family. As its leader, Miles nurtured and grew the MMHC as one of the few state hospitals accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). Under Miles' leadership, many MMHC academic programs flourished and expanded, and they still survive. He also encouraged the development and offering of an enhanced repertoire of continuing psychiatric education programs for practitioners in Boston and the nation. In addition to programs within MMHC, he insisted that faculty reach out to other DMH hospitals and clinics as well as the central DMH office to teach the latest developments in psychiatric diagnosis and treatment. In this vein, he often asked his faculty to go out to other DMH facilities to review patient care, lecture, hold seminars, and update clinicians on developments in treatment approaches for seriously ill patients.

The Longwood Psychiatry Residency Training Program Miles planned was as good as any in the country, attracting trainees from across the land. A remarkable statistic was that, even five years after completing training at MMHC, at least 50% of alumni were still involved in the public sector (rather than in private practice), a specified goal of the training program. When, during his tenure, Miles' faculty commemorated the 75th anniversary of MMHC's founding, more than 100 alumni returned to Boston to participate in seminars and celebratory events.

Miles was a staunch supporter of innovative therapeutic and research programs in schizophrenia, mood disorders, psychopharmacology, and sleep disturbances. As such, he was determined to translate MMHC's long-standing psychoanalytically oriented individual-based treatments into community-based programs. Therefore, he established and cultivated a close working relationship with the DMH area director of mental health services, who supported Miles' creative attempt to reach out to the community. Vision, creativity, and change do not always land smoothly at venerable, staid institutions with well ingrained traditions. Not surprisingly, not everyone at MMHC was comfortable with Miles' expansion of the new therapeutic mandate, and several members of the faculty left the teaching programs. Faculty controversy, however, gave Miles the opportunity to display two of his best qualities—his sense of humor and his grace under fire. Miles was (almost) always smiling as he welcomed divergent faculty opinions regarding ideas for new programs. As a leader in the "hot seat," he would remark periodically, "If everybody likes you and agrees with you, you are doing something wrong."

Miles' tenure of MMHC service and leadership coincided with a period during which American psychiatry was undergoing major theoretical and clinical changes and when financial resources were being challenged and reduced continually. In the 1970s and 1980s, when DMH inpatient sections and units were being closed, the promise from the federal and state government that funding saved would be funneled into community programs never materialized. In response, Miles conjured up ways to preserve and perpetuate these threatened community programs, and, with the assistance of Jim Hilliard, then Undersecretary in the Massachusetts Office of Human Services, he established a not-for-profit corporation that could seek private funds and state contracts to support community work—VinFen (named for the two intersecting streets at the corner of MMHC, Vining Street and Fenwood Road). The new corporation was designed to provide additional outpatient treatment services, and, with the same goals, Miles facilitated a difficult merger with the West-Ros-Park Mental Health Center and Boston State Hospital programs. These overtures, in turn, brought new faculty and support staff to MMHC as well as increased financial support for expansion of the residency training program. Under his auspices, community-based treatment and home-visit outreach to elderly residents were supported enthusiastically, as were consultations to area-wide nursing homes. Today, VinFen, the product of Miles' imagination, is one of the largest providers of community psychiatric services in the Commonwealth. It has thrived and grown so effectively that, currently, four decades after VinFen's founding, the Massachusetts DMH and the Department of Public Health depend heavily on VinFen for the maintenance and supervision of community programs.

Miles was an effective, productive, and genial leader who left a legacy of expanded community and academic programs. He influenced not only HMS and the Commonwealth of Massachusetts but also American psychiatry writ large. Miles served with distinction as a leading figure of the highly selective American College of Psychiatry, including a year's tenure as president, and chairmanship of multiple leadership committees. In his personal mission to bring along the next generation of leaders in psychiatry, he used this perch to identify young talented psychiatrists who would be invited to join this national organization. Ultimately, Miles was a leader who, selflessly, built up and promoted the careers of his faculty. In so many ways, Miles taught and inspired; he influenced so many careers in psychiatry that his impact on the field remains great and his reach far and wide.

For Miles, being a psychiatrist was so much more than a vocation; his profession brought him so much personal satisfaction and influenced his worldview. Miles' own words capture the insights about life that he derived from the practice of psychiatry. In the *Harvard Class of 1950 Twenty-fifth Anniversary Report*, he wrote, "Although psychoanalysis is neither a religion nor a philosophy, it does provide a special window on the world which can't help but enrich one's perceptions and provide food for reflection. Among other things I find it increasingly difficult to tell the good guys from the bad guys when I really get to know them. Nevertheless, there is such a thing as evil in the world which is primarily related to self-centeredness and to the sizable outcroppings of primitive irrationality which mark our slow progress along the path of psychological evolution. Finally, I'm impressed that humor is the bravest and most civilized of human traits, providing defiant comfort in the face of vast uncertainty."

Robert Wood Johnson Foundation

In 1985, Miles was tapped by the Robert Wood Johnson Foundation (RWJF) to lead their new national Program on Mental Illness. For this role, Miles enlisted Martin d. Cohen, who was in the Massachusetts Executive Office of the Massachusetts Department of Health and Human Services, as his deputy. Miles was always thinking about what else could be done to improve services or create new solutions to

intractable problems. To his great credit, Miles instilled a confidence in his coworkers that he would let them do their jobs, stay out of their way, but always watch their backs. The RWJF chose him to lead its Program in Mental Health because he had developed a model at MMHC of a unified system of care, in which he brought together the administrative, clinical, and financial resources to craft a comprehensive network of services and supports for people with serious mental illness. That range of services—inpatient and outpatient care, case management, and supportive housing—was a model designed to ensure that those most in need would not fall through the cracks or wind up on the streets. The Foundation thought his model could be replicated elsewhere, and, beginning in 1986, Miles and Marty spent six years taking frequent trips throughout the country, working with state and local governments on ways to better organize, finance, and deliver services and supportive housing for people with serious mental illness.

Health Policy, Harvard Kennedy School

Miles' Commonwealth-wide experiences in extending psychiatric services led naturally to his interest in health care policy, and in 1993 he became a Visiting Scholar at the Harvard Kennedy School (HKS). As mentioned above, at HKS, Miles ran a very successful health policy course and an executive health policy program; these and other academic offerings attracted national and international attention. His ability to develop, adapt, and improve good ideas and turn them into effective action made him a favorite of surgeons, whose interventional discipline, at first glance, is very remote from psychiatry. Working with cardiothoracic surgeon Dr. Martin McKneally, then Professor of Surgery at the Albany Medical College, Miles developed a health policy course tailored to the needs of the Society of Thoracic Surgeons (STS). To help these thoracic surgeons acquire the knowledge and skills needed to understand the changes that were disrupting the world of healthcare, Miles attracted a superb roster of guest faculty, including the Governor of the Commonwealth, members of congress, and economists as well as health care executives, leaders, and scholars. The collaboration of faculty from different disciplines and with a diversity of experiences and interests helped model for the surgical group, and, ultimately, for other physicians and health care professionals, how to work effectively with others.

Miles liked to emphasize that “leadership” was about “followership,” and his colleagues learned that working with him was sure to be a dignifying experience that helped them to become the best version of themselves. As in every other academic endeavor he touched, Miles communicated his intellectual humility and enthusiasm for new knowledge and adventure that made learning great fun. In the ensuing years, through Miles' leadership, his executive health policy course became the vehicle for training most of the leaders of the STS. After Miles retired from teaching the course in 2004, the course has continued at the Brandeis University Heller School for Policy and Management, with support from the American College of Surgeons, and 16 other surgical societies.

HMS Promotion and Review Board

Another noteworthy aspect of Miles' academic and professional life was his chairmanship of one of the important standing, governance committees of the medical school, the Academic Societies Promotion and Review Board (PRB) [now called the Medical Student PRB]. The PRB certifies that students have made satisfactory academic progress at the end of each phase of the curriculum and are eligible for promotion to the next phase of the MD curriculum. In addition, the PRB reviews performance issues of medical students having academic or professional difficulty to ensure that each student in the MD program meets HMS' academic standards, rules governing promotion, standards of professional conduct and responsibility, and requirements for graduation.

The PRB has two competing missions. One is focused *internally*, to serve students who struggle and need additional guidance and attention to help them become the physicians they can become. The second is focused *externally*, to serve society and protect society from the possibility of exposure to physicians poorly prepared and incapable of the sacred trust of serving as healers. Miles enriched the PRB profoundly. He served with sophisticated and nuanced expertise as chair of the PRB for 14 years, from 2001 through 2014 (exceeding his belief in the 10-year rule). He brought such wisdom and keen judgement to PRB deliberations that HMS made an exception and supported his continued service as chair of this standing committee even after he became an emeritus professor on July 1, 2009.

The best way to explain the roles and responsibilities of the PRB is to quote Miles' own eloquent prose, as he wrote to the PRB when he stepped down in September 2014. He wrote that the role of the PRB "is to administer **justice** in the context of **mercy**. The **justice** part is the responsibility of the appointed, voting members whose deliberations and final recommendations to the Dean reflect awareness of what the medical profession owes the public—clear-eyed self-regulation as the price of the professional latitude physicians enjoy in serving society. The **mercy** part comes from the active contributions of the leaders (now called advisory deans) and staff of the Academic Societies who know the students best and can provide context and mitigating back story to guide the Board's decisions. Balancing **fairness** for students with the **intense self-discipline** that society expects of our profession is a complex challenge. Further complicating the task is the emotional drama that is involved in decisions that affect needy and troubled students."

He wrote further, "Of enormous satisfaction has been the dedicated, judicious participation of the voting members of the Board, whose diligence and thoughtful consideration of issues made the discussions humane and intellectually rigorous. The contributions of the Society representatives have been essential in reaching decisions that reflect our difficult charge. The welcomed disagreement between the voting members and the Societies from time to time is a measure of the vigor with which each of the two groups accepts its responsibilities, guaranteeing that difficult decisions are neither thoughtlessly punitive nor a whitewash."

Miles navigated the PRB between the two extremes of tempered mercy and strict, draconian justice. Miles modeled statecraft and patience, as board members presented their perspectives with the full conviction of their own exclusive righteousness; the task of the board was to reconcile all these invariably conflicting views. One of the strengths and beauties of HMS is that, for every issue, we have faculty who take polar-opposite views. People on both sides are very smart and have well articulated, convincing, even eloquent arguments. What makes this particularly challenging is that these faculty who look at each issue in their own special way are our esteemed, valued, and respected colleagues, and, often, dear friends. Ed Benz, HMS '72, former president of the Dana Farber Cancer Institute, wrote that "academics are eager to be led but hate to be ruled. Leading them is a process of colloquy and persuasion." Miles' had the uncanny talent, by the power of persuasion, to lead warring sides to a reasonable, rational, and fair consensus.

The most important lesson Miles taught the PRB was to be courageous in arriving at the best reasoned decision, after listening carefully and valuing the views of both sides. On the PRB, Miles was at the nexus of passionately held arguments and views between two poles, seemingly rigid administrative rules that are fair and egalitarian versus an unending stream of passionate pleas for exceptions to the rules. His Solomonic judgment in this complicated dance made all the difference.

And Miles did not just “do” the work of the PRB; he studied it. Ever scholarly and curious, he was one of the driving forces behind a study of PRB outcomes. The question addressed was whether appearance before the PRB for lapses in professionalism in medical school was a predictor for professionalism/performance difficulties after medical school graduation—during residency and practice. The answer was yes! The paper was accepted for publication in *Academic Medicine* three months before Miles’ passing and was published posthumously (*Acad Med* 2020;95:888-895). When published, the paper included the following dedication: “Dr. Miles Shore passed away in June 2019 at the age of 90, during the editing process of this manuscript. Among his substantial contributions to Harvard Medical School and the broader community, he served for many years as Chair of the HMS Promotion and Review Board. In that role, he was a champion of the value of professionalism in students, and he was both the inspiration for and a coinvestigator in the project that resulted in this publication. We hope that this piece of scholarship will, in a small way, serve to honor his memory and achievements.”

Similarly, he was also a major contributor to a team led by Harvard School of Public Health Professor Lucian Leape that, in *Academic Medicine* in 2012, published a pair of companion papers on the professionalism that Miles visited and re-visited on the PRB, “A culture of respect. Part 1. The nature and causes of disrespectful behavior by physicians” and “A culture of respect. Part 2: Creating a culture of respect.”

Family

Miles was as committed to his family as he was to his profession. Miles and the then Eleanor Gossard met, he at age 20, she at age 19, in their organic chemistry course at Harvard College. While Eleanor’s family and teachers advised her against a medical career for a woman, Miles was the only one who thought medical school was a good idea for her, and she entered Harvard Medical School in 1951. At the end of Miles’ third year and Eleanor’s second year, they were married, and they remained devoted partners for the next 66 years. Eleanor’s medical career included a 35-year stint as a parttime primary care physician at the Harvard University Health Services, combined with a nine-year position as Assistant to the President of Harvard University for Health Affairs, 11 years as HMS Associate Dean for Faculty Affairs, and 16 years as HMS Dean for Faculty Affairs, a position she held until retirement in 2005. Eleanor and Miles were the parents of three children, Miles Paul Shore, HC ‘80/’81, Rebecca Shore Lewin, HC ’83 and HMS ‘90, and Susanna Shore, HC ’86; and grandparents of four, Monica, James, Robert Lewin, and Eleanor Le Boutillier.

Miles’ personal life and extracurricular activities were just as interesting as his professional career. Among his avocations were travel, history, genealogy, fishing, gardening, woodworking, cooking, and music (listening to classical music and playing a piano, bassoon and organ, and later four-hand piano with Eleanor). He also treasured his memberships in societies devoted to the history of Massachusetts (the Massachusetts Historical Society, serving on the Research Committee) and of his town, Needham (the Needham Historical Commission).

Standing out among his loves was travel. Miles and Eleanor relished travel both for professional assignments and for family trips. Starting in 1966, and for the next half century, Miles kept his family on the move—first in Dodge Motor Homes that took them through many U.S. states and Canada, then smaller motor homes rented in Twickenham, England that took them through northern and southern Europe. Between 1995 and 2015, Miles and Eleanor made more than 20 trips to Spain, many of them for Eleanor’s service as the HMS representative to the Academic Council of the Real Colegio Complutense

in Madrid. Miles loved to use his high school Spanish and relished the opportunity to arrange side trips every year to all parts of Spain. Through Miles' positions with Harvard Medical International and the China Medical Board, he and Eleanor traveled to India and China, where they served on selection committees for prestigious medical awards. In all, Miles and Eleanor visited or worked in three dozen countries across five continents. After many of these trips, they would experiment with the cuisine of that country, and, over the years, they spent many happy hours together in the kitchen, the bookshelves of which were filled with cookbooks from all over the world.

Throughout their marriage, Miles and Eleanor enjoyed sharing projects. In 1995, they launched the 50th Anniversary Scholars in Medicine Fellowship Program at HMS in recognition of the 50th anniversary of the admission of women to the school. The fellowship program was designed to help junior faculty (both women and men) who were pursuing academic careers. In their honor, in 2005, the program was renamed the Eleanor and Miles Shore 50th Anniversary Fellowship Program. During the first 25 years of the program, 1996-2020, more than 1,400 fellowships were awarded, with a total of \$65 million in support raised from schools, hospitals, departments, divisions, friends, and foundations.

Miles' and Eleanor's last professional project was a 2018 biographical piece on Alice Hamilton, the first woman to be given a faculty appointment at Harvard University 99 years earlier. The manuscript was published in *Harvard Medicine* in its Autumn 2018 issue, and the duo were scheduled to present their work at the Massachusetts Historical Society on June 20, 2019, but Miles died that morning.

Coda

Those who knew Miles best recognized that his sense of humor was a critical ingredient in all his successes and accomplishments. No matter what he was going through, no matter what challenges he confronted, he uplifted us with his delight and often mischievous enjoyment at creating a laugh. He saw humor where others would not have noticed it, and of his ever-present, big grin was his perfect signature.

Everyone Miles touched was enriched, and so many of our faculty, students, and staff are the beneficiaries of his leadership, mentorship, and partnership. Miles had such an impact on HMS, HKS, MMHC, and so many other important institutions. Few others had a larger or more lasting influence on the medical school—and for so long. He was brilliant, energetic, influential, and always inspiring! Many of us recall vividly the many times we interacted in ways that benefitted our medical school, our faculty, and our students. He made a tangible difference in the professional lives and success of our students, our faculty, and our school; HMS owes him a huge debt of gratitude.

In our lives, we meet many people who move us and leave a lasting impression on us, but few come close to matching Miles' effect on us. He left his indelible imprint on so many important committees, both at HMS and beyond. Gentle and gentlemanly, patient and discerning, Miles was able to consider

both the immediate problem at hand and the larger impact of a committee's deliberations and decisions. He made each of us better, and he made HMS better. He was such an unflappable and imperturbable force, touching and inspiring everyone in his immediate vicinity and well beyond. While we all grieve over the sting and sadness of the passing of this much-loved husband, father, grandfather, friend, and colleague, we all know that we were privileged to interact with a very special human being and scholar. His memory will inspire us, and his influence, amplified by those who knew him and learned from him, will continue into posterity, where his legacy is secure. We miss Miles so much, for his humanity, wisdom, humor, friendship, and kindness, and we will never forget him!

Respectfully submitted,

Jules L. Dienstag, MD (*Chairperson*)

Grace Chang, MD, MPH

Martin McKneally, MD

Carl Salzman, MD

Eleanor G. Shore, MD, MPH

Thomas F. O'Brien, MD

Acknowledgement: A memorial service was conducted for Dr. Shore at HMS on November 9, 2019, and many of the remembrances shared that day have been incorporated into this Memorial Minute.