



This meeting was held virtually via Zoom due to the COVID-19 Pandemic.

Dean Daley called the meeting to order, welcomed members and guests, and requested approval of the minutes of the Faculty of Medicine meeting of May 10, 2021, which were provided in advance of the meeting. The minutes were approved, as submitted.

Dean Daley called on Dr. Joshua P. Metlay, Professor of Medicine at Massachusetts General Hospital, to read the memorial minute on Dr. John D. Stoeckle.

At the time of his death at age 97 in April 2020, John Stoeckle was widely held to be one of Harvard and MGH's consummate physicians. Teacher, mentor, scholar, physician extraordinaire, John was raised in Sturgis, MI with deep first-generation values of hard work, intellectual curiosity and service to others. At Oberlin and Antioch for college in the early 1940's, John became interested in social activism and began to think for the first time about becoming a physician. Accepted to HMS, he contracted TB while working as a clinical clerk on the wards at the Brigham. He was sent to Trudeau Sanitarium near Saranac Lake in 1946 to "take the cure". His time in the Sanitarium was one of the most formative experiences of his young life where he first began to see the power of self-reflection as a means of personal growth, as well as to understand what it was like to have a chronic illness. After returning to HMS (and marrying Alice Augusta Young), then MGH for residency, he translated all that he had learned about doctor-patient relationships and doctor-colleague relationships, into the foundations of the structure of the MGH Outpatient Department in 1952, when he was appointed its first director.

For his entire career, he worked every day in patient care. Patients flocked to him, some with appointments but many without. His waiting room was eclectic, the well-heeled from Beacon Hill mixed with the aging immigrants from Boston's North End. His patients would show up at 7 AM and 5 PM, knowing that he would help them. John's accommodating office hours reflected his broader commitment to accessibility and inclusion. This applied to his colleagues in the MGH Internal Medicine Associates, a hospital-based Internal medicine practice he founded in 1971.

As an active practitioner and keen observer, John defined a new persona within academic internal medicine, that of the clinician, educator, and writer. He believed that patient care amidst the vagaries and unpredictability of outpatient primary care practice must connect the "technical and the humane." For John, surrounded by the exploding expertise of his colleagues, the front-line work remained the most challenging and the most essential. Those familiar with his daily routines saw the consummate integrated clinician. But there was much more to his academic life. John understood the need to explore the patient experience with his own qualitative research and incorporate what was being written about medicine outside of medicine. With this, he led the development of the foundations of primary care practice and patient-centered care.

John saw the need and a future for primary care at Mass General Hospital long before it was considered an important clinical service. He led its growth at MGH decades before it was on the radar at most other academic medical centers. He instilled his values of championing care of the poor and people from vulnerable populations into thousands of clinicians who have strived to emulate him around the world. In 2001, the Stoeckle Center for Primary Care Innovation was launched in his honor and has continued his work by expanding mentorship of students and trainees in primary care, supporting primary care innovation and redesign, and expanding research within our field, especially in the area of shared decision making, practice transformation and patient-centered care.

John's scholarly contributions were innovative. His early studies focused on berylliosis and lung disease due to coal dust exposure. He not only described lung disease due to beryllium, which was ubiquitous in the fluorescent lighting industry, but opined about its control through policy changes to prevent workers being exposed to beryllium in the first place. John went on to study the reasons patients sought medical care, and why patients with depression would sometimes visit the medical rather than the psychiatric clinic. In his classic paper on social work in a medical clinic, John addressed the social determinants of health and how practices could address them through team-based care...both ideas ahead of their times. He also wrote about the importance of

community health centers, not only as care providers, but also as laboratories to study the health of populations with, "...a special demand for social accounting and a research interest in the social basis of health and illness."

As a mentor, teacher, and steward, John excelled. John's enthusiasm for patient care was infectious. His personal example of humility, devotion to patients, and a "let's-go-for-it" attitude inspired generations of Harvard students and residents, helping them realize their potential as future leaders. From his early years recruiting first-year students to try patient interviewing - long before it became routine - to championing establishment of the nation's first primary care internal medicine residency, John pioneered the general medical education of all physicians and the modern training of the new generalist physician.

On a very personal level, John was warm and engaging. He would almost always open a conversation with his customary line "greetings and salutations". The greeting was always accompanied with a genuine sense that he was delighted to be catching up. John was a great example of what one would call an active listener. He always seemed interested in what you had to say, never seemed to let his mind wander, and always rewarded you with a great question when you had finished speaking.

It seems most appropriate to end where we started, with John's view of the patient. John helped launch and shape the principles of patient-centered care, ensuring that care addresses what matters most to the people for whom we care. His influence helped create a blueprint for how to strengthen clinician-patient relationships to achieve improved clinical outcomes. John Stoeckle personified these principles in all his interactions: a respectful focus on the person in front of him, boundless curiosity about their mutual connections, and a healing presence like no other. He had the gift of creating deeply human connections with everyone he encountered.

Respectfully submitted,

Joshua P. Metlay, MD, PhD, Chairperson

Michael J. Barry, MD

Susan M. Edgman-Levitan, PA

Carol M. Ehrlich, MD

John D. Goodson, MD

Allan H. Goroll, MD

William A. Kormos, MD, MPH

Dean Daley requested that the memorial minute be inscribed on the permanent records of the Faculty of Medicine.

Dean Daley then turned to the introduction of the newly appointed professors. Dean Daley called upon Dr. Anne Becker, Dean for Academic and Faculty Affairs, to introduce those who were recently promoted, or appointed, to the rank of Professor.

Dean Becker then introduce Harvard Medical School's newly appointed Professors.

Gail Adler, Professor of Medicine, Brigham and Women's Hospital

Masanori Aikawa, Professor of Medicine, Brigham and Women's Hospital

Mark Andermann, Professor of Medicine, Beth Israel Deaconess Medical Center

Lindsey Baden, Professor of Medicine, Brigham and Women's Hospital

Philip Blazar, Professor of Orthopedic Surgery, Brigham and Women's Hospital

Elizabeth Blume, Professor of Pediatrics, Boston Children's Hospital

Liliana Bordeianou, Professor of Surgery, Massachusetts General Hospital

Edward Boyer, Professor of Emergency Medicine, Brigham and Women's Hospital

Ruben Carrasco, Professor of Pathology, Dana-Farber Cancer Institute
Amy Colwell, Professor of Surgery, Massachusetts General Hospital
John Dalrymple, Professor of Obstetrics, Gynecology and Reproductive Biology, Beth Israel Deaconess Medical Center
Sandeep Robert Datta, Professor of Neurobiology, Harvard Medical School
Bassem Elhassan, Professor of Orthopedic Surgery, Massachusetts General Hospital
Daniel Geller, Professor of Psychiatry, Massachusetts General Hospital
Jessica Haberer, Professor of Medicine, Massachusetts General Hospital
Richard Haspel, Professor of Pathology, Beth Israel Deaconess Medical Center
John Higgins, Professor of Systems Biology, Massachusetts General Hospital
Wei Hsu, Professor of Developmental Biology, Forsyth Institute
Vicki Jackson, Professor of Medicine, Massachusetts General Hospital
Pascal Kaeser, Professor of Neurobiology, Harvard Medical School
Sharon Kujawa, Professor of Otolaryngology Head and Neck Surgery, Massachusetts Eye and Ear
Eric Liao, Professor of Surgery, Massachusetts General Hospital
Derrick Lin, Professor of Otolaryngology Head and Neck Surgery, Massachusetts Eye and Ear
Joseph Madsen, Professor of Neurosurgery, Boston Children's Hospital
Nikos Makris, Professor of Psychiatry, Massachusetts General Hospital
Thomas McElrath, Professor of Obstetrics, Gynecology and Reproductive Biology, Brigham and Women's Hospital
John Mullen, Professor of Surgery, Massachusetts General Hospital
Peter Nigrovic, Professor of Pediatrics, Boston Children's Hospital
George Papakostas, Professor of Psychiatry, Massachusetts General Hospital
Mark Poznansky, Professor of Medicine, Massachusetts General Hospital
Richard Robertson, Professor of Radiology, Boston Children's Hospital
Lucia Sobrin, Professor of Ophthalmology, Massachusetts Eye and Ear
Martin Torriani, Professor of Radiology, Massachusetts General Hospital
Nicole Ullrich, Professor of Neurology, Boston Children's Hospital
Annick Van den Abbeele, Professor of Radiology, Dana-Farber Cancer Institute
Demetrios Vavvas, Professor of Ophthalmology, Massachusetts Eye and Ear
Chin-Lee Wu, Professor of Pathology, Massachusetts General Hospital

Dean Daley then introduced the Barbara J. McNeil Faculty Award for Exceptional Institutional Excellence. The McNeil Award was established to recognize faculty for exceptional institutional engagement and service in supporting the missions of Harvard Medical School and Harvard School of Dental Medicine. The award was named in honor of Dr. Barbara J. McNeil, Ridley Watts Professor of Health Care Policy and Professor of Radiology.

Dean Daley introduced Dean Reede so she could present this year's award recipients.

Dean Reede presented the award to is Dr. Julie Buring, a Professor of Medicine at Boston Children's Hospital. Dean Reede invited Dr. Buring to give brief remarks. Dr. Buring expressed her gratitude for receiving the award.

Dean Reede announced that the second award recipient is Dr. Kathrine Peeler, Assistant Professor of Pediatrics at Boston Children's Hospital. Dean Reede invited her to give brief remarks. Dr. Peeler expressed her gratitude for receiving the award.

Next, Dean Daley discussed the Better Together plan, enhancing the community's diversity and promoting a climate of inclusion and belonging for all. Pioneered by Dr. Joan Reede, dean for diversity and community partnership, the Better Together plan reflects efforts to strengthen representation, belonging, and inclusion in the community. Deans Daley and Reede have been taking the message directly to department chairs and division chiefs across the school's major hospital affiliates, providing numerical data on recruitment and retention efforts so that HMS can measure progress against goals of achieving greater representation in our faculty ranks.

They shared slides including data from the past 15 years, the data represented the percentage of people underrepresented in medicine. They noted that HMS has not been advancing diversity in comparison to peers, but wanted to share this data with the faculty as the goal is to do better. They discussed recruitments, target of opportunities for assistant and associate professors and instructor ranks and clinical trainees.

Over the past 35 years, there's been an increasing representation of women faculty, but less than the national average. On the positive side, there is an uptick in numbers of minority and women Chairs.

Dean Reede stated in collaboration with affiliate institutions, they conducted a survey of faculty and trainees with 9 main questions asked regarding inclusion and belonging at HMS. She discussed the findings from each individual question with demographical breakdowns. She shared results from the HMS Clinical Department Chair Survey 2021, which broke down the demographics of clinical department leaders.

Next, Dean Reede discussed the four themes of Better Together.

1. Address Culture and Communication
 - Hinton painting in Waterhouse room, 2019
 - Renaming Holmes Society as Hinton Society, 2020
 - History
 - Perspectives Web Exhibit with Countway, 2020
 - 50th Anniversary Celebration – fall 2019
2. Develop People and Infrastructure
 - Better Together Committees
 - D&I Committee
 - Quad Diversity Committee

- Diversity Council
- New Award – Equity and Advocacy
- Recruitment and Hiring
 - Quad Cluster Hire – 2020-2021
 - FIRST - Faculty Institutional Recruitment for Sustainable Transformation
 - EXCEL @ Harvard – Excellence through Equity and Leadership
- Promotion
 - SSA – Significant Supporting Activity
 - Promotion Category – Professor - Clinical Medicine vs Practice
- 3. Build Community and Belonging
 - Affinity Groups
 - Black PostDocs
 - Black Staff
 - Augustus White – Black Men at HMS
 - Celebration Juneteenth
 - Muslims
 - Annual Dinner
 - Support 2018, host 2019 – National meeting
 - Dialogues
 - Being Other
 - Symbols and Monuments
 - Imposter Syndrome
 - Microaggressions
 - Books
 - Children – Chester Pierce (Churchwell), Children and Racism (K. Nairin)
 - Adults – Better Kearse – The Other Madisons
 - Diversity in Leadership
 - Psychological Safety – Amy Edmonson
- 4. Hold Accountable and Generate Knowledge
 - Strategic Plan – DEI embedded as cross cutting theme
 - Tracking – Building Dashboard – Share data
 - Pulse Wave 2
 - Anti-Racism
 - Mahzarin Banaji (>800)
 - Covid and Disparities
 - Anti-Racism – website, listening sessions, committees (education), advisory group, expectations across school
 - Representation on HU – Images, Slavery Task Forces

Dean Reede turned it back to Dean Daley who expressed his deepest appreciation to all of the HMS faculty and adjourned the meeting at approximately 5:00pm.