



HMS/HSDM Faculty Council

Faculty Council Minutes
December 6, 2023

Present: Aguayo-Mazzucato, Agudo, Becker, Bi, Chen, Cluett, Daley, D'Amore, del Carmen, Fregni, Gehrke, Giannobile, Goldstein, Greenberg, Haberer, Haigis, Harris, Hedt-Gauthier, Henske, Huang, Ingelfinger, Jena, Kaban, Katz, Meyerson, Morton, A. Nazarian, R. Nazarian, Parangi, Royce, Treister

Guests: Drs. Burnett-Bowie, Chang, Chandler, Cheaney Ringo, Coleman, Freedman, Kuritzkes, Muto, Nigrovic, O'Donnell, Reede, Schwartzstein, Shin, Treffeisen, Westlund; Mss. Bittinger, Ivins, Lewis, Oke, Totwani

Staff: Mss. Carter, Ryan, Spearman; Mr. Wells-Bogue

This Faculty Council meeting was held virtually, via Zoom.

Dean Becker welcomed everyone to the meeting at 4:01pm and thanked them for their time, noting that Dean Daley would be joining the meeting late.

Dean Becker introduced the Program Award for a Culture of Excellence in Mentoring (PACEM) which was established in 2016 to recognize departments, divisions, offices or programs for their efforts to foster innovation and sustainability in mentoring while building a culture of excellence in mentoring. This award provides an important opportunity to learn from successful innovative mentoring programs and allows for others in the HMS community to adopt successful models. As new junior faculty are required to have an assigned career advisor/mentor at the time of their appointment or re-appointment, high-quality programs that provide training and support for outstanding mentors are critical.

Dean Becker thanked Dean Joan Reede for her remarkable leadership in promoting excellence in mentoring. Dean Becker introduced Dean Reede who announced the 2023 recipients.

Dean Reede invited the audience to take a moment to recognize and celebrate the recipients of the 2023 PACEM. These programs facilitate the mentoring of learners at any level at Harvard Medical School, Harvard T.H. School of Public Health, and the Harvard School of Dental Medicine. Dean Reede explained that an advisory committee canvassed the Harvard community as a whole, including the affiliates, and recommended this year's recipients of the PACEM.

The first recipient of the 2023 Program Award for a Culture of Excellence in Mentoring is The Bridge to Dental School Program at Harvard School of Dental Medicine. The program leader is Dr. Fadie Coleman, Member of the Faculty of Oral Medicine, Infection, and Immunity; and Assistant Dean of Diversity, Equity, Inclusion, and Belonging, at HSDM.

The second recipient is the Career Advancement Through Community at Harvard (CATCH) Program, at Boston Children's Hospital. The program leaders, Dr. Elsa Tresfeisen and Dr. Mia Chandler, are both HMS Instructors in Pediatrics, in the Department of Pediatrics, at Boston Children's Hospital.

The next recipient of the Program Award for a Culture of Excellence in Mentoring is the EPSTEIN SOCIETY at Beth Israel Deaconess Medical Center and Harvard Medical School. The program leader is Dr. Steven D. Freedman, an HMS Professor of Medicine, and Chief of the Division of Translational Research, in the Department of Medicine, BIDMC.

The final 2023 PACEM award was presented to the Fostering Diversity in HIV Research Program, at the Massachusetts General Hospital Center for Global Health. The program leaders are: Dr. Jessica Haberer, HMS Professor of Medicine; Director of Research at MGH Center for Global Health; and Chair of the Women in Medicine Working Group at MGH. And Dr. Sherri-Ann Burnett-Bowie, Harvard Medical School Associate Professor of Medicine; Means Firm Chief of the Internal Medicine Residency Program; Chair of the Diversity and Inclusion Board in the Department of Medicine; and Associate Director of the MGH Center for Diversity and Inclusion.

A short video was shared about the 2023 PACEM awardees. Dean Reede thanked the awardees and asked them to come to the screen to be acknowledged and be part of a group picture. Dean Reede turned it over to Dean Becker who congratulated the awardees. Dean Becker turned the meeting over to Dr. Josh Goldstein, the chair of the Faculty Council.

Dr. Goldstein called the meeting to order at 4:15pm and asked for and received approval for the November 8, 2023, meeting minutes. Next, Dr. Goldstein called upon Dr. Richard Schwartzstein, Ellen and Melvin Gordon, Distinguished Professor of Medicine and Medical Education and chair of the Learning Environment Committee (LEC) to give an annual update.

The LEC is charged with monitoring the quality of the learning environment for students in the classroom, laboratories, and clinical settings. Dr. Schwartzstein reviewed recent activities of the LEC. He discussed the research learning environment and how they were unable to get reliable student data given small numbers/mentors and an extensive training of mentors is now in place both for Scholarship in Medicine and MD/PhD programs. There has been a change from the classroom to the clinic and operating room learning environment. Dr. Schwartzstein explained that clinical environment is patient centered and that students are no longer the center of attention, there are competing needs, including patient care and teaching, therefore there has also been a shift in responsibility to the learner.

The AAMC administers a graduation questionnaire to all students at the end of their 4th year, which included questions similar to what is asked in pre-clerkship and clerkship years. Dr. Schwartzstein shared a few graduation questionnaire results comparing HMS to all AAMC schools.

He then reviewed data from the second quarter of PCE, reminding the Council that the learning environment questions are part of end of clerkship evaluations (Year 2/3 for PCE), questions are largely taken from AAMC Year 2 and Gradation Questionnaires, and questions are phrased in the "positive"- how often do your faculty demonstrate positive behavior (higher numbers are better). Dr. Schwartzstein stated that HMS is doing quite well, better than 85%. Surgery is a bit of an outlier as well as OB/GYN, for the last three quarters. Dr. Schwartzstein recommendation to Dean Daley is

that we should we have a “summit” with Surgery, OB/GYN and hospital leaders to get over this hump. Dr. Schwartzstein discussed learning environment mistreatment and that a common issue is students fear retaliation if reporting on mistreatment. Dr. Schwartzstein then fielded questions from the Faculty Council.

Dr. Goldstein thanked Dr. Schwartzstein and called upon Dr. Dan Kuritzkes, Harriet Ryan Albee Professor of Medicine and chair of the HMS Student Promotion and Review Board (PRB) to give an annual update.

The main goal of the PRB is to review individual student cases to ensure that each student meets HMS's rules governing promotion, standards of professional conduct and responsibility, and requirements for graduation. Dr. Kuritzkes explained the function of the Satisfactory Academic Progress Reviews, which is to review/verify that students have made satisfactory academic progress at the end of each phase of the MD curriculum and are eligible for promotion to the next phase of the MD curriculum.

Dr. Kuritzkes then explained the PRB activity from the 2022-2023 academic year. 37 student cases have been reviewed (33 MD Pathways and 4 MD/PhD). 20 of those are new cases and 17 are cases continued from previous years. He reviewed the actions the PRB took:

- 25 Formal Notices sent
- 15 students placed on Monitored Academic Status (MAS)
- 9 students continued on MAS
- 8 students placed on *PROGRESS* recommended learning support pause
- 5 Students placed on Leave of Absence
- 2 students required to engage in coaching with specific focus on professionalism
- 1 student placed on Academic Probation
- 1 student referred to Physician Health Services for evaluation.

Dr. Kuritzkes then reviewed PRB activity so far in AY23-24 (data updated 12/1/23). 21 student cases have been reviewed (20 MD Pathways and 1 MD HST/PhD). Of those, 15 are ongoing cases and 6 are new cases. He broke down the cases by curricular phase at first review:

- Pre-PCE: 11
- PCE: 8
- Post-PCE: 2

Actions taken include:

- 17 Formal Notices sent
- 4 Students placed on MAS
- 4 Students continued on MAS
- 4 Students removed from MAS
- 3 Approvals of *PROGRESS* learning support plans (including LOA)
- 2 Approvals of return from LOA
- 2 Requirement to start or resume coaching

- 1 Requirement to withdraw from HMS

Dr. Kuritzkes then focused on the student concerns of the 2023-2024 academic year, including the following:

- Academic/clinical performance concerns
- NBME Shelf exam failure
- Course or Clerkship failure or marginal satisfactory grade
- Course or Clerkship exam and/or assessment failure
- USMLE Step exam failure
- OSCE/Comprehensive Exam failure
- Unprofessional conduct
- Atypical progress through the curriculum
- Medical/mental health concerns

The question posed to Dr. Kuritzkes by the Faculty Council was: What is the one thing that is the most difficult to solve problem that they have and why has it been difficult to solve? And if that is something that can be addressable by some policy or intervention by the school, why hasn't that happened? Dr. Kuritzkes explained that the answer is professionalism. Some students have difficulties here, and unlike standard academic performances it is difficult to measure professionalism in an objective way.

Dr. Goldstein thanked Dr. Kuritzkes and welcomed the Dean for Medical Education, Dr. Bernard Chang, to discuss the Educational Policy & Curriculum Committee (EPCC).

Dean Chang explained that the EPCC is responsible for the oversight and conduct of the four-year MD curriculum (including both pre-clerkship curricula – Pathways and HST) and educational policies for the MD program at HMS. Dean Chang explained the LCME standards for curricular governance and educational policy oversight. He explained the voting membership the EPCC. Dean Chang then presented the broad areas of work for the EPCC this year. He first focused on the students, and stated the following questions:

- How do we continue to recruit and select the best and brightest future physicians?
 - o *Focused on by the Committee on Admissions, Financial Aid Office*
- How do we continue to educate a diverse student body in an inclusive environment?
 - o *Focused on by the Anti-Racism Subcommittee, Office of Student Affairs (including ORMA and MCFC)*
- How do we help our students achieve the highest degree of academic excellence?
 - o *Focused on by the Assessment Subcommittee, Learning Environment Steering Committee, Office of Learning Resources and Support, Council of Academic Societies, PRB*

Next, Dean Chang centered on the teaching faculty, and stated the following questions:

- How do we support our clinical faculty in the face of the many current external pressures?
 - o *Focused on by the Curriculum working subcommittees, Office of Medical Education*

- How do we recognize and reward those faculty who spend a large amount of their time with our students?
 - o *Focused on by the Curriculum working subcommittees, Office of Medical Education*
- How do we improve the representation of faculty members of color among our core teachers?
 - o *Focused on by the Curriculum working subcommittees (including Anti-Racism)*

Lastly, Dean Chang touched on the curriculum, and stated the following questions:

- How do we successfully implement the multiple curricular reforms currently underway?
 - o *Focused on by the Pathways pre-clerkship, HST, PCE, and post-PCE subcommittees*
- How do we advance the cutting edge of medical education research and scholarship?
 - o *Focused on by the Curriculum working subcommittees, Office of Scholarly Engagement*
- How do we integrate generative artificial intelligence into our medical students' learning experiences?
 - o *Focused on by the Curriculum working subcommittees, other HMS departments/centers*

Dean Chang explained that HST is about to launch a new curriculum reform. He also touched on the integration of Generative AI into HMS curriculum. Dr. Goldstein thanked Dean Chang and opened the floor to questions.

Dean Daley highlighted that an interesting docket item would be to discuss the core issue of how much teaching service should be expected from HMS's broad faculty for supporting the educational mission. He explained that everyone is paid a salary and very often he hears about huge pressures for faculty to be more clinically productive, which means that they are having a harder time finding the effort to put into teaching. Dr. Goldstein noted that the Faculty Council Docket Committee would discuss and add it to the docket.

Next, Dr. Goldstein welcomed two Class of 2028 HMS/HSDM Student Council members, Mayowa Oke, Student Council President, and Mansi Totwani, Student Council VP of Operations.

Ms. Oke and Ms. Totwani introduced themselves and reviewed the structure of the HMS/HSDM Student Council. Ms. Oke discussed the goals of the student council which include fostering a culture of student wellness, building a vibrant community among the first-year class, and facilitating and mobilizing class service and engagement with communities both within and outside of Boston.

Ms. Totwani discussed burnout and how a new survey looked at burnout in practicing physicians and doctors in training, with results showing that burnout among medical students is worse than physicians. She discussed the Wellness Grant Programs and how they have two types of wellness grants, a Community Connections program/Mini fund (up to \$100) and Maxi grant (up to \$2000). These grants allow students to have dinners out, celebrate cultural holidays, and other activities like self-care goodies, snacks, and music for World Mental Health Day.

On the topic of mental health advocacy, some of the ways in which the student council is working to advocate for mental health include improving mental healthcare summer transition for M1s, mental

health fund for students to help cover costs of mental health services, and formally adding mental health reps to the council next year.

Ms. Oke shared how the student council is working to build a vibrant community among the first-year class. Activities they have arranged this year include an arts and craft event, an HMS/HSDM & HLS Mixer and a Harvard-Yale Tailgate & Game.

Additionally, in order to facilitate and mobilize class service and engagement with communities both within and outside of Boston, Ms. Oke explained that they are working on reorganizing student leadership committee and integrating community engagement into the curriculum. Ms. Totwani touched on admission fireside chats, where they engage prospective applicants, as well as an initiative to integrate queer inclusive healthcare into the curriculum.

Then, Ms. Oke talked about responding to student concerns following the start of the Israel-Hamas War. She mentioned that the student council focused their efforts on supporting affected students. They met with Jewish, Israeli, Arab, Muslim, and Palestinian students in their class to gauge their concerns. Ms. Oke explained the concerns largely revolved around academics and attendance, specifically in the cranial anatomy lab and clarifying attendance policy & mental health absences. They also restructured the class-wide GroupMe to allow for more intentional discussion.

Ms. Totwani then explained how the student council promoted student resources during these difficult times including: Harvard's 24/7 anonymous hotline form and phone line, HMS Security walking and taxi escort services, Blue light emergency phones, IT toolkit (for cyberbullying, doxxing, and trolling), CAMHS Cares, TimelyCare, Harvard Chaplains, Harvard Ombuds Office, as well as the Office for Equity, Diversity, Inclusion, and Belonging community spaces.

Next, Ms. Totwani, touched on what is coming up next for the Student Council, including the following:

- Class of 2028 Recruitment Video
- Winter programming
 - Class wide gift exchange + holiday party
 - Finals week chair massage event
 - HMS/HSDM, HLS, and HBS mixer
 - Longwood-area mixer (HSPH, HMS)
- January Wellness Month event series
 - Cultural food event, journaling event, line dancing class
- Community Engagement Week during Essentials

Ms. Oke noted the student council could use help with a faculty summer research database, a shadowing database for Fall 2024 Pre-PCE mornings, and more community engagement with faculty and hospital programs.

Ms. Oke concluded their presentation by stating that student wellness and class-bonding are key focuses of the student council and that training our classmates to be inclusive and community-oriented providers will continue to be a priority of our council.

Dr. Goldstein thanked Ms. Oke and Ms. Totwani for their presentation mentioning that we did not have time for a discussion, however he will collect any feedback or questions for the student council leaders. Dr. Goldstein adjourned the meeting at approximately 5:34 pm.