

*The 2017  
ACGME Symposium on  
Physician Well-Being*

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NOVEMBER 29-30, 2017  
CHICAGO, ILLINOIS





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# Welcome

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We are delighted to welcome you to the 2017 ACGME Symposium on Physician Well-Being, designed to drive positive transformational change in the graduate medical education (GME) space and across the continuum.

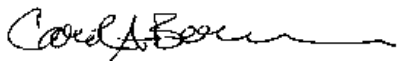
We began this initiative with our first symposium in 2015, to stimulate a national conversation to foster and nurture physician well-being, to increase awareness of the crisis of burnout, depression, and suicide among trainees and faculty members, and to change aspects of medical culture to positively impact the clinical learning environment. This conversation continued in 2016 at our second symposium.

Today, we expand our efforts to focus on building community by enhancing connection, and providing a roadmap for both continuity and sustainability. We are delighted to have you join us in this unique partnership to improve the health and well-being of the health care provider community in order to ensure the highest quality of care for our patients.

On behalf of the ACGME Task Force on Physician Well-Being,



**Timothy P. Brigham, MDiv, PhD**  
Co-Chair, ACGME Task Force on Physician Well-Being  
Co-Chair, 2017 ACGME Symposium Planning Committee



**Carol A. Bernstein, MD**  
Co-Chair, ACGME Task Force on Physician Well-Being



**Donald Brady, MD**  
Co-Chair, 2017 ACGME Symposium Planning Committee

# The ACGME Task Force on Physician Well-Being

## CO-CHAIRS

Carol Bernstein, MD

Timothy Brigham, MDiv, PhD

The ACGME Task Force on Physician Well-Being was formed in 2016 and is comprised of members of the Board of Directors, Council of Review Committee Residents, administration, and outside experts. Subgroups address an important avenue for change. The following individuals are recognized for their time, expertise, and dedication to advancing physician well-being.

## EDUCATION

Donald Brady, MD \*

Timothy Brigham, MDiv, PhD \*

Stanley Ashley, MD

Carol Bernstein, MD

Jordan Cohen, MD

Helen Haskell, MA

Kari Hortos, DO

Dinchen Jardine, MD

Cristin McDermott, MD

Amanda Pannu, MD

James Taylor, DMan, MHA, MBA

Edwin Zalneraitis, MD

## TOOLS AND RESOURCES

Carol Bernstein, MD \*

Susan White \*

Jessica Bienstock, MD, MPH

Timothy Brigham, MDiv, PhD

Wallace Carter, MD

Rhea Fortune

Lyuba Konopasek, MD

Cristin McDermott, MD

Christine Moutier, MD

Rowen Zetterman, MD

## RESEARCH

Lotte Dyrbye, MD, MHPE \*

Srijan Sen, MD, PhD \*

Kevin Weiss, MD \*

DeWitt Baldwin, MD

Carol Bernstein, MD

Timothy Brigham, MDiv, PhD

Peter Carek, MD, MS

Kenneth Ludmerer, MD, MACP

Deborah Simpson, PhD

Alison Smith, MPH, RN

Nick Yaghmour, MPP †

\*Subgroup Co-Chair

† Consultant

# Continuing Medical Education

## CME INFORMATION

The Accreditation Council for Graduate Medical Education (ACGME) is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians. The ACGME designates this live educational activity, “**The 2017 ACGME Symposium on Physician Well-Being,**” a maximum of **14.0 AMA PRA Category 1 Credits™**. Physicians should claim only the credits commensurate with the extent of their participation in the activity.

## DISCLOSURE OF SIGNIFICANT RELATIONSHIPS WITH RELEVANT COMMERCIAL COMPANIES AND ORGANIZATIONS

The ACGME endorses the Standards of the Accreditation Council for Continuing Medical Education and the Guidelines for Commercial Support. Every effort has been made to encourage faculty members to disclose any commercial relationships or personal benefit with commercial companies whose products are discussed in the educational presentation. Disclosure of a relationship is not intended to suggest or condone bias in any presentations, but is made to provide participants with information that might be of potential importance to their evaluation of a presentation.

All faculty members participating in continuing medical education activities sponsored by the ACGME are expected to disclose to the activity audience any real or apparent conflict(s) of interest related to the content of their presentation(s). Conflict of interest statements were reviewed for all conference planners, and for presenters of certified sessions.

All individuals indicated they have no commercial relationships in relation to this content. There will be no discussion of investigational or off-label use of FDA-regulated products or devices.

## EVALUATION

An evaluation of this educational activity must be completed in order to obtain CME credit. To access the 2017 ACGME Symposium evaluation, either:



1. Scan this QR code from your smart phone; or
2. Click the following link: [2017 ACGME Symposium Evaluation](#)

For more information, e-mail [cme@acgme.org](mailto:cme@acgme.org).

# AGENDA

# Wednesday, November 29

7:00 A.M. - 8:00 A.M. BREAKFAST

8:00 A.M. - 8:45 A.M. **WELCOME AND OPENING REMARKS**

*Carol Bernstein, MD*  
*Timothy Brigham, MDiv, PhD*  
*Thomas Nasca, MD, MACP*

8:45 A.M. - 12:00 P.M. **SPOTLIGHT ON SUCCESSES**

*Arthur Hengerer, MD* *Dinchen Jardine, MD*  
*Donald Brady, MD* *Kari Hortos, DO*  
*Wallace Carter, MD*

During this session, Dr. Arthur Hengerer will highlight recent achievements at the level of the state medical boards in physician well-being. Using a pairing and scaling methodology, participants will then have the opportunity to share their own successes, ranging from personal to organizational. A reflector panel will challenge participants to identify common themes, processes, and replicable strategies.

12:00 P.M. - 1:00 P.M. LUNCH

1:00 P.M. - 4:45 P.M. **CONNECTEDNESS AND INCLUSION IN THE CLINICAL LEARNING ENVIRONMENT**

*Amy Banks, MD* *Edwin Zalneraitis, MD*  
*Kristen Eckstrand, MD* *Jordan Cohen, MD*  
*Kevin Mitchell, MD* *Cristin McDermott, MD*  
*Helen Haskell, MA*

Dr. Amy Banks will lead an interactive session on the science of connectivity and its importance to physician well-being. A current fellow and a junior faculty member will then discuss how experiences during training impacted his or her sense of connection, inclusion, and building of relationships. This session will also serve to advise the ACGME on how it can be an effective agent of positive, transformational change for well-being via the creation of more connected and inclusive learning environments.

5:00 P.M. - 7:00 P.M. **POSTER RECEPTION**



# Thursday, November 30

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7:00 A.M. - 7:30 A.M. BREAKFAST

7:30 A.M. - 7:40 A.M. **OPENING REMARKS**

*Timothy Brigham, MDiv, PhD*

7:40 A.M. - 12:00 P.M. **ORGANIZATIONAL CHANGE: PRINCIPLES, PRACTICE, AND APPLICATION**

*Jo Shapiro, MD*

*Kate Kellogg, PhD*

*Stanley Ashley, MD*

Using varied formats, including presentation, large group discussion, and small group work, this session will explore how organizational change principles and strategies can be applied to creating and sustaining programs to support physician well-being. The session also will provide opportunity to reflect on how these principles and strategies can be applied at all levels of complexity, from training programs to individual institutions of all sizes, to multi-faceted health care systems, as well as within organizations supporting well-being initiatives.

12:00 P.M. - 1:00 P.M. LUNCH

1:00 P.M. - 2:50 P.M. **MAINTAINING MOMENTUM**

*Timothy Brigham, MDiv, PhD*

*Donald Brady, MD*

*Thomas Nasca, MD, MACP*

*Rowen Zetterman, MD*

*Carol Bernstein, MD*

*Amanda Pannu, MD*

Using small and large group discussion, this session will explore opportunities to sustain the momentum and efforts from this symposium and apply the lessons learned to programs, institutions, regions, and organizational cultures.

2:50 P.M. - 3:00 P.M. **CLOSING REMARKS**

*Timothy Brigham, MDiv, PhD*

# **SPEAKER BIOGRAPHIES**

# Speaker Biographies



## **CAROL BERNSTEIN, MD**

**Co-Chair, ACGME Task Force on Physician Well-Being  
Professor of Psychiatry and Neurology  
NYU School of Medicine**

Dr. Bernstein is Professor of Psychiatry and Neurology, Vice Chair for Education in Psychiatry, and Director of Residency Training in Psychiatry at the NYU School of Medicine. From 2001-2011, Dr. Bernstein also served as the Associate Dean for Graduate Medical Education and the designated institutional official for ACGME accredited training programs at NYU. Dr. Bernstein is a past-President of the American Psychiatric Association (APA) and served the Association as Vice President, Treasurer, and Trustee-at-Large, and as chair of multiple committees. She has been a spokesperson for the American Psychiatric Association on many occasions, and received the 1997 Exemplary Psychiatrist Award from the National Alliance for the Mentally Ill (NAMI). She is the recipient of the APA/National Institute of Mental Health Vestermark Award in Psychiatric Education and the APA Alexandra Symonds Award for contributions in the advancement of women in leadership and in women's health. Dr. Bernstein has devoted her entire career in medicine to the education and training of the next generation of psychiatrists.

Dr. Bernstein completed medical school at the Columbia University College of Physicians and Surgeons. Following an internship in internal medicine at St. Luke's/ Roosevelt Medical Center in New York, she completed her psychiatric residency training at Columbia University and the New York State Psychiatric Institute. Dr. Bernstein is active in many national psychiatric associations in addition to the APA – these include the American College of Psychiatrists (she is currently Treasurer) and the Group for the Advancement of Psychiatry and the American Board of Psychiatry and Neurology, among others. In 2003, Dr. Bernstein was selected as a Fellow in ELAM (Executive Leadership in Academic Medicine), a national program designed to promote leadership for women in medicine. In 2005, Dr. Bernstein completed the Physician Leadership Development Program at NYU, as well as the Graduate Medical Education Leadership Program of the ACGME. From 2010 until 2016, Dr. Bernstein was a member of the ACGME Board of Directors – the body that accredits the more than 9,000 residency and fellowship programs in the United States.

Dr. Bernstein has written numerous articles and chapters on psychiatric education and has served as a peer reviewer for both the American Journal of Psychiatry and Academic Psychiatry. She has served on the Editorial Boards of Academic Psychiatry, the Journal of Psychiatric Services, and Focus, has presented at more than 80 conferences and meetings, and has been the recipient of a number of visiting professorships. Dr. Bernstein hosts a weekly call-in show for consumers on Sirius Radio's Doctor Radio Channel, which is sponsored by the NYU Langone Medical Center.



## **TIMOTHY P. BRIGHAM, MDIV, PHD**

**Co-Chair, ACGME Task Force on Physician Well-Being  
Chief of Staff and Senior Vice President, Department of Education  
Accreditation Council for Graduate Medical Education**

Timothy P. Brigham, MDiv, PhD, is the Chief of Staff and Senior Vice-President, Department of Education at the ACGME. Dr. Brigham's responsibilities, as head of the Department of Education, include the ACGME's Annual Educational Conference, the Milestone Outcome Project, and the development of new educational programs for the ACGME.

Prior to joining the ACGME in 2008, Dr. Brigham served since 1989 in several capacities at Jefferson Medical College, including Associate Dean for Graduate Medical Education and Continuing Medical Education and, most recently, as Senior Associate Dean for Organizational Development and Chief of Staff and Associate Professor of Medicine.

Dr. Brigham has been involved in physician faculty development, resident education and chief resident and program director development. He is widely sought after as a teacher, speaker, group facilitator, and consultant in a variety of areas including resident stress and well-being; chief resident, program director and chairperson leadership development; medical student, resident and faculty teaching development; and group and team organizational development.

Dr. Brigham holds a PhD in psychological studies in education from Temple University, a master's degree in counseling and human relations from Villanova University, a master's of divinity from Palmer Theological Seminary, and a bachelor's from Eastern University.



## **THOMAS J. NASCA, MD, MACP**

### **President and Chief Executive Officer Accreditation Council for Graduate Medical Education**

Thomas J. Nasca, MD, MACP is President and Chief Executive Officer of both Accreditation Council for Graduate Medical Education and ACGME International; Professor of Medicine (vol.), Jefferson Medical College, and Senior Scholar of the Department of Medical Education, University of Illinois at Chicago School of Medicine. Dr. Nasca graduated from the University of Notre Dame with High Honors, and is an Alpha Omega Alpha graduate of Jefferson Medical College.

Prior to coming to the ACGME, Dr. Nasca served as Senior Vice President for Academic Affairs of Thomas Jefferson University and the Anthony and Gertrude DePalma Dean of Jefferson Medical College. Dr. Nasca left the deanship at Jefferson to assume the leadership of the ACGME in December 2007. In May 2009, Dr. Nasca became the founding President of ACGME International, LLC.

Dr. Nasca is board certified in Internal Medicine and Nephrology. Dr. Nasca has been a member and leader of a wide array of organizations whose mission is the advancement of excellence in medical education. He was a member of the Council of the Association of Program Directors in Internal Medicine (APDIM), having served as both Secretary Treasurer and President. He served as associate editor of the Nephrology MKSAP for the American College of Physicians (ACP), was a member of the Internal Medicine In-Training Examination Steering and Writing Committees, the Alliance for Academic Internal Medicine (AAIM), and the Federated Council for Internal Medicine (FCIM). He is a former chairman of the Residency Review Committee for Internal Medicine (RRC-IM), served as special accreditation consultant to the RRC-IM and the ACGME. Dr. Nasca was a member of the Council on Graduate Medical Education (COGME) of the Department of Health and Human Services (HHS) and the U.S. Congress.

Dr. Nasca's professional memberships have included the International Society of Nephrology, American Society of Nephrology, ACP, the American Society for Apheresis, and APDIM. He is a former member of the Council of Deans of the Association of American Medical Colleges (AAMC), former member of the Board of the Educational Commission for Foreign Medical Graduates (ECFMG), the National Board of Medical Examiners (NBME), a fellow of the College of Physicians of Philadelphia, and was elected a master of the American College of Physicians in 2006. Dr. Nasca served on the Initiative to Transform Medical Education (ITME) of the American Medical Association, the Committee to Evaluate the US Medical Licensing Examination (CEUP), and is a past member of the Liaison Committee on Medical Education (LCME). He is the Co-Chair of the National Academy of Medicine's Action Collaborative on Clinician Well-Being and Resilience.

Dr. Nasca was elected to Mastership by the American College of Physicians in 2006, received the Dema C. Daley Founders Award for Excellence in Internal Medicine Education from the Association of Program Directors in Internal Medicine, the Rev. Clarence Shaffrey, S.J. Award from St. Joseph's University in Philadelphia, the John C. Leonard Award from the Association of Hospital Medical Education, the Jefferson Medical College Alumni Achievement Award, and the Founders Award from the Dr. Thomas Dooley Society of the University of Notre Dame. He was named one of the 50 most powerful/influential physician executives in 2009, 2010, 2011, 2012, and 2013 by Modern Healthcare, and most recently received Honorary Doctoral Degrees from the University of Toledo, Wake Forest University, and Commonwealth Medical College.

Dr. Nasca is the author of over 160 peer reviewed articles, chapters, and other publications, and has delivered more than 450 invited lectures on topics related to medical education.



## **DONALD BRADY, MD**

**Co-Chair, 2017 ACGME Symposium Planning Committee  
Senior Vice President for Educational Affairs / DIO  
Vanderbilt University Medical Center**

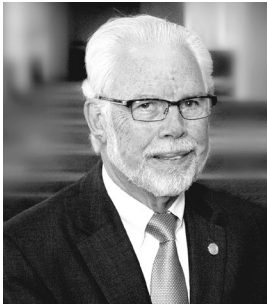
Donald Brady, MD is a general internist, a fellow in the American Academy on Communication in Healthcare (AACH), and a Past-Chair of the AAMC Group on Resident Affairs Steering Committee. A graduate of Vanderbilt University School of Medicine, he also did his internal medicine residency at Vanderbilt. In 1993, he joined the faculty at Emory and helped establish the internal medicine residency's primary care track, serving as director for a decade.

Dr. Brady returned to Vanderbilt in October 2007 as Associate Dean for GME. From 2010-2012, Singapore's National University Hospital System and National Healthcare Group Residency Programs hired him as a Special Advisor to guide them in their accreditation journey. One of 6 principal investigators for the Macy Foundation's Regional Conferences on Innovations in Graduate Medical Education, he led the southern region conference hosted by Vanderbilt in February 2016. In 2015, he organized the first regional faculty development course co-sponsored by ACGME and a sponsoring institution.

In addition to his administrative roles, he works as a general internist on the ward service at Vanderbilt. Dr. Brady's main interests are in medical education, doctor-patient communication, and physician wellness. He has received numerous teaching awards, including Clinician-Educator of the Year by the Southern Society of General

Internal Medicine in 2002 and finalist for the Parker Palmer Courage to Lead Award in 2013 and 2016. Under his stewardship, Vanderbilt University Medical Center received the DeWitt C. Baldwin, Jr. Award, co-sponsored by ACGME and the Gold Foundation, recognizing sponsoring institutions exemplary in fostering a respectful, supportive environment for medical education and the delivery of patient care. He serves currently on the Board of Directors for ACGME, as well as its Executive Committee, the Task Force on Physician Well-Being, and other committees.

For Vanderbilt University, he currently serves as the Co-Chair of the Chancellor's Strategic Planning Committee on Mental Health and Wellbeing for all students, staff, and faculty across the university. In the past, he has served as the Chair of the Board of Directors for AACH, President of AACH, and Chair of Vanderbilt University's Faculty Senate. He served on the AAMC-GRA's Steering Committee from 2012-2015, serving as Chair in 2014. Dr. Brady regularly presents nationally on a variety of topics, including aligning the values and needs of residents with institutional priorities and community needs, wellness, and overcoming unconscious bias.



## **ARTHUR HENGERER, MD**

### **Past Chair of the Board Federation of State Medical Boards (FSMB)**

Arthur S. Hengerer, MD is a graduate of the Albany Medical College. He completed his residency in Otolaryngology at the SUNY Upstate Medical Center and a Fellowship in Pediatric Otolaryngology at the Boston Children's Hospital.

Dr. Hengerer has spent his academic career in Rochester, NY and served as the Chair of the Department of Otolaryngology at the University of Rochester from 1981-2007. He remains as a Professor in the department. He was appointed to the New York State Board of Professional Medical Conduct in 2002 and has served as the Chair of the Board since 2011.

He is a fellow of the Federation of State Medical Boards (FSMB) and served on multiple committees including Planning, Education, Opioid Prescribing guidelines, and chaired the Ethics and professionalism, and Burnout and wellness workgroups. He was elected to the FSMB Board in 2010 and served two terms before being elected Chair of the Board in 2014.

Dr. Hengerer serves as a Co-lead for the Conceptual Model committee of the Action Collaborative on Clinician Well-Being and Resilience at the National Academy of Medicine. He is a representative of the FSMB to the Advisory Board of the National Board of Medical Examiners (NBME).





## AMY BANKS, MD

**Director of Advanced Training  
Jean Baker Miller Center for Relational Cultural Growth  
Senior Scholar, The Wellesley Centers for Women, Wellesley College**

Amy Banks, MD is the Director of Advanced Training at the Jean Baker Miller Center for Relational Cultural Growth and a Senior Scholar at The Wellesley Centers for Women at Wellesley College. She is the author (with Leigh Ann Hirshman) of *“Wired to Connect: The Surprising Link Between Brain Science and Healthy Relationships”* published in 2016 by Penguin/Tarcher in February 2015.

Dr. Banks is the first person to bring Relational-Cultural Theory together with neuroscience and is the foremost expert in the combined field. She has spoken throughout the country on *“The Neurobiology of Relationship”* and has an ongoing passion to spread the message that we are hardwired for connection.



## KRISTEN L. ECKSTRAND, MD, PHD

**Fellow, Child and Adolescent Psychiatry  
Western Psychiatric Institute and Clinic, University of Pittsburgh**

Kristen L. Eckstrand holds her MD and PhD in neuroscience from Vanderbilt University and is currently a fellow in Child and Adolescent Psychiatry at the Western Psychiatric Institute and Clinic at the University of Pittsburgh.

She is nationally recognized for work on the education and training of healthcare providers to provide culturally responsive care to LGBT individuals. She is the founding chair of the Association of American Medical Colleges' Advisory Committee on Sexual Orientation, Gender Identity, and Sex Development, and also has served as the Vice President of Education for the board of directors of GLMA: Health Professionals Advancing LGBT Equality. She is the editor of two books supporting training of undergraduate medical students, residents, and healthcare providers in caring for LGBT patients.

Dr. Eckstrand is the founder and former director of the Vanderbilt Program for LGBT Health, the second program in the country housed within an academic medical center to address the needs of LGBT patients, trainees, staff, and faculty. Dr. Eckstrand has been recognized for her commitment to diversity through numerous awards from the American Medical Association, American Medical Student Association, GLMA, the Association of American Medical Colleges, Tennessee Medical Association, and Vanderbilt University Medical Center.



In addition to her work in LGBT health, Dr. Eckstrand uses multimodal neuroimaging methods to examine the development of risk behaviors and affective psychopathology in youth, with a focus on vulnerable populations. She is particularly interested in the impact of trauma on children and adolescents.

Dr. Eckstrand's research has been recognized with awards from the American Academy of Child and Adolescent Psychiatry and the American Association of Directors of Psychiatric Residency Training.



## **KEVIN MITCHELL, MD, PHARM D**

**Assistant Professor of Medicine  
Vanderbilt University Medical Center**

Dr. Kevin Mitchell is a native of Miami, FL and grew up all over south Florida. He received his undergraduate and Doctor of Pharmacy degrees from Florida Agricultural and Mechanical University. While in pharmacy school, his extracurricular focuses were healthcare inequality and patient education. These exposures and the desire to affect change at the level of healthcare delivery ultimately brought about the realization that he wanted to be a physician.

He received his Doctor of Medicine degree from the University of South Florida College of Medicine in 2012. While in medical school he worked as a community pharmacist as well as a mentor for at-risk youth. He developed a medical science curriculum for a non-profit after school program serving that same demographic. During that period, he was also commissioned into the Florida Army National Guard. After graduation, he made his way to Nashville, where he completed his residency in combined Internal Medicine and Pediatrics at Vanderbilt University Medical Center in 2016.

After residency, Dr. Mitchell took a faculty position as an Assistant Professor in the departments of Internal Medicine and Pediatrics at Vanderbilt. His clinical time is spent in adult and pediatric primary care as well as inpatient internal medicine and pediatrics. His education research time is spent understanding the way implicit and explicit bias affects healthcare professionals in stigmatized groups.

He continues to serve in the Tennessee Army National Guard. He is married to Rhonita Mitchell, PharmD with whom he raises two adorable young men, Kevin, III and Harrison.



## **STANLEY ASHLEY, MD**

**Chief Medical Officer  
Senior Vice President for Medical Affairs  
Brigham and Women's Hospital**

Stanley W. Ashley, MD is Chief Medical Officer and Senior Vice President for Medical Affairs at Brigham and Women's Hospital as well as the Frank Sawyer Professor of Surgery at Harvard Medical School. A gastrointestinal surgeon, Dr. Ashley's current interests include practical aspects of quality measurement and credentialing. Closely related to this, he has an interest in physician education, both at the graduate and postgraduate (MOC) levels, and its integration into a certification/recertification process that ensures quality of care.

Dr. Ashley is the President for The Society for Surgery of the Alimentary Tract. He serves on numerous editorial boards, including the Journal of Gastrointestinal Surgery and the Journal of the American College of Surgeons. He is editor of Current Problems in Surgery, and Scientific American Surgery. He is a former Chair of the American Board of Surgery and serves on the Board of Directors of the Accreditation Council for Graduate Medical Education (ACGME).



## **JO SHAPIRO, MD**

**Director, Center for Professionalism and Peer Support  
Brigham and Women's Hospital / Harvard Medical School**

Dr. Shapiro is the director of the Center for Professionalism and Peer Support and a surgeon in the Department of Surgery at the Brigham and Women's Hospital (BWH) in Boston and an Associate Professor of Otolaryngology at Harvard Medical School.

Dr. Shapiro launched the BWH Center for Professionalism and Peer Support in 2008. Since that time the Center has supported and collaborated with multiple institutions, nationally and internationally to enhance clinician wellness by supporting teamwork and respect and mitigating clinician burnout. She serves on the Ethics and Professionalism Committee of the American Board of Medical Specialties and was invited to serve as Committee Chairperson.

As a clinician leader Dr. Shapiro served as Chief of the Division of Otolaryngology at BWH from 1999 through March of 2016; she continues to maintain a surgical practice in the Division, specializing in oropharyngeal swallowing disorders.

Dr. Shapiro is committed to global health medical education and training. She was appointed Honorary Professor of Professional Behavior and Peer Support in Medicine through the academic track at Groningen University Medical Center in The Netherlands. She serves as Visiting Professor and Otolaryngology Residency Program Advisor for Mbarara University of Science and Technology in Uganda. She was also a member of the Israeli Commission for Higher Education International Committee for the Evaluation of Medical Schools in Israel.

Dr. Shapiro received her BA from Cornell University and her MD from George Washington University Medical School. Her general surgery training was at University of California, San Diego and then UCLA. She did her otolaryngology training at Harvard followed by a year of a National Institute of Health Training Grant Fellowship in swallowing physiology. She has been a faculty member in the Department of Surgery at BWH since 1987. She is married to an internist, and they have three children.



## **KATHERINE C. KELLOGG, PHD, MBA**

**David J. McGrath Jr. Professor of Management and Innovation  
MIT Sloan School of Management**

An expert in organizational change and healthcare management, Professor Kellogg researches institutions, professional workers, and new models of work and employment in healthcare. Kellogg helps organizations implement organizational changes—and studies their impact.

Trained as an ethnographer, she is a keen observer of the micro-dynamics of work. Using interviews, observations, and analysis, she shows the complex ways that institutional reforms and organizational changes spark resistance when they challenge long-standing beliefs, roles, and systems of authority. Kellogg's book *"Challenging Operations: Medical Reform and Resistance in Surgery"* won the Max Weber Award for Distinguished Scholarship in Organizations, Occupations, and Work as well as the Sociology of Law Biannual Distinguished Book Award.

Prior to her academic career, Kellogg worked as a management consultant for Bain & Company and for Health Advances. She graduated from Dartmouth College with a degree in Biology and Psychology and received her MBA from Harvard and her PhD in Organization Studies from MIT.



## **ROWEN ZETTERMAN, MD, MACP, MACG**

**Associate Vice Chancellor  
University of Nebraska Medical Center (UNMC)**

Rowen K. Zetterman, MD is an internist, gastroenterologist, and hepatologist and a Professor of Internal Medicine at the University of Nebraska Medical Center (UNMC) where he is the Director of Faculty Mentorship Programs and Associate Vice Chancellor for Planning. He is Dean Emeritus, Creighton University School of Medicine and a former Chief of Staff for the Nebraska-Western Iowa VA Health Care System.

Dr. Zetterman has served in leadership positions as President of the American College of Gastroenterology (ACG), Chair of both the Board of Governors and the Board of Regents of the American College of Physicians (ACP), as President of the Metropolitan Omaha Medical Society (MOMS), and as President of the Nebraska Medical Association (NMA).

He is a recipient of the Alfred Stengel Award for Outstanding Service (ACP), the Berk-Fise Clinical Achievement Award (ACG), and the Distinguished Service to Medicine Award (NMA). He is currently Chair of the Board of the Accreditation Council for Graduate Medical Education (ACGME) and an ACP delegate to the American Medical Association (AMA) where he is a past-chair of the AMA Council on Legislation.



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