



Opening Lines



In this issue of our quarterly newsletter, we recognize the enormously important work that occurs each year as we welcome new faculty and staff to our DGIM home. Perhaps not surprisingly, in an organization as large as ours, there is always going to be the need to welcome new members as we expand clinical programs, undertake new initiatives, and fill vacated positions. One of the three pillars of our DGIM strategic plan is to improve faculty and staff work life. In that regard, I am especially grateful to the members of our DGIM community who have been spearheading efforts to improve the onboarding of new faculty and staff members, including standardizing new employee protocols and hosting welcoming events. We are also fortunate to

link with the many services provided by the Center for Faculty Development and as highlighted in this issue, we will continue to facilitate access to these programs and courses. Most importantly, this issue highlights the new members of DGIM who have been arriving over the last several months. In the end, it really is about the people you work with. From that perspective, it is pretty obvious that this group of new DGIM members provides a reason for celebration. I am deeply grateful to all of the collective efforts at faculty and fellow recruitment that yielded such a wonderful group of new members and I am excited that the collective talents of these new DGIM members will greatly strengthen our ability to achieve great success in the years to come. Enjoy!

MGH Center for Faculty Development

Donna Lawton, MS, Executive Director of the [MGH Center for Faculty Development \(CFD\)](#), and her dedicated team serve as a tremendous resource for our



DGIM faculty. Under the leadership of Donna and CFD Director Anne Klibanski, MD, the CFD is the umbrella organization that encompasses the: Office for Clinical Careers, Office for Research Career Development, and Office for Women's Careers. These individual offices are led by Ted Stern, MD, Dennis Brown, PhD, and our own Nancy Rigotti, MD, respectively.

Donna wants our DGIM faculty to know that the CFD functions in a service oriented capacity to equip faculty with professional skills that aren't often taught in medical and graduate schools, as well as to provide individual, objective, and confi-

dential career advice and counseling. Additionally, the CFD offer a spectrum of programs with faculty development themes, including:

Career Advancement, Communication, Leadership, Management, Negotiation, Networking, Responsible Conduct of Research, and Work-Life Balance. The program offerings are of general interest to all faculty, or targeted to specific populations to meet their needs. Donna states: "We want faculty to succeed no matter where they are in their career journey, and we encourage your DGIM faculty to please reach out to us, take an opportunity to reflect on their careers, and we will work with them to enhance their work experiences and their lives here at MGH."

Residency Coaching Makes an Impact

The MGH Professional Development Coaching Program was established in 2012 to create a safe environment for housestaff to reflect on their performance, understand their professional identity formation over time, identify their strengths and how to use them to overcome challenges and stressors, and to connect them with a faculty member who grows to know them in-depth over time. The program is led by Kerri Palamara, MD and is based on a positive psychology coaching model designed in collaboration with Carol Kauffman, PhD from the Institute of Coaching at HMS.

Coaches are DOM faculty who are recruited and undergo 2 hours of training in

positive psychology methods each year, and are then paired with incoming interns. When pairing, career choices are mismatched to create a safe relationship. Coaches are given guides to each meeting with their coachees, including a described goal for the meeting, recommended questions to ask, and positive psychology exercises linked to the meeting.

The MGH Professional Development Coaching Program is the first of its kind to focus on coaching of all residents, not just those who are struggling. The positive psychology model creates a different



DGIM Residency Coaches during a training session

(Continued on page 4)

Meet the New DGIM Faculty

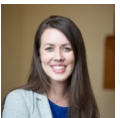
We would like to extend a warm welcome to each of the new members of our division. We are excited to be joined by such a talented group of physicians. Please take a minute to learn a little about your new colleagues.



Ryan Ahearn, MD, MPH
Hospital Medicine Group
Completed residency at MGH in 2015; Interested in the use of Economic & Statistical models to improve health systems



Titilayo Alabi, MD
Primary Care Associates
Was Co-Medical Director of an Internal Medicine Practice at North Shore Physicians Group from 2014-15.



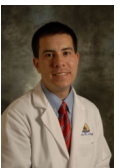
Elaine Besancon-Goodman, MD, MBA
Medical Walk-in
Completed MGH residency in 2015. Medical Director for Healthcare IT company Wellframe



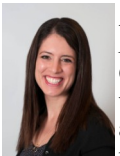
Jennifer Cai, MD, MPH
Hospital Medicine Group
Completed residency at Johns Hopkins; Has particular research interest in gastroenterology and has published on the topic.



Eric Carpentier, MD, MBA
Hospital Medicine Group
Received his MD and MBA from McGill University; Was most recently a resident at Yale-New Haven Hospital.



Curtis Chong, MD, PhD
Hospital Medicine Group
In addition to service with HMG, Dr. Chong practices at the Lowe Center for Thoracic Oncology at Dana Farber Cancer Institute.



Adrienne Clark, MD
Bulfinch Medical Group
Completed residency at UCLA, where she won multiple teaching awards. Interests in quality improvement and medical education.



Rebecca Cook, MD
Everett Family Care
Currently serving as Chief Resident in Pediatrics at MGH and completing her Clinical Fellowship at HMS.



Meredith Eicken, MD
MGH Revere
Was Chief Resident for Meds-Peds at MGH; Working towards MPH from HSPH through the Kraft Fellowship.



Benjamin Geisler, MD, MPH
Hospital Medicine Group
Clinical Research Fellow at MGH from 2007-2010; Completed his residency at NYU School of Medicine.



Alimer Gonzalez, MD
Hospital Medicine Group
Completed his residency at BIDMC while simultaneously completing a clinical fellowship at HMS.



Jaye Hefner, MD
Internal Medicine Associates
Worked at Spaulding during recent years, where she served as President of the Medical Staff, among other roles.



Dan Henderson, MD, MPH
Bulfinch Medical Group
Completed residency at New York Presbyterian Hospital; Has particular interest in health systems improvement.



Sarah Housman, MD
Women's Health Associates
During residency at BIDMC, established collaboration between Internal Medicine and OBGYN; HMS Clinical Fellow 2012-2015.



Susan Inonog, MD
Chelsea Adult Medicine
Interested in health disparities and care of underserved communities. Completed residency at Cambridge Health Alliance.



Sara Kalkhoran, MD
Beacon Hill Primary Care
Clinician-investigator whose areas of expertise are smoking cessation, tobacco policy, and alternative tobacco products.



Prescott Lee, MD
North End Health Center
Sees patients at NSMC in addition to his clinical work at MGH; Physician at Brooksby Village Medical Center from 2006-2014.



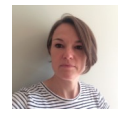
Jeff Liao, MD
Hospital Medicine Group
Was a Resident at St. Mary's Medical Center in San Francisco until 2015.



Kristin Livesey, MD
Hospital Medicine Group
Completed Internal Medicine residency in the Women's Health track at University of Pittsburgh Medical Center.



Melissa Mattison, MD
Hospital Medicine Group
Joins DGIM as the new Chief of the Hospital Medicine Unit; Formerly Associate Chief of Hospital Medicine at BIDMC.



Allison McDonough, MD
Primary Care Associates
From 2000-10 she was an Internist at MGH Revere, and from 2008-10 was Medical Director of a Partners High Performance Medicine Team.



Melinda Mesmer, MD
MGH Downtown
Was an Attending Physician at Mount Auburn Hospital, where she was heavily involved in teaching and mentoring.



Mahmooda Qureshi, MD
Bulfinch Medical Group
Joins DGIM after serving on the Faculty at Harvard Vanguard Medical Associates from 2005-2015.



Anna Rubin, MD
Internal Medical Associates
Completed MGH residency in 2015. She has an interest in medical education and will be Ambulatory Chief Resident in 2016-17.



Saw Tee, MD
Hospital Medicine Group
Joins DGIM after serving as a hospitalist at Johns Hopkins Bayview Medical Center in Baltimore from 2011-2015.



Luis Ticona, MD, MPP
Chelsea Adult Medicine
Completed residency and clinical fellowship at BWH. Interested in the field of Primary Care Innovation and Implementation.

Bergeron Named National Nurse of the Year

Marcy Bergeron, RN, MS ANP, director of Nursing and Clinical Operations for Primary Care and Epic Organizational Readiness Lead, was named the National Winner of the 2015 Nurse.com Nursing Excellence GEM Award (AKA: National Nurse of the Year) in the “Home, Community and Ambulatory” category. Marcy’s colleagues describe her as a “change agent for Patient Care Administration,” citing that her expertise and vision have been critical to the advances made in Primary Care nursing across the organization.

In recent years, Marcy was one of four Primary Care nurses who, under the guidance and leadership of the medical director of Primary Care and associate chief nurse of Outpatient Practice, conducted an evaluation and needs assessment of the nursing role in Primary Care. This reaffirmed the need for change in the role and skill set of nursing in the individual practices and eventually in Primary Care administration overall. A resulting blueprint for the future included the establishment of the Primary Care Nurse Leader Council (PCNLC), comprised of more than two

dozen Primary Care nurse managers/directors. This represented one of the first formal and far-reaching efforts to organize and give voice to Primary Care nursing within the organization. Through Marcy’s leadership as its co-chair and working with other key primary care nurse leaders, the Council has become a point of contact for crucial communication to the Primary Care community and offers a platform for the development, sharing and dissemination of best practice tools.

As Council co-chair, Marcy helped lead work that resulted in the development of standards across Primary Care nursing. They developed agreed-upon standards for safety reporting, scope of responsibility, competency and training programs for medical assistants, and standard orders protocols. They became a robust and engaged group, defining roles and crafting orientation, job descriptions and competencies. They developed practice-based implementation tools for numerous Primary Care-wide initiatives. They standardized telephone triage, defined and shared best practices, and focused on population health. They

made “Cool Stuff”/testimonials part of every meeting to share lessons learned, problem solve, and ground their work in their mission. They developed toolkits for Wellness Visits and transitions in care, mentored nurse leaders, and became stronger advocates for patient care.

The Council also established a Medical Assistant Academy, designed the curriculum, and recruited every member of the Council as faculty. They redefined and expanded the medical assistant role, providing further specialized training and raising the bar on the knowledge base. The early work of the Council highlighted the importance of giving nursing a seat at the table, and led to the establishment of the director of Nursing and Clinical Operations for Primary Care role—the counterpart to the existing medical and business/administrative leadership positions—rounding out the Primary Care leadership triad. Marcy was tapped as the first nurse to hold the position. Beyond the formal roles she has assumed, Marcy has become a strong, consistent and respected voice for Primary Care nursing.

Meet the New DGIM Faculty



Chris Trancynger, MD
Primary Care Associates
Former Chief of Primary Care at Berkshire Medical Center and Medical Director at Hillcrest Commons Nursing Home.



Allis Tweed-Kent, MD
Chelsea/Charlestown Urgent Care
CEO of Cocoon Biotech, which is developing novel therapies for osteoarthritis leveraging the natural properties of silk protein.



Amar Vedamurthy, MD
Hospital Medicine Group
Served as a Resident at Mount Auburn Hospital from 2012-2015. Currently pursuing a Masters in Clinical Investigation at BU.



Marko Velimirovic, MD
Hospital Medicine Group
Completed Residency at Albert Einstein Medical Center in Philadelphia. Interested in Medical Oncology and Clinical Hematology.



Atheendar Venkataramani, MD, PhD
Revere Adult Medicine
Uses health economics to investigate health behaviors and outcomes in vulnerable populations.

Aaron Hoffman, DO, MPH
Ambulatory Practice of the Future
Completed residency at Central Maine Medical Center, where he served as Chief Resident of Family Medicine.

Yulya Kutsman, DO
North End Health Center
Practiced at Cambridge Health Alliance 2005-2015; Championed women’s health and care of the underserved at CHA.

Jessica Lynch, MD
Hospital Medicine Group
Completed residency at BIDMC and clinical fellowship at HMS; Clinical expertise is in the area of Palliative Care.

Perla Macip-Gonzalez, MD
Hospital Medicine Group
Spent the past two years as a Geriatric Fellow at HMS; Completed residency at the University of Miami Miller School of Medicine.

Wudeneh Mulageta MD, MPH
Hospital Medicine Unit
Served as Chief Resident of the Internal Medicine & Preventive Medicine Residency program at SUNY-Buffalo from 2014-2015.

Jacob Ninan, MD
Hospital Medicine Group
Completed his residency at John H. Stroger Jr. Hospital of Cook County in Chicago in 2015.

Ritchie Verma, MD
Hospital Medicine Group
Comes to DGIM after Completing his residency in Internal Medicine at Boston Medical Center in 2015.

Ronald Wexler, MD
Hospital Medicine Group
Was an Internal Medicine Resident at Tufts Medical Center from 2012 -2015.

New DGIM Fellows

Along with our new faculty, the DGIM welcomes two new fellows through the MGH/HMS General Medicine Fellowship Program

Karen Blumenthal, MD
Internal Medicine Associates
Completed residency at MGH; Currently a Fellow within the HMS General Medicine and Primary Care Fellowship program.



Sachin Shah, MD
Internal Medicine Associates
Previously, served as Chief Resident for Ambulatory Training at MGH.

Pages: Notes from the DGIM Writer in Residence

Rajani LaRocca
Guest Columnist

New

Summer is the beginning of the year in the hospital and the DGIM has recently welcomed several new physicians and staff members. Being new can feel unnerving but, as guest columnist and MGH Charlestown primary care physician Dr. Rajani LaRocca points out, there's an upside, too. - Suzanne Koven

Jennifer* looked nervous sitting in my office. This was new for her. She was in her late thirties and healthy. But her blood pressure rose after the birth of her second child several months earlier, and it never came down. Her weight was normal, she exercised frequently, and ate a healthy diet. She had a strong family history of hypertension: both parents, and her sister. It was clear that she

needed to be started on a blood pressure medication. She had lots of questions, and directed them to Melanie*, the third year medical student who was working with me for the day.

Melanie felt new, too. She was returning to clinical work after spending a few years in the lab. Working with a student for a month prompted me to reflect on times when I, also, had been new. My residency days: They're leaving me alone with all these sick people! How will we survive the night? And my days as a new parent: We're alone with this tiny, fragile person! How will we survive the night?

Melanie did a superb job listening to my patient's concerns and answering her questions thoughtfully. After Jennifer left, Melanie and I spent a few more minutes discussing hypertension management. Having a student with me made this different from my usual fifteen-minute hypertension visit. I felt invigorated. New.

Each year, our hallways and offices, operating rooms and emergency departments are

filled with new students, residents, fellows, and faculty. While being new is often uncomfortable, it isn't always bad, even in a profession where experience and expertise are crucial. Being new helps us focus on questions rather than answers, and feelings rather than findings. New members of our community – especially students and housestaff – can help us all remember what it was like to be “regular” people, before we became medical professionals. They can help remind us that to our patients, what happens in our offices and in the hospital is always new. And for those of us with more experience, working with students and trainees can help us renew.

**Names changed to protect privacy*



Would you like to share a story from your DGIM experience here, or have a private consultation about a manuscript or about writing in general? Contact me at skoven@mgh.harvard.edu

Thank You DGIM Faculty Mentors

We would like to send a shout out of *thanks* to our 21 DGIM faculty leaders who served this past year as a DGIM 'mentor', offering career advice meetings with our faculty members who reported at the time of their Career Conference that they would be interested in having a mentoring meeting. Thank you very much.

Administrative Leadership: Brit Nicholson and Eric Weil

Education Leadership: Kathleen Finn, Kerri Palamara, Leigh Simmons

Research Leadership: Steve Atlas, Ken Freedberg, James Meigs, Nancy Rigotti, Karen Sepucha, Danny Singer, Rochelle Walensky

Clinical Practice/Innovation Leadership: Ron Dixon, David Finn, Sherry Haydock, Bob Hughes, Vicky McEvoy, Dick Winickoff

Writing: Shana Birnbaum, Alan Goroll, Suzanne Koven

At Large: Mary McNaughton-Collins, Lessie Robb-Nicholson, Josh Metlay

New Faculty BBQ

This summer we held our second annual DGIM New Faculty Barbecue. Once again, everyone had a great time as new faculty members got the opportunity to meet with members of the DGIM's leadership and ad-



(TOP) Some new faculty members joined by Chief Josh Metlay

(RIGHT) The next generation of DGIMers



Residency Coaching

(Continued from page 1)

interpersonal environment than a typical advising or mentoring relationship. This approach has been well received by both coaches and residents, as evidenced by high levels of engagement in the program, program satisfaction, improved resident burnout, and increased goal-setting behaviors among residents.

We'd like to extend a heartfelt thank you to each of our faculty coaches. The current faculty coaches are: Sara Schoenfeld, Sachin Shah, Patrick Smithedajkul, Carrie Sokol, Sarah Turbett, Atheen Venkataramani, Anna Vouros, Zach Wallace, Charles Weiss, Rebecca Saff, George Alba, Naomi Leeds, Steph Sherman, Josh Ziperstein, Ishani Ganguli, Katherine Johnston, Pouneh Fazeli, Jacquelyn Moss, Farrin Manian, Susan Hata, Andrew Fennes, Geren Stone, Kathleen Corey, Kerry Reynolds, Amulya Nagarur, Joseph Romano, Jaci Grant, Garrett Chinn, Ben Crocker, Kristin Cox, Andrew Aguirre, Sheila Arvikar, Michael Bierer, Caroline Birks, Marjory Bravard, Jocelyn Carter, Paul Cusick, Maha Farhat, Shiri Feingold, Carina Fernandez-Golarz, Kathryn Hibbert, Mira Kautzky, Kimi Kobayashi, Annie Lee, Andrew Lundquist, Jess McCannon, Eli Miloslavsky, Katherine Sakmar, Kai Saukkonen, Esperance Schaefer, and Doug Wright.

Last, but not least, we'd like to recognize our recently retired faculty coaches and thank them for their contributions to the program. Our recently retired coaches are: Janet Larson, David Sykes, Sarah Wakeman, Chana Sacks, Ana Weil, Matt Tobey, Janae Heath, Gwen Crevensten, Blair Fosburgh, and Michael Mansour.

MGH DIVISION OF GENERAL INTERNAL MEDICINE



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