

Aequanimitas



A twice-yearly newsletter for current and former Johns Hopkins Medicine housestaff and friends

Fall 2015

‘Pathways’: A Fresh Take on Residency Training

From the age of 5, Sarah Johnson wanted to become a doctor. But as an undergraduate at Harvard, she found economics fascinating. So she majored in business and worked on Wall Street briefly before realizing it wasn’t her calling. Shifting gears, she earned acceptance to the University of Pennsylvania School of Medicine and in 2012, matched in medicine at Johns Hopkins.

Now, thanks to a new tracklike update to the Osler residency program—called the Pathways Program—the third-year resident finds herself reconnecting with her business brain.

Part of the strategic plan developed at the Department of Medicine’s 2014 educational retreat, the program aims to help create and nurture leaders across the health care spectrum, explains Osler program director Sanjay Desai. Senior faculty members identify second- and third-year residents with a strong aptitude in one of three areas: patient safety/quality improvement (QI), global health, and scientific discovery. These trainees are offered a “pathway” to incorporate individualized coursework, hands-on experiences and sophisticated mentorship into their chosen field of interest, culminating with a research project.

“It’s our biggest structural change since the Firm system debuted in 1975,” says Desai. “We want to leverage everything Hopkins, as an institution, has to offer to each of our residents.”

To that end, Desai has appointed faculty to oversee each area of focus. Neil Aggarwal, Osler program associate director, leads the scientific discovery pathway and oversees the broader program as a whole; Sara Keller directs the patient safety/QI pathway; and Yuka Manabe, the global health pathway.

“There’s a lot of enthusiasm for identifying more modern



PHOTO BY SHERIE FORNOFF

Sarah Johnson, left, Neil Aggarwal and Jessica Briggs discuss progress on their areas of interest.

career paths,” says Aggarwal. “We’re not aware of any one program in the nation that offers all these options.”

Johnson, one of several residents focusing on patient safety/QI, is tackling skyrocketing medication costs in the hospital, by using more generic drugs, for example. “This pathway,” she says, “gives me more exposure to administrative issues and how to rein in costs.”

It also provides an opportunity to formalize her interest in patient safety, she adds, giving her a leg up for a career combining academic, administrative and clinical medicine.

For third-year resident Jessica Briggs, the program builds on her passion for global health. The Texas native lived in Uganda for a year on a clinical research scholarship and recently returned from a six-week stint there, aided by the Johns Hopkins Center for Global Health. Interested in infectious diseases, Briggs is working to find ways to decrease the time between diagnosis and treatment for Ugandan patients with tuberculosis.

Briggs is working to set up a four-week rotation for a Pathway elective in Uganda. “It’s amazing what you can learn from residents who work in extremely resource-limited environments,” says Briggs. “Pathways makes the Osler

(Continued on page 3)



NATIONAL HONORS: Doximity, a professional networking tool for physicians and health care professionals—aided by *U.S. News and World Report*—has ranked the Osler residency #1 in the country for internal medicine programs. **Learn more:** bit.ly/doximityresidencyrankings

Sanjay's Section

Since the 2011 duty-hour restrictions got underway, I've discussed the urgent need to assess their impact on patient safety and resident education. On July 1, 2015, we launched a study with these aims.



Known as iCOMPARE, the study includes 63 programs across the country that have been randomized to the current Accreditation Council for Graduate Medical Education duty-hour standards or to more flexible hours. The primary outcome measure of the trial is patient mortality, which will be assessed alongside additional patient safety metrics. Resident education and experience are also being measured.

As part of this, residents in a subset of programs will be monitored for sleep and fatigue using actigraphy. An additional subset of residents will be followed by observers to record time spent on other activities to shed light on how duty-hour policy affects the time residents spend in direct patient care. Also, every day during the study, hundreds of residents will receive brief surveys asking about the previous 24 hours. These aim to assess educational experiences as well as continuity of care and patient handoffs.

iCOMPARE is unique and meaningful for several reasons. First, it's the largest randomized trial in graduate medical education for internal medicine. Second, it attempts to address the compelling interests for policymakers, trainees and leaders in graduate medical education. A testament to that mutual interest is that iCOMPARE is funded by the ACGME and by the National Heart, Lung and Blood Institute.

We are proud to help lead this trial. The Osler Program was randomized to the flexible arm of the study. As such, we've implemented new schedules for almost all our rotations that have allowed us to introduce innovative educational initiatives, including a service dedicated to teaching bedside clinical skills. Data collection for iCOMPARE will end in June 2016. Updates to follow.

Sanjay Desai, Director
Osler Medical Training Program

Beyond the Dome

Mark Schlissel,
President, University of Michigan



Though Mark Schlissel never envisioned that he would one day serve as head of a major university, in some ways, he says, the appointment feels natural because throughout his career, the common denominator has been a commitment to research and teaching—and “as a physician who recognizes the importance of the health care components of the university and how it touches a community.”

A Brooklyn, New York native, Schlissel earned his M.D. and Ph.D. (in physiological chemistry) at the Johns Hopkins University School of Medicine in 1986. After finishing his Osler residency in internal medicine, he conducted postdoctoral research as a Bristol-Myers Cancer Research Fellow at the Massachusetts Institute of Technology's

Whitehead Institute. He then joined the Johns Hopkins faculty in 1991, earning awards and fellowships for his research and teaching on the developmental biology of B lymphocytes. In 1999, he moved to the Department of Molecular and Cell Biology at the University of California–Berkeley, where he advanced to full professor in 2002. Concurrently, he served as member and chair of the Immunobiology Study Section at the National Institutes of Health and on the Howard Hughes Medical Institute's Scientific Review Board.

Before signing on as University of Michigan president in 2014, Schlissel was provost of Brown University, where he oversaw all academic programmatic and budgetary functions, libraries, research institutes and centers.

'Pathways' *(from page 1)*

program more competitive and will help attract more people interested in global health.”

Since Pathways debuted in July, about five of the 149 residents have expressed an interest in patient safety/QI; eight in global health; and six to 10 in the scientific discovery pathway.

“A lot of our residents have a strong background in science—some have Ph.D.s,” Aggarwal says. “We want to enhance their experience and link them with mentors to develop relationships that will go beyond this extra course of study.”

Interest is growing in all three arenas, says Aggarwal, even as more potential elective tracks are under consideration, like health administration. Meanwhile, research projects run the gamut—from

“This pathway gives me more exposure to administrative issues and how to rein in costs.”

—Sarah Johnson



how to streamline care for patients on Warfarin who resist follow-up, to encouraging heart failure medication adherence, to managing scant medical resources overseas.

For Johnson, the experience has already proven enriching. “Pathways shows that this residency program is very responsive to change,” she says. “It's exciting to be a part of it.” ■

What's it been like moving from medicine and medical research to academic and administrative oversight of a prestigious university?

The move into administration happened gradually, first as a department co-chair, then as dean, then provost and finally president. So I gradually decreased the amount of teaching and research I was doing as the bulk of my effort shifted toward academic leadership. Like medicine, leadership is about helping others achieve their potential. You work with a team of colleagues, just as in the care of patients.

Is this how you envisioned your career path?

I had no intention of ending up my career as a university president. I wanted to teach, run a research lab and find a niche within clinical medicine where I could care for patients with illnesses that related to my lab research agenda.

How has your experience as an Osler trainee informed your work

throughout your career?

Being an Osler house officer taught me organization, attention to detail, responsibility and commitment. Presenting patients to an attending on morning rounds taught me how to be focused and concise in my professional talks, providing information needed to make a decision in a logical fashion.

What are some of your top goals now?

Support research that matters to and benefits the public that the University of Michigan was established to serve, regardless of discipline. Organize the budget so that higher education remains accessible and affordable to students from all income strata. Create a diverse educational community, where all members are free to express themselves and are treated with respect.

What keeps you up at night?

The social aspects of being responsible for a community of 43,000 young people. Public safety, alcohol overuse,

sexual misconduct. Also, building a campus culture that respects civil discourse and embraces inclusiveness.

Do you stay in touch with your Osler colleagues?

With some, especially those who have had academic careers involving basic research.

Do you have any favorite memories from your training?

A handful of patients whom I connected with at a personal level and believe that I helped overcome a major health issue. The camaraderie of my fellow residents.

Are any of your children interested in medicine?

One of our four children is a physician, currently a third-year resident in pediatrics at Yale. Another is a basic biology researcher at Berkeley. ■



WATCH A VIDEO OF SCHLISSEL'S INAUGURATION: [BIT.LY/MARKSCHLISSELINAUGURATION](http://bit.ly/markschlisselinauguration).

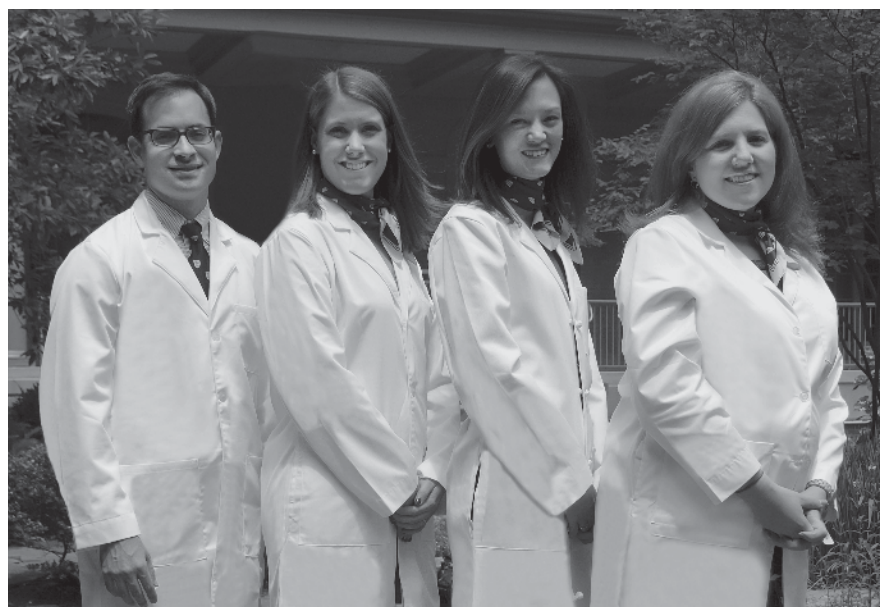


PHOTO BY SHERIE FORNOFF

Support the Osler Fund for Scholarship

By investing in the future of our young doctors, we continue the legacy of William Osler to prepare and inspire the next generation of leaders. Your contribution makes it possible for current residents to enhance their training and provide educational opportunities that might not otherwise be possible. If you are interested in supporting our housestaff, contact Donna Bolin at 410-955-9893 or dbolin1@jhmi.edu. Thank you for your continued support. To make a gift online, please visit our website at bit.ly/oslerfundforscholarship.

MEET THE NEW ASSISTANT CHIEFS OF SERVICE: From left, Matthew Finn, Thayer; Michelle Sharp, Janeway; Allison Tsao, Barker; Sara Mixter, Longcope.

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Aequanimitas is published twice a year by Johns Hopkins Medicine Marketing and Communications; Dalal Haldeman, Ph.D., M.B.A., senior vice president.

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Visit bit.ly/osleralum.

Biennial Reunion



REUNITED: The 2004 Janeway Firm reminisced with their then-assistant chief of staff Sanjay Desai. From left, Rinky Bhatia; Ann Mullally; Pennan Berry; Sanjay Desai; David Riedel; Elizabeth Griffiths; Leslie Gewin; Jerry Bloomfield; Jordan Prutkin; and Anand Parekh.

Class Notes

Department of Medicine Annual Awards 2015

Ambulatory Preceptor Award
Dwight Wooster

Part-Time Faculty Member
William Ravich

Full-Time Faculty Member
Roy Brower

Fellow Award
Simon Mathews

**Basic Student Teaching Award—
Intern**
Anne van Beuningen

**Basic Student Teaching Award—
Senior Resident**
Mark Munoz

**Norman and Mary Stewart Memorial
Award**
Sam Kim

**Norman Anderson, M.D.
Memorial Award (as voted by faculty
and nursing)**
Carolyn Kramer

Priya Palagummi Memorial Award
Janhavi Athale

**Daniel Baker Award
(as voted by faculty and nursing)**
William Bain

American College of Physicians Award
Eric Scholten

KEY PLAYERS: Stephen Achuff, Charles Angell and Craig Smith display their Osler Latchkey Awards. The key is a duplicate of the only surviving latchkey provided by William Osler to several of his junior housestaff so they could have access to his extensive home library.

