



# Shapiro Institute

BETH ISRAEL DEACONESS MEDICAL CENTER  
HARVARD MEDICAL SCHOOL

## Faculty Development



Newsletter  
April 2025

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## FACULTY DEVELOPMENT

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Dear friends,

Imagine the first day of school for your first child, who is about to enter 1st grade. Your child is so excited to begin learning, but you are curious about the teacher; what kind of training did the teacher have? As you watch your child go off to play with others, you gently ask the teacher about their educational background. The teacher responds, “I never took any courses on teaching or education, but I did really well in the first grade! Don’t worry.” How would you respond?

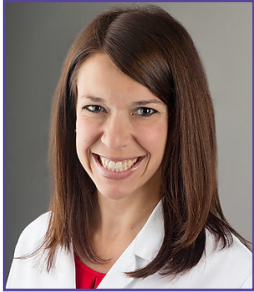
My guess is that you would turn around, with your child in tow, in search of another school. Nevertheless, the answer of the teacher exemplifies the state of medical education going back centuries to Hippocrates, who articulated the wonderful commitment of physicians to train the next generation of doctors. The apprenticeship model of medical education, which aligns an aspiring doctor as an apprentice to the seasoned physician, is embedded in the notion of the “practice” of medicine; one learns by doing, with guidance from an experienced practitioner.

In the last 100 years, however, the science of human biology has exploded and medicine has evolved into a truly scientific endeavor with new discoveries and changes in diagnostic and therapeutic approaches occurring almost by the day. There is so much to learn and process. With advancing technology and artificial intelligence increasingly making its presence throughout society, learning how to think, process information, and analyze and apply data to solve problems has taken on ever greater importance; educating students, residents and practicing clinicians to flourish in this new world requires that we train our medical teachers on the theory and practice of learning.

Since its creation over 25 years ago, the Shapiro Institute for Education and Research has been committed to this goal – to train our superb clinicians how to be the best teachers possible. Part of this mission requires that we do rigorous research to define an evidence base that will support and inform educational practice now and for the future. Equally important, however, is that we educate and train each of our teachers with a range of faculty development programs from novice to expert.

Our goal is to ensure that every learner has the opportunity to interact with and benefit from faculty who have had training as a teacher; we want to professionalize medical education at BIDMC. In this issue of our newsletter, we will highlight some of the many programs that we offer to our faculty to continue to move us toward our goal.

- Richard M. Schwartzstein, MD



*Dr. Nicole Dubosh was recently named the Shapiro Institute's Director of Faculty Development. Nicole will spearhead programs aimed at enhancing the teaching skills of both career educators and clinical faculty.*

As the healthcare landscape is rapidly changing, it is important for faculty to stay current on the latest educational needs for our medical students, residents, and fellows. The Shapiro Institute for Education and Research continues to expand its faculty development offerings by creating an array of unique programs for those who participate in education across the medical center. These programs include a core, progressive track for medical educators as they advance in their early to mid-careers as well as specialized offerings on dedicated topics. The following programs are available in 2025 to all affiliated BIDMC faculty and other educators and we encourage you to check them out!

### **Educator Bootcamp**

Offered each fall, the Educator Bootcamp serves as an introductory “crash course” for educators. The 3-hour workshop is held in person, over a catered dinner at the medical center and is geared towards new faculty. The session focuses on the nuts and bolts of teaching trainees in the clinical space. Topics include bedside teaching, techniques for teaching in the clinical space, delivering effective feedback, and working with the struggling learner. It is a great opportunity for new faculty to network across specialties.

### **Rabkin Fellowship in Medical Education**

Established in 1998, the Rabkin Fellowship provides Harvard Medical School Faculty with the opportunity to develop the expertise to launch or advance academic careers in medical education as teachers and academic leaders. This nationally recognized program is the most in-depth offering of the Institute and graduates hold medical education leadership positions throughout the country. Sessions occur weekly over one year and fellows are provided a stipend for protected time. This is open to faculty who typically have at least 3-5 years of teaching experience; one spot is allocated each year to a more senior clinician educator.

### **BIDMC Academy**

The BIDMC Academy of Medical Educators is an inter-professional community of faculty, staff, and trainees across the institution whose aim is to foster and enhance the development of educators. The Academy offers sessions throughout the year on teaching practices, scholarship and career development and co-sponsors activities with HMS. Membership is offered to faculty, as well as nursing and allied health profession teachers.

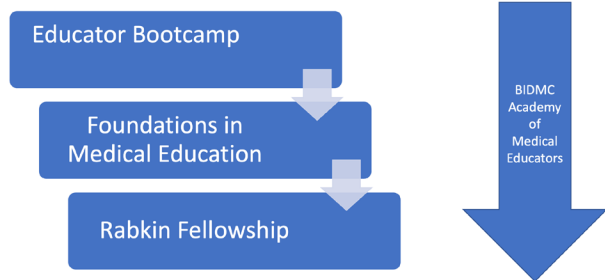
### **Medical Education Scholarship Program**

This year-long course provides in-depth instruction on medical education research and scholarship through a series of monthly sessions and modules. Topics range from developing an education research question, survey design, methodology, qualitative and quantitative statistics, academic writing and more. It is geared toward faculty pursuing an academic career in teaching and educational leadership.

In addition to these offerings, the Shapiro Institute provides four Foundations courses:

- Foundations in Clinical Trials
- Foundations in Medical Education
- Foundations in Artificial Intelligence & Digital Education
- Foundations in Performance Mindset in Medicine

### *Suggested Primary Track*



Please see the following page for a full list of our Foundations courses. For more information including application details visit:

<https://www.shapiroinstitute.org/faculty-development>

# FACULTY DEVELOPMENT OPPORTUNITIES

## Shapiro Institute Foundation Courses Requests for Applications DEADLINE JULY 1st

We are seeking applications for our four courses; Foundations in Clinical Trials, Foundations in Medical Education, Foundations in Artificial Intelligence & Digital Education and Foundations in Performance Mindset in Medicine. These courses are designed to provide participants with the core knowledge and strategies to initiate a career in their respective fields. The courses are targeted at residents, fellows, and faculty who are looking to obtain a strong foundational base.

Applications are due July 1 for each program. Please visit [www.shapiroinstitute.org/foundationshome](http://www.shapiroinstitute.org/foundationshome) for more information and email Kelly Anastasio at [kanasta2@bidmc.harvard.edu](mailto:kanasta2@bidmc.harvard.edu) with questions.

### Foundations in Clinical Trials

This research development course is designed to provide participants with the core knowledge and strategies to initiate a career as an investigator in clinical research with a specific focus on clinical trials. The course is targeted at residents, fellows, and faculty who are looking to obtain a strong foundational base in the conduction of clinical trials research.

The 12-15 session course is designed for residents, fellows, and early career faculty who aspire to do clinical trials research. The curriculum addresses a range of topics including industry relationships, mentorship, the Clinical Research Center, and IRB considerations. Sessions will take place once per month from October to July on the first Tuesday of each month from 5:30-7pm via Zoom.

### Foundations in Medical Education

This faculty development course is designed to provide participants with the core knowledge and strategies to initiate a career as a teacher and educator. It is targeted at early career faculty as well as experienced physicians who are looking to take on a more formal role in the education of medical students, residents and/or fellows.

This 10-session course will be offered during the 2025-2026 academic year beginning in October 2025. Sessions will take place on the second Tuesday of each month from 5:30-7:00pm at BIDMC, in person, to allow for a dynamic and interactive small group discussion structure.

### Foundations in Artificial Intelligence & Digital Education

This course is designed to provide participants with a working knowledge of the role of digital education and AI in medical education, as well as the practical technical skills necessary to succeed as a digital educator in the 21st century. It is targeted at fellows, early career, and senior faculty. No prior knowledge of digital education or AI is necessary, and no specific tech skills are necessary.

This 10-session course will take place on the second Wednesday of each month from 5:30 to 7:00pm in person. Sessions will focus on theoretical aspects of digital education and AI, as well as practical aspects, and will include sessions on technical skills, prompt design, instructional design, curriculum development, and digital education/AI research.

### Foundations in Performance Mindset in Medicine

This faculty development course is designed to provide participants with a deeper understanding of the psychology that underlies performance and how it can be applied in medicine and, in particular, medical training. It is targeted at early career faculty as well as experienced physicians who are looking to understand the psychology that underlies decision-making and how that impacts physician performance and related outcomes in medicine, with the goal to then teach and use these skills with their learners.

This 9-session course will be offered from October 2025-June 2026. Sessions will take place in person on the first Tuesday of each month from 5:30-7:00pm at BIDMC. The goal is to engage participants in a dynamic and interactive small group discussion as we immerse ourselves in the philosophy and strategies underlying the Performance Mindset.

## Spotlight on Scholarship - Faculty Development

By Amy Sullivan, EdD and Johannah Mitchell, MSc

In this issue's Spotlight on Scholarship, we explore strategies for evaluating faculty development interventions, drawing on findings from a 2022 Shapiro Institute study, *Enhancing Clinical Teaching in Critical Thinking, High-Value Care, and Health Care Equity*. This study examined the impact of a workshop-based faculty development program designed to improve clinical teaching behaviors by using direct observation and pre/post surveys to assess faculty engagement in critical thinking, high-value care, and health care equity.

### Tip #1: Define clear, measurable outcomes

A successful faculty development program begins with well-defined, measurable outcomes. In the [Enhancing Clinical Teaching study](#), the research team focused on:

- Direct observation of faculty teaching behaviors in critical thinking, high-value care, and health care equity, comparing three groups: The working group (faculty who helped design the training), the intervention group (faculty who participated in the training), and the control group (faculty who did not participate in training).
- Pre- and post-intervention surveys to measure changes in subject knowledge and teaching behaviors within the intervention group.

### Tip #2: Go beyond self-report – incorporate direct observation

Many faculty development studies rely heavily on self-report surveys, which don't always align with actual teaching behavior. Direct observation offers a more objective, rigorous way to measure faculty development outcomes. [This handout](#) can give you some guidance in developing an observation instrument. When designing an observation tool, consider:

- What specific teaching behaviors should be observed?
- What frameworks should we align the observation tool with (ACGME, etc.)?
- How will reliability be measured? (e.g., inter-rater reliability)



### Tip #3: Use theory to strengthen design & evaluation

A strong theoretical foundation enhances both faculty development interventions and their evaluation. The [Enhancing Clinical Teaching study](#) used the Theoretical Domains Framework (TDF) of behavior change to identify specific domains to target in the intervention (e.g., attitudes, knowledge, perceived skill, self-confidence, and professional identity). The Communities of Practice model provided a framework for workshop design, shared learning, and ongoing professional development.

Remember – AI tools like Scispace and ChatGPT can help streamline literature reviews and identify relevant theories for faculty development research.

### Tip #4: Leverage AMEE guides for best practices

The Association for Medical Education in Europe (AMEE) Guides provide evidence-based recommendations for conducting medical education research, including faculty development assessment. Consider:

- [AMEE Guide No. 34](#), Ramani & Leinster – Teaching in the Clinical Environment (strategies for enhancing faculty teaching in clinical settings).
- [AMEE Guide No. 87](#), Artino et al. – Developing Questionnaires for Educational Research (a step-by-step guide for creating valid and reliable survey instruments).
- [AMEE Guide No. 91](#), Stalmeijer et al. – Using focus groups in medical education research (guidance on designing and conducting focus groups in medical education).

If you're interested in learning more about faculty development research, or setting up a consultation appointment with the Office of Education Research (OER), please visit our website at:

[www.shapiroinstitute.org/education-research](http://www.shapiroinstitute.org/education-research)

### BIDMC Celebrates Resident & Fellow Appreciation Week

Our GME office celebrated Resident and Fellow Appreciation Week from February 24–28, 2025, with events recognizing the hard work and dedication of our trainees. BIDMC residents and fellows play a vital role in patient care, medical education, and research, and this week was an opportunity to express our gratitude.

To show our appreciation, we hosted complimentary coffee and snack break on both the East and West campuses. Attendees enjoyed a well-deserved break at the Resident Lounge in the Rabb/Gryzmish Building and Klarman 3rd Floor, with refreshments available on February 24, 27, and 28.

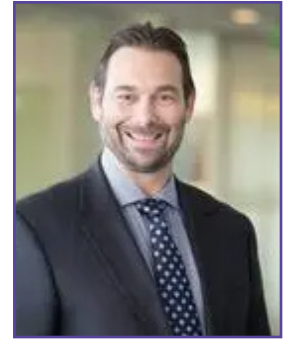
Thank you to all our residents and fellows for your commitment and contributions!



### Dr. Frank Pandolfe Named Program Director of Clinical Informatics Fellowship

The GME office extends a warm congratulations to Dr. Frank Pandolfe who was recently promoted to Clinical Informatics Fellowship Program

Director. Dr. Pandolfe has extensive experience in designing and delivering innovative medical software solutions. Leveraging his clinical practice and a background in computer science, he has led the development of advanced, FHIR-enabled tools for clinical decision support and interoperability.



### Dr. John Marcoux Named Program Director of Podiatry

GME welcomes Dr. John Marcoux, who has been named the new Program Director for Podiatry. Dr. Marcoux has been a faculty member at BIDMC since

2021 and previously served as Program Director at St. Elizabeth's Medical Center from 2009 to 2020. With extensive national experience in medical education and research, Dr. Marcoux brings a long-established record of excellence in podiatry.



### Soma Weiss Student Research Day

Soma Weiss Student Research Day is an annual forum where Harvard Medical School (HMS) and Harvard School of Dental Medicine (HSDM) students present their scholarly work through poster sessions and oral presentations. Established in 1940 in memory of Dr. Soma Weiss, this event fosters research, collaboration, and innovation across the Harvard community.

### Student Spotlight

Congratulations to **Michael Pan** (BIDMC PCE), who will present his research, "Multi-Omic Profiling of Adiposity Distribution Patterns" at this year's Soma Weiss Student Research Day.

We celebrate all our students for their dedication to advancing medical and scientific knowledge!



# SAVE THE DATES!

## BIDMC Education Week



Pete Clardy, MD named Daniel C. Tosteson Visiting Professor

The Shapiro Institute for Education and Research is thrilled to announce the 2025 Daniel C. Tosteson Visiting Professor will be Pete Clardy, MD.

Dr. Pete Clardy, a former BIDMC faculty member, is a pulmonary/critical care physician, clinical educator, and medical technologist. He is a senior staff clinical specialist at Google Health.

Dr. Clardy will join several educational sessions during Education Week, including the Building Bridges Session with the Rabkin Fellows and BIDMC Academy, and will be the featured speaker at the Department of Medicine Grand Rounds as well as the Department of Medicine Grand Rounds on Thursday, June 5, 2025.

## EDUCATION WEEK SCHEDULE OF EVENTS

### Monday, June 2

4pm-5:30pm – Teaching Award Ceremony & Education Research Poster Session  
Rabkin Board Room, Shapiro 10

### Thursday, June 5

8am-9:00am – Medical Education Grand Rounds  
Daniel C. Tosteson, MD Visiting Professor  
Pete Clardy, MD  
Via zoom

### Friday, June 13

8am-12:30pm  
BILH Simulation Symposium  
Lahey Hospital and Medical Center

\*More schedule information to follow.

## Call for Applications: Shapiro Institute's Education Poster Session

Showcase your medical education work at our Annual Teaching Award Ceremony & Reception during Medical Education Week 2025!

Event Date: June 2, 2025 | 4:00 – 5:30 PM

### Who Can Apply?

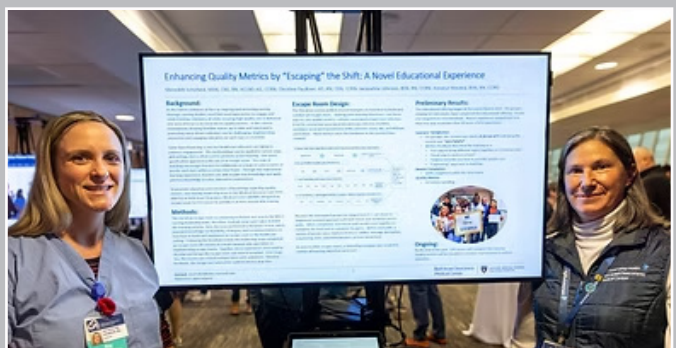
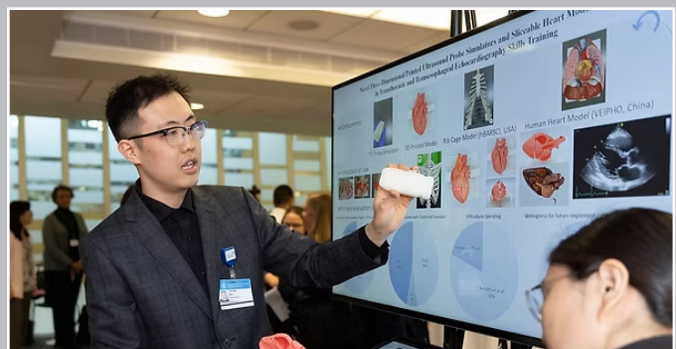
Any BIDMC/HMFP employee involved in medical education (attending, fellows, residents, nurses, social workers, etc.).

### What Can You Submit?

Education research (completed or in progress)  
Quality improvement projects  
Teaching innovations (classroom, bedside, simulation, assessments, materials)

### How to Apply:

Submit a 250-300 word abstract here by April 17, 2025. [Click here for application](#)



### Dr. Richard M. Schwartzstein Honored with ACP National Teaching Award



The Shapiro Institute's director Dr. Richard Schwartzstein has been awarded the Jane F. Desforges Distinguished Teacher Award by the American College of Physicians (ACP), a national organization of internal medicine physicians. Award recipients will be recognized at ACP's annual Convocation ceremony on Thursday, April 3, 2025, at the Ernest N. Morial Convention Center in New Orleans, where ACP is hosting its annual scientific conference.

### Dr. K. Meredith Atkins Named Vice Chair of Education in Obstetrics and Gynecology



Congratulations to our own Dr. K. Meredith Atkins who was named Vice Chair of Education in the Department of Obstetrics and Gynecology at BIDMC. Dr. Atkins started her career at BIDMC as an intern in 1998. Involved in medical education since joining our faculty in 2002, Dr. Atkins currently serves as the Associate Dean for Curriculum at Harvard Medical School and the Associate Dean for Undergraduate Medical Education at BIDMC.

### The Shapiro Institute to Host Millennium Conference 2025

#### Artificial Intelligence: Prompts, Hallucinations and the Future of Medical Education

**April 28-April 30, 2025**

The Shapiro Institute, BIDMC and the Josiah Macy Jr. Foundation, in partnership with the Association of American Medical Colleges, will host their 2025 Millennium Conference beginning April 28, at Babson College.

This year's biennial conference will examine the present and future uses of artificial intelligence (AI) in medicine and the impact of this technology on medical education. The goal, ultimately, is to prepare medical educators to not only meet the challenges and maximize the potential of AI, but to harness the tool to increase efficiency of teaching and assessment and to identify those elements of a physician's responsibilities that should not be delegated to the computer while ensuring that we prepare current medical students for an uncertain future of clinical practice.

#### This year's participating medical schools will be:

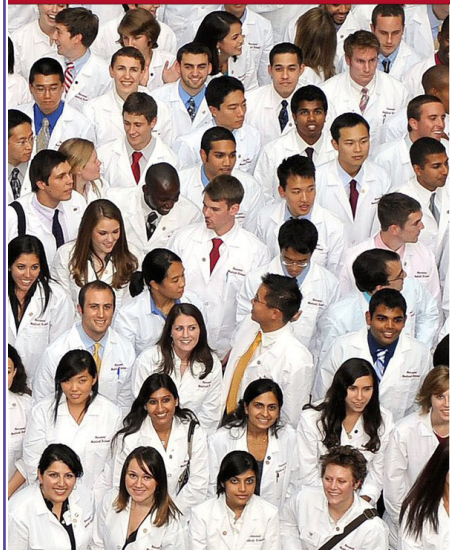
- Harvard Medical School
- Morehouse School of Medicine
- Northwestern University/Feinberg School of Medicine
- NYU Grossman School of Medicine
- Perelman School of Medicine at the University of Pennsylvania
- Uniformed Services University of the Health Sciences, F. Edward Hebert School of Medicine
- University of Michigan Medical School
- Virginia Tech Carilion School of Medicine



Millennium Conference 2023



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**October 22-24  
2025**

REGISTER: <https://medicaleducators.hmscme.com>

*From all of us at the Shapiro Institute, Happy Spring!*



Carl J. Shapiro Institute for  
**Education and Research**

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