



Beth Israel Deaconess
Medical Center

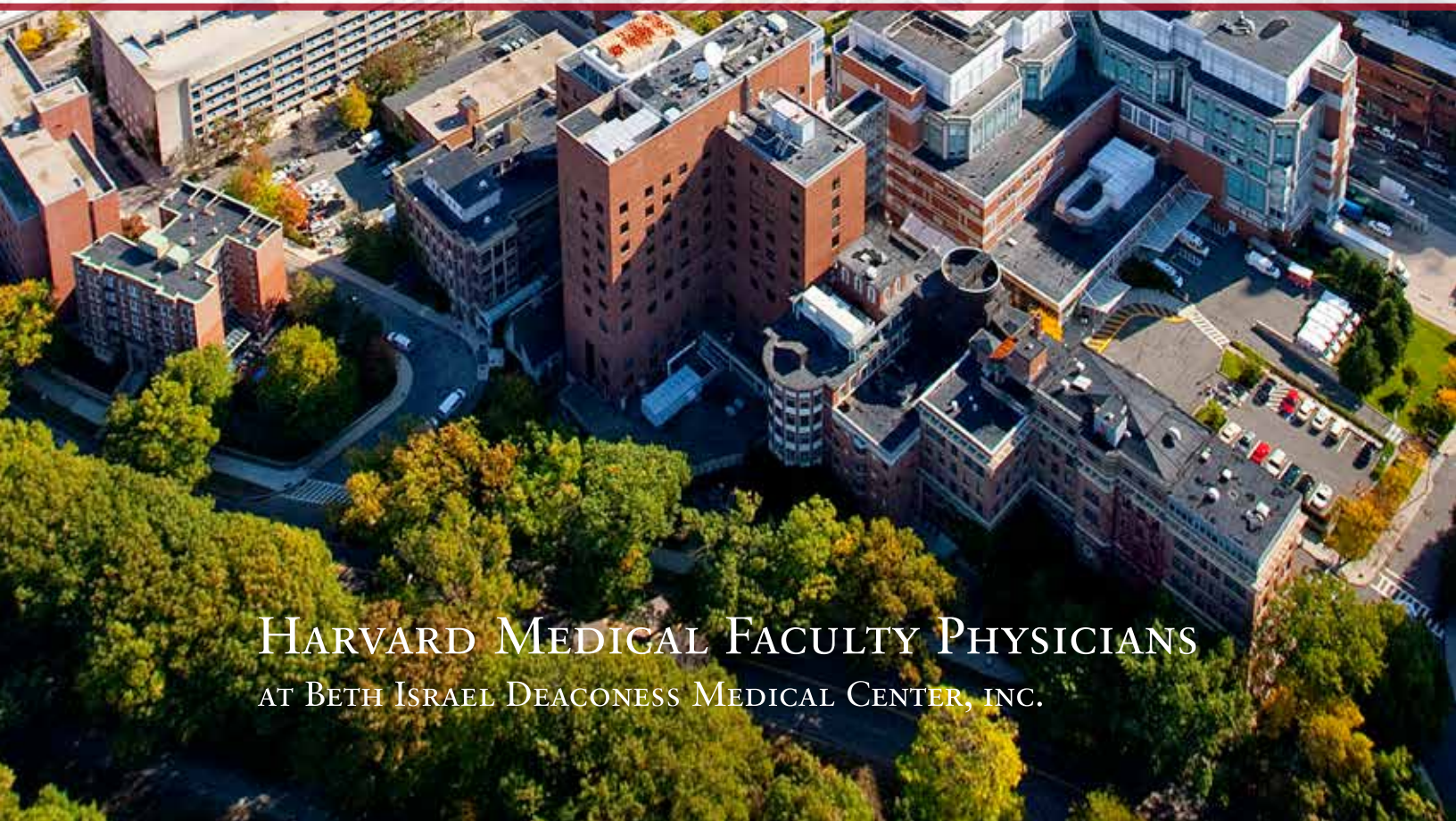


HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL



Fellowship in Emergency Department Management

OPERATIONS—QUALITY—LEADERSHIP—PATIENT SAFETY



HARVARD MEDICAL FACULTY PHYSICIANS
AT BETH ISRAEL DEACONESS MEDICAL CENTER, INC.

Description

The Beth Israel Deaconess Medical Center (BIDMC) Fellowship in Emergency Department Management prepares emergency medicine (EM) physicians to become effective emergency department managers and leaders in their home departments. During the program, fellows will develop expertise in Emergency Department (ED) quality improvement and patient safety, ED operations (including clinical flow, overcrowding management, and pathway development), ED staff training and/or residency program development, and other essential management and leadership skills.

The goal of the fellowship is to provide emergency medicine clinicians with the key operational, administrative, and management skills they need to effectively manage high functioning and patient-safe emergency departments. The program will teach fellows how to optimize and improve their emergency departments through an evidence-based curriculum focused on EM operations, education, and quality. One of the aims of the fellowship is to inspire fellows to become beacons of change within emergency medicine in their home countries or departments.

Each fellow will complete a practical *Capstone Project* to be implemented at the fellow's home institution upon conclusion of the program.

Fellowship Structure

Fellows will be paired with a senior emergency medicine faculty member from Harvard Medical Faculty Physicians (HMFP) who will serve in the role of primary mentor during the 12-month fellowship. The HMFP mentor will meet with each fellow regularly to monitor progress of the program, answer questions, provide feedback, and guide and facilitate learning opportunities.

The fellowship curriculum will be comprised of four main components:

- Core curriculum delivery
- ED observation and workflow analysis
- Administrative and EM training observation
- Capstone Project

The core curriculum will be delivered in four content modules by the HMFP fellowship faculty. The program will also begin with a 2-week orientation and finish with a presentation of the *Capstone Project*.

Fellowship Faculty

SENIOR MENTORS

Jonathan Edlow, MD

Vice-Chair, Department of Emergency Medicine, Beth Israel Deaconess Medical Center
Professor of Emergency Medicine and Medicine, Harvard Medical School

Richard Wolfe, MD

Chief, Department of Emergency Medicine, Beth Israel Deaconess Medical Center
Associate Professor of Medicine, Harvard Medical School

PROGRAM DIRECTORS

Leon Sanchez, MD

Vice Chair for Operations, Department of Emergency Medicine, Beth Israel Deaconess Medical Center
Associate Professor of Emergency Medicine, Harvard Medical School

David Chiu, MD, MPH

Director of Operations, Department of Emergency Medicine, Beth Israel Deaconess Medical Center
Associate Residency Program Director, Harvard Affiliated Emergency Medicine Residency

CORE FACULTY

Shamai Grossman, MD, MPH

Vice Chair for ED Health Care Quality and Director of Observation Medicine, Beth Israel Deaconess Medical Center
Associate Professor of Emergency Medicine, Harvard Medical School

Carrie Tibbles, MD

Director of Clinical Innovations, Emergency Medicine and Director, Graduate Medical Education, Beth Israel Deaconess Medical Center
Assistant Professor of Emergency Medicine, Harvard Medical School

Larry Nathanson, MD

Director, Emergency Medicine Informatics, Beth Israel Deaconess Medical Center
Assistant Professor of Emergency Medicine, Harvard Medical School

Nathan Shapiro, MD, MPH

Vice Chairman of Emergency Medicine Research, Beth Israel Deaconess Medical Center
Associate Professor of Emergency Medicine, Harvard Medical School

**Additional BIDMC emergency physicians with HMS appointments are included in the fellowship faculty and will teach components of the various modules.*

Curriculum Components

1 CORE CURRICULUM DELIVERY	2 ED OBSERVATION / WORKFLOW ANALYSIS	3 ADMINISTRATIVE AND EM TRAINING OBSERVATION	4 CAPSTONE PROJECT
<ul style="list-style-type: none"> ■ Content delivered via one-on-one sessions with content experts, all faculty at HMS and EM attendings at BIDMC ■ Four themed modules: <ol style="list-style-type: none"> 1. ED Operations 2. EM Education 3. ED Quality and Patient Safety 4. Capstone-related Elective 	<ul style="list-style-type: none"> ■ ED observation within the BIDMC network of academic, community hospitals, and urgent care centers ■ Guided ED observation with MDs and residents ■ Independent ED observation: project-related workflow analysis ■ Site visits and observation at other Boston academic centers within the HMS network 	<ul style="list-style-type: none"> ■ Participation in weekly leadership meetings regarding oversight of ED operations, quality, education, and training ■ Departmental educational activities such as M&M conference, resident program didactics, ultrasound conference and trainings, case studies, journal clubs, clinical informatics lectures and seminar series, research lectures/seminars, etc. 	<ul style="list-style-type: none"> ■ Project jointly defined by the fellow, the sponsoring institution, and HMFP ■ 12-month project on ED management or operations theme ■ Weekly mentorship meetings to discuss project and assess progress

Core Curriculum Modules

1 ED OPERATIONS	2 ED QUALITY	3 ED EDUCATION	4 ELECTIVE
<p>Best Practices in ED Operations</p> <ul style="list-style-type: none"> ■ How to optimize patient flow and throughput ■ Strategies to decrease ED crowding ■ Requesting, analyzing, and interpreting operational metric data ■ Communicating a plan for ED crowding reduction to hospital decision makers ■ Staffing strategies and best practices ■ Optimizing handoffs and transfers of care ■ Leveraging the electronic health record and other technologies to improve patient care 	<p>ED Quality Assurance and Quality Improvement</p> <ul style="list-style-type: none"> ■ How to develop and implement a quality program ■ Creating a reporting/flagging system ■ Engaging faculty to be part of the QA process ■ Setting quality markers ■ Case reviews ■ Tracking/signaling systems ■ Pathway development 	<p>Residency Program Development and Staff Training</p> <ul style="list-style-type: none"> ■ Setting up a comprehensive EM curriculum ■ Residency program development ■ Preparing residents to handle the clinical and administrative demands of busy EDs ■ Evaluation of residents ■ Teaching residents to supervise medical students and other residents ■ Use of simulation in undergraduate, graduate, and CME ■ ED team training ■ ED skills-based staff management 	<p>Elective Module</p> <p>In the fourth module of the program, fellows will choose one of the following electives to help support their capstone progress:</p> <ol style="list-style-type: none"> 1. Emergency Informatics 2. Ultrasound Program Development 3. Research Administration and Program Development 4. Clinical Excellence in Sepsis, Cardiac, and Neuro Emergencies 5. Pre-hospital Care 6. Customized Elective Module



About the Fellowship

RESEARCHER STATUS

All fellows will be granted the status of Research Fellow at BIDMC upon acceptance. Fellows will also be eligible to hold a position as a Harvard Medical School (HMS) Research Fellow; application and administration of this status will be arranged during the first month. These statuses will allow fellows access to both BIDMC and HMS library and other resources.

DURATION OF FELLOWSHIP

The fellowship program spans over the course of 12 months. Start date can be arranged based on the needs of the applicant.

TUITION

The tuition of the fellowship is \$115,000 USD.

FOR INFORMATION OR TO APPLY

EDFellowship@bidmc.harvard.edu



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Department of Emergency Medicine
One Deaconess Road, Boston, MA 02215, USA
bidmc.org