



Focus on the Future

Accreditation Council for Graduate Medical Education
2011 Annual Report

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Mission

We improve health care by assessing and advancing the quality of resident physicians' education through exemplary accreditation.

Vision

We imagine a world characterized by:

- a structured approach to evaluating the competency of all residents and fellows;
- motivated physician role models leading all GME programs;
- high-quality, supervised, humanistic clinical educational experience, with customized formative feedback;
- residents and fellows achieving specialty-specific proficiency prior to graduation; and
- residents and fellows prepared to become Virtuous Physicians who place the needs and well-being of patients first.

Values

- Honesty and Integrity
- Excellence and Innovation
- Accountability and Transparency
- Fairness and Equity
- Stewardship and Service
- Engagement of Stakeholders

Strategic Priorities

- Foster innovation and improvement in the learning environment
- Increase the accreditation emphasis on educational outcomes
- Increase efficiency and reduce burden in accreditation
- Improve communication and collaboration with key external stakeholders

Core Staff Values

- Customer Focus
- Integrity/Ethics
- Results Focus
- Teamwork



ACGME Preparing for the Future

2011 was filled with success, and the promise of more opportunity on the horizon. The Board of Directors approved the key elements of the ACGME's "Next Accreditation System," the culmination of the ACGME's 2005 Strategic Plan. With goals of enhancing the ACGME's emphasis on outcomes (the milestones), reducing the administrative burden associated with accreditation, and increasing accountability to the American public for the new competencies, the next accreditation system promises to move the ACGME to the vanguard of educational accreditation. The Council of Review Committees identified the first seven specialties to enter the next accreditation system in July 2013, and actively engaged in the work of refining key elements of the accreditation process. The Board of Directors proposed new eligibility requirements for entry into advanced positions in ACGME-accredited programs, and set expectations for consistency in eligibility across specialties. The National Advisory Committee on the Sponsor Site Visit Program completed its work, and provided a series of recommendations to the ACGME Board of Directors. These recommendations serve as the framework for the Clinical Learning Environment Review (C.L.E.R.) program, a core element of the next accreditation system which will begin in the fall of 2012.

The *Journal of Graduate Medical Education* completed its third year, and solidified its position as a highly valued avenue for publication of graduate medical education research, as well as a source of new information for practitioners of the art of educational program leadership. The ACGME Annual Educational Conference set new records for attendance and participant satisfaction at its last year in Nashville, and the Department of Education leadership set ambitious goals for further growth of the meeting in the spring of 2012. The Milestone Project, an all specialty-wide effort accomplished in conjunction with each specialty board, college, or academy, program director association, and Review Committee, made significant progress in development of milestones in each core specialty area. The project is on schedule to have milestones in each core specialty area defined by December 2012, and to then move toward development of milestones in the subspecialties.

Perhaps the most significant accomplishment of the past year was the recruitment of four senior vice presidents to oversee the accreditation processes of the ACGME. Based on the self-organization of the Review Committees into four areas (hospital-based, institutional, medical, and surgical), national searches were configured to identify exceptional leaders from each grouping of specialties. With search committees led by the chairs of the Review Committees and key members of ACGME leadership, outstanding individuals were successfully recruited to the ACGME. Dr. Louis Ling (hospital-based accreditation), Dr. Kevin Weiss (institutional accreditation), Dr. Mary Lieh-Lai (medical accreditation), and Dr. John Potts (surgical accreditation) will collectively bring over 80 years of educational program leadership and national prominence to the ACGME's accreditation activities. Simultaneous with the recruitment of these leaders, the ACGME's accreditation infrastructure was reorganized to engage the Review Committees in these four major areas. This will operationalize the recognition that "one size does not fit all," while building on the commonalities within each of these areas identified by the Review Committee chairs.

Behind the scenes, the redesign of the ACGME's entire information system has been underway. Planned to go live in June 2012, the previously independent subsystems of the ACGME's data infrastructure have been unified. This will create the platform for the information systems required to support the next accreditation system. Simultaneously, the ACGME website is undergoing a complete revision, with the goal of making it more visually appealing, intuitive, and functional for the wide range of our users' needs.

“With goals of enhancing the ACGME’s emphasis on outcomes (the milestones), reducing the administrative burden associated with accreditation, and increasing accountability to the American public for the new competencies, the next accreditation system promises to move the ACGME to the vanguard of educational accreditation.”

Finally, the pilot of international accreditation in Singapore has entered Phase 3, and all parameters indicate that ACGME International LLC is successful in accomplishing its goals. The Board of Directors approved assessment of the feasibility of expanding international accreditation beyond one geographic area, and will consider a proposal by management to complete the pilot phase in June 2012.

All of the efforts of the ACGME are based on the generosity of time, expertise, and wisdom of its hundreds of volunteers from across the country; and a dedicated and highly skilled administrative core of professionals committed to excellence, and to the proposition that we improve the health of the American public by continually improving graduate medical education of the next generation of physician specialists through excellence in accreditation.



Thomas J. Nasca, MD, MACP
Chief Executive Officer
Accreditation Council for Graduate Medical Education

2011: A Year of Transitions for Department of Accreditation Services

In 2011, the Department of Accreditation Services (DAS) saw the retirement of Jeanne K. Heard, MD, senior vice president of the DAS (formerly the Department of Accreditation Committees), and the interim appointment of William E. Rodak, PhD, the current vice president of ACGME International. A search for Dr. Heard's replacements took place during the fall of 2011, and reflects the restructuring in 2012 of the department into four units: hospital-based accreditation, institutional accreditation, medical accreditation, and surgical accreditation.

The DAS continues its commitments to communication with graduate medical education communities, increasing efficiency and transparency, and fostering innovation and improvement. The DAS comprises 49 staff members who support the 28 ACGME Review Committees and several ACGME standing committees and councils.

Over the past year, the DAS published 42 Review Committee newsletters and collaborated with Review Committee chairs to provide more than 100 presentations at the ACGME Annual Educational Conference and numerous specialty meetings.

Review Committee staff members participated in the Department of Education's annual new program and institutional coordinator workshops. In addition, the executive directors, Review Committee chairs, Board members, and specialty society, academy, or college representatives have been participating in ACGME-facilitated milestone meetings. The work in these meetings answers the directive to develop specialty-specific behavior markers for different points along the continuum of resident education in each of the six ACGME competency areas (patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, professionalism, and systems-based practice). The indicators — the milestones — will be used by the specialty residency programs to track residents' progress during their ACGME-accredited education.

This year saw the retirement of Missy Fleming, PhD, executive director for the Review Committees for Nuclear Medicine, Obstetrics and Gynecology, and Diagnostic Radiology. Lorraine Lewis, EdD, RD, joined the ACGME as the executive director for the Review Committees for Anesthesiology, Preventive Medicine, and the Transitional Year.



Seated, left to right: Louise King, MS (Executive Director); Peggy Simpson, EdD (Executive Director); William E. Rodak, PhD, (Interim Senior Vice President); Patricia B. Levenberg, PhD (Executive Director); Caroline Fischer, MBA (Executive Director); *Second row:* Mary Joyce Johnston, MJ, RHIA (Associate Executive Director); Patricia M. Surdyk, PhD (Executive Director); Lynne Meyer, PhD, MPH (Executive Director); Jerry Vasilias, PhD (Executive Director); Eileen Anthony, MJ (Executive Director); Lorraine Lewis, EdD, RD (Executive Director); Karen Lambert (Associate Executive Director); *Third row:* Pamela L. Derstine, PhD, MHPE (Executive Director); Felicia Davis (Associate Executive Director); Susan Mansker (Associate Executive Director); Linda Thorsen, MA (Executive Director)

Department of Education Completes a Year of Growth and Collaboration

The Department of Education experienced a year of growth and change in 2011 as department staff members worked with ACGME employees from other areas of the organization on educational projects.

The department is working closely with the Milestone Working Groups as they develop milestones for each of the core specialties (see article, page 6). Each core specialty will have a draft of its milestones completed by December 2012.

In 2011, the department conducted six Leadership Skills Training Workshops for Chief Residents in all specialties, as well as three sessions tailored to pediatric chief residents. The workshops were held at several cities across the country. Residents who have taken part in the workshops have given them enthusiastic reviews and, in response to a heavy demand for the workshops, the department will be adding additional sessions in 2012.

The 2011 Annual Educational Conference and pre-conference workshop for new coordinators were both well-attended, and participants gave both meetings high marks in their online evaluations (see article, page 6). The ACGME has applied for continuing medical education accreditation so it can offer CME credits at upcoming conferences. In addition, the department is collaborating with the Office of Resident Services on a reception for past award winners that will take place during the 2012 Annual Educational Conference.

The department also worked with the Office of Resident Services on enhancing the annual retreat for the Parker J. Palmer Courage to Teach and Courage to Lead Award recipients by adding more information on teaching and learning methods.

In addition to planning conferences and workshops for residents, coordinators, and program directors, the department provides educational opportunities for ACGME staff members. It hosted the 2010–2011 Baldwin Lecture Series, in which graduate medical education scholars presented lectures to ACGME employees and guests. The department is currently working with the Department of Human Resources to create staff leadership development workshops. The department also provides educational opportunities for the GME community, and several members of the Department of Education team traveled around the country to present lectures on various educational topics.

In the area of international accreditation, the department collaborated with ACGME International staff members to teach program administrators in Singapore how to assess clinical competency (see article, page 7).

As the ACGME shifts to the next accreditation system, the Department of Education will continue to work with ACGME staff members across departments, as well as with ACGME Board and Review Committee members, on initiatives to educate residents, program directors, coordinators, and staff members.



Seated, left to right: Debra Dooley (Director of Education); DeWitt "Bud" C. Baldwin Jr., MD (Scholar-in-Residence); Timothy Brigham, MDiv, PhD (Senior Vice President, Education); Marsha Miller, MA (Associate Vice President, Resident Services); Susan Swing, PhD (Vice President, Outcomes Assessments); *Second row:* Laura Edgar, EdD, CAE (Senior Milestones Consultant); Nicholas Yaghmour (Consultant and Research Associate); Karla Wheeler, MA, (Educational Project Manager); Amy Dunlap (Resident Services Associate); Danielle Malloy (Educational Coordinator); Erika Cannaday (Milestone Project Administrator); *Third row:* DeLonda Dowling (Executive Assistant); Tamara Wolski, MA (Education Administrator); Steve Nestler, PhD (Senior Consultant); Kenji Yamazaki, PhD (Outcome Assessment Project Associate); Erin Berryhill (Milestone Project Administrator)

Milestones Project Moves Forward with Continued Specialty Milestone Development

The year began with eight specialties at various points in the process of defining milestones. It ended with 22 of 28 core specialties engaged in milestone development. Ten specialties have complete drafts. In addition, another eight specialties are making final refinements and another eight have made significant progress in framing and defining milestones in the patient care and medical knowledge competency domains. All specialties are expected to have completed usable drafts of milestones in all six general competency domains by the end of 2012.

Milestone development occurs as a specialty community activity with involvement of the specialty's certification board, Review Committee, program directors' association, and major professional organizations. ACGME staff members facilitate the process. Specialties are directed to use a five-level framework that depicts expected performance and progress in the six general competency domains from entry into the residency (Level 1) to completion of residency, and beyond to performance expected of an exceptional resident or practitioner (Level 5).

Milestone groups have described patient care and medical care milestones in terms of general skills (e.g., data gathering, diagnosis, management, procedural performance, test performance) or alternatively, as the specific knowledge and skills required to care for patients with selected conditions or perform particular procedures and operations. Each specialty's Milestone Working Group has the option of developing its own milestones or, alternately, adopting milestones developed by the ACGME's expert panels for interpersonal and communication skills, professionalism, practice-based learning and improvement, and systems-based practice.

In addition to the rapid scale-up of specialty milestone development, 2011 also included the following notable activities and accomplishments:

- The developments, by an expert panel, of milestones that included emphasis on: formation and manifestation of a values-based professional identity (professionalism); teamwork and conflict management (interpersonal and communication skills); self-directed learning, point-of-care access and use of evidence, and quality improvement methodology (practice-based learning and improvement); and systems knowledge, techniques, and practices associated with safe care, and use of technology (systems-based practice).
- Small tests of milestone concepts and/or usability in internal medicine and general surgery.
- A plenary session on milestones at the ACGME's 2011 Annual Education Conference. In addition Milestone Working Group chairs, ACGME leadership and staff members gave presentations and updates to program directors, Review Committees, and other groups.

Array of Sessions, Keynote Speech, Awards Luncheon Highlights of 2011 Annual Educational Conference

About 1,700 program directors, program coordinators, designated institutional officials, residents, and other participants attended the 2011 ACGME Annual Educational Conference, which took place March 3–6 at the Gaylord Opryland in Nashville, Tennessee.

In his welcoming remarks to attendees, Thomas J. Nasca, MD, MACP, chief executive officer of the ACGME, talked about the ACGME and the responsibility of medical educators. Physicians must repair and maintain the traditional social contract between physicians and patients, which has frayed in recent years. This responsibility, said Dr. Nasca, includes making sure that medical education “results in outcomes that manifest the values and virtues of professionalism and delivers safe, affordable quality care.”

The ACGME must ensure “the safety and quality of care of patients under the care of residents today, the safety and quality of care of patients under the care of graduates in the future and a humanistic educational environment,” Dr. Nasca said in conclusion.

Donald M. Berwick, MD, administrator of the Centers for Medicare and Medicare Services, presented the conference's annual Marvin R. Dunn Keynote Address. Dr. Berwick discussed how the health care system in the United States is rapidly evolving into a system with more accountability and coordination, and how health care reform and advances in medical care and technology are affecting health care overall.

In the coming years, said Dr. Berwick, “health care needs to be connected, it needs to be seamless and in complete partnership with the patients.”

The conference featured about 100 courses in teaching, assessment, teamwork, and specialty-specific topics. A meeting on international accreditation preceded the conference. Other highlights included two pre-conference workshops for new and experienced program coordinators, the Marvin R. Dunn Poster Session, technology consultations and an awards luncheon (see article, page 8).

ACGME International Prepares for Expansion to Second Country

ACGME International LLC had another productive year with the initial accreditation of seven new specialties in Singapore: anesthesiology, family medicine, obstetrics and gynecology, ophthalmology, orthopaedic surgery, otolaryngology, and diagnostic radiology. Of the 20 new applications reviewed by the ACGME-I Review Committee, 19 received foundational initial accreditation and 18 received the additional advanced specialty initial accreditation.

In addition, at its February 2011 meeting, the ACGME Board of Directors approved the expansion of the ACGME International pilot to another country beyond Singapore. The ACGME leadership team is examining options for this expansion.

Submissions to the *Journal of Graduate Medical Education* Top 300 in 2011

The *Journal of Graduate Medical Education* (*JGME*) received more than 300 submissions during its second full year of operations, which represents a sizable increase over submissions in 2010. Launched in September 2009, the *JGME* is the ACGME's quarterly, peer-reviewed journal dedicated to the education of residents and fellows and the learning environments in which it takes place. The *JGME* is provided for free to more than 10,000 program directors, designated institutional officials, and members of the ACGME Review Committees and Board of Directors, as part of their participation in the accreditation process. Additionally, it has a growing list of subscribers in the United States and internationally. Recent articles have included a systematic review of the literature on educational curricula for minimally invasive surgery; perspectives on balancing duty hour limits and residents' development of professionalism, and on the attributes of Generation Y and suggestions for teaching and working with this age group; commentaries on the educational milestones; a study of resident attitudes and volunteer behaviors to care for underserved patients; and new approaches for work-based assessment.

Editorial direction for the *JGME* is provided by an independent editorial board made up of noted educators, led by Gail Sullivan, MD, professor at the University of Connecticut. Editorial Board members have diverse backgrounds, bring a wealth of talent and experience to their roles, and promote the *JGME*'s editorial independence. A Journal Oversight Committee (see photo) made up of members of the ACGME Board of Directors with an interest in academic publishing oversees the *JGME*'s business affairs.



WILLIAM J. RODAK, PHD



Left to right: Paige Amidon; Ajit Sachdeva, MD; Carol Ann Bernstein, MD; Mohendr Kochar, MD; Kenneth Simons, MD; Debra Weinstein, MD (Chair); Not pictured: Anton Hasso, MD; Alexander Khalessi, MD; Kenneth Ludmerer, MD

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University Medical Center-
Utrecht, Netherlands

ACGME Honors 2011 Award Winners

At the 2011 Annual Educational Conference, the ACGME recognized outstanding program directors, designated institutional officials, program coordinators, and residents for their contributions to graduate medical education. At an awards luncheon on March 4 attended by about 1,700 conference participants, the ACGME honored the recipients of the 2011 Parker J. Palmer Courage to Lead, 2011 Parker J. Palmer Courage to Teach, GME Program Coordinator Excellence, GME Institutional Coordinator Excellence, and David C. Leach Awards.

Detailed information about the 2011 award recipients can be found at www.acgme.org in the "ACGME Awards" section.

2011 Parker J. Palmer Courage to Lead Award (designated institutional officials)

- **John Musich, MD**, William Beaumont Hospital, Royal Oak, Michigan
- **Carl Patow, MD, MPH, MBA, FACS**, HealthPartners Institute for Medical Education, Bloomington, Minnesota
- **James Zaidan, MD, MBA**, Emory University, Atlanta, Georgia

2011 Parker J. Palmer Courage to Teach Award (program directors)

- **Maria Aaron, MD**, ophthalmology, Emory University, Atlanta, Georgia
- **Stanley Ashley, MD**, general surgery, Brigham and Women's Hospital, Boston, Massachusetts
- **Mark Bugnitz, MD**, pediatrics, University of Tennessee Health Science Center, Memphis, Tennessee
- **Christian de Virgilio, MD**, general surgery, Los Angeles County-Harbor-UCLA Medical Center, Torrance, California
- **Byron Joyner, MD, MPA**, urology, University of Washington, Seattle, Washington
- **Gregory Kane, MD**, internal medicine, Thomas Jefferson University, Philadelphia, Pennsylvania
- **Tsveti Markova, MD, FAAFP**, family medicine, Wayne State University/Crittenton, Rochester, Michigan
- **Vijay Rajput, MD**, internal medicine, UMDNJ Robert Wood Johnson Medical School (Camden)/Cooper University Hospital, Camden, New Jersey
- **Karen Souter, MBBS, FRCA**, anesthesiology, University of Washington, Seattle, Washington
- **Ann Van Heest, MD**, orthopaedic surgery, University of Minnesota, Minneapolis, Minnesota



Seated, left to right: Tammy Samuels, MPA; Collen Nugent, MD, MS; Karen Souter, MBBS, FRCA; Mary Kathryn Poptic; Maria Aaron, MD; Tsveti Markova, MD, FAAFP; Susan Scott; Ann Van Heese, MD; Michelle Rickard; Pat Chapek; Majja Hasiba; *Standing, left to right:* Vijay Rajput, MD; Stanley Ashley, MD; Christian de Virgilio, MD; Mark Bugnitz, MD; John Musich, MD; James Zaidan, MD, MBA; Byron Joyner, MD, MPA; Andrew Miller, MD; Rashid M. Rashid, MD, PhD; Gregory Kane, MD; Peter Fleischut, MD; Jason Itri, MD, PhD; Carl Patow, MD, MPH, FACS

SHARPSHOOTER IMAGING, NASHVILLE, TENNESSEE

2011 GME Program Coordinator Excellence Award

(program coordinators)

- **Maija Hasiba**, internal medicine, McGaw Medical Center of Northwestern University, Chicago, Illinois
- **Mary Kathryn Poptic**, radiation oncology, Cleveland Clinic, Cleveland, Ohio
- **Michelle Rickard**, pathology, University of Washington, Seattle, Washington
- **Tammy Samuels, MPA**, psychiatry, University of Colorado Denver, Aurora, Colorado
- **Susan Scott**, internal medicine, Keesler Medical Center, Biloxi, Mississippi

2011 GME Institutional Coordinator Excellence Award

(institutional coordinators)

- **Pat Chapek**, Cleveland Clinic, Cleveland, Ohio

2011 David C. Leach Award

(residents and resident teams)

- **Peter Fleischut, MD**, anesthesiology, New York Presbyterian Hospital (Cornell campus), New York, New York
Team Members: Adam S. Evans, MD, MBA; William C. Nugent III, MD, MBA; Susan L. Faggiani, RN, BA, CPHQ; Gregory E. Kerr, MD, MBA; Eliot J. Lazar, MD, MBA; Richard S. Liebowitz, MD, MHS; Laura Forese, MD, MPH
- **Jason Itri, MD, PhD**, diagnostic radiology, University of Pennsylvania, Philadelphia, Pennsylvania
Team Members: Sriyesh Krishnan, MD; Christine Kang, MD, PhD; Diane Li, MD; Michael Abdulhadi, MD
- **Andrew Miller, MD**, emergency medicine/internal medicine, SUNY Health Science Center at Brooklyn, Brooklyn, NY
- **Colleen Nugent, MD, MS**, pediatrics, University at Buffalo, Buffalo, New York
- **Rashid M. Rashid, MD, PhD**, dermatology, University of Texas Health Science Center at Houston, Houston, Texas
- **Claudia Reardon, MD**, psychiatry, University of Wisconsin, Madison, Wisconsin
Team Members: Dean Krahn, MD, MS; Eric Heiligenstein, MD; Ken Loving, MD; Douglas Kirk, LCSW; Nicholas Stanek, MD

Office of Resident Services Assists Residents with Concerns on Working Environment, Duty Hours and Other Issues

The ACGME's Office of Resident Services (ORS) addresses non-compliance with ACGME Institutional and Program Requirements through its complaints and concerns process; the concern process also addresses issues related to graduate medical education and its environment.

Whereas the concern process does not affect accreditation because the information is not used for accreditation decisions, the complaint process, in which the Review Committees consider complaints and render decisions, *may affect* a program and/or institution's accreditation if either or both are found to be non-compliant with ACGME requirements. While both processes play a role in quality improvement and patient safety, the concern process is intended to assist a person feeling distressed and apprehensive in solving problems within the work environment without the threat of disclosure and loss of accreditation.

The ORS received 43 formal complaints and 96 concerns from July 1, 2009 through June 30, 2010, and 35 formal complaints and 94 concerns from July 1, 2010 through June 30, 2011, showing that complaints slightly diminished and concerns remained about the same in the latter year. In order to determine the most frequent areas of non-compliance, complaints and concerns are assigned to the citation database in categories used by the Review Committees. The duty hours and the working environment category stands out as the number one area of complaint and concern, and fear of intimidation and retaliation, which are included in the duty hours and working environment category, are also frequently cited. Data from both years show that current and former residents submit complaints and concerns more often than faculty members, family members, friends, and patients. Two institutions with concerns also had complaints which the ACGME will continue to monitor in an effort to assist those institutions in creating quality educational programs.

The ORS uses the information that it collects for quality improvement. In the next accreditation system, the ORS looks forward to the role it will play in improving program quality, resident well-being, and patient safety.

Council of Review Committee Residents Elects New Officers, Standing Committees Continue Work

The Council of Review Committee Residents (CRCR) is an expert panel of young physicians who individually sit on one of the 28 Review Committees and collectively advise the ACGME about graduate medical education, accreditation, and resident issues.

This year, outgoing Chair Rupa J. Dainer, MD and Vice Chair Adeline Deladisma, MD were recognized for their service to both the CRCR and the ACGME. Chuck Scales, MD, resident member of the Review Committee for Urology, was elected chair, and Jason Itri, MD, PhD, resident member of the Review Committee for Diagnostic Radiology, was elected vice chair. Both are excited about the opportunity to continue serving the ACGME and the graduate medical education community.

The CRCR conducted its first orientation for new members. While resident members of Review Committees have always received orientation to their committee roles and responsibilities, the CRCR, after reflection and discussion, recognized the need to help these members become familiar with their roles as members of the resident council. Incoming members attended the CRCR's winter meeting as observers and learned about the CRCR's mission, history, and purpose within the ACGME.

The standing committees of the CRCR continued their work on ACGME priorities. The CRCR Leadership Committee, under the direction of Dr. Itri, is developing a leadership curriculum to help

identify, recruit, cultivate, and promote future leaders in graduate medical education. Many of the committee members attended one of the ACGME's Leadership Skills Training Workshops for Chief Residents in order to enhance their self-awareness, develop knowledge and appreciation of group and interpersonal behavior, and learn additional personal skills critical to success and satisfaction as both a clinician and leader.

While the Leadership Committee was focused on member development, the Education Committee, under the guidance of Erin Grady, MD, the resident member of the Review Committee for Nuclear Medicine, reviewed promotion guidelines from academic medical centers across the country in order to better understand the definition of scholarly activity.

The Data/Information Technology and Communications Committees merged and will continue to assist in the redesign of the ACGME website. One goal is to create a short video for residents and fellows about the ACGME's role in graduate medical education.

Finally, a number of individual CRCR members continue in roles on the specialty Milestone Working Groups.

Looking to the future, the CRCR plans to mature in its role as an advisory panel to the ACGME. One high priority area will be quality of care and patient safety in the graduate medical education environment. CRCR members will continue outreach to their fellow residents in order to promote better understanding of the ACGME's role in the lives of residents.



Seated, left to right: Jordon Lubahn, MD; Alexander Khalessi, MD; Noel Jabbour, MD; Jason Itri, MD, PhD (Vice Chair); Qionna Tinney Railey, MD; Zachary Lopater, MD; Katherine Bao-Shian Lee, MD; Amar Dhand, MD; *Second row:* Erin Grady, MD; Paris Butler, MD; Donald Buck, MD; Daniel Barr, MD; Charles D. Scales Jr., MD (Chair); Heather Brislen, MD; Anna Gaines, MD; Karin Hardiman, MD; Nastaran Safdarian, MD; *Third row:* Douglas Lynch, MD; Cathy Lee Miller, MD; Matthew Patterson, MD; Alik Widge, MD; Timothy Daskivich, MD; Jonathan Heidt, MD; Eilean Myer, MD; Audrey Woerner, MD; Kayla Pope, MD; *Not pictured:* Christopher Dy, MD; Vinai Gondi, MD; Tom Nguyen, MD; Samuel Peik, MD; Adam Rosie, MD

Department of Field Activities Enhances Resident Input into Accreditation Site Visits

The Department of Field Activities coordinates all aspects of approximately 2,000 ACGME accreditation site visits, including scheduling and logistics, writing and processing of site visit reports, and associated policy and improvement activities. The department is also responsible for the professional development of 30 accreditation field representatives and oversees the publication of the *Journal of Graduate Medical Education*, the *ACGME e-Bulletin*, and *GME Focus*, a web-based compendium of current literature on graduate medical education.

In July 2011, ACGME field representatives began requesting consensus lists of residents' or fellows' perceptions of program strengths and opportunities for improvement. The field representative assigned to a site visit requests the list from the program director immediately before the site visit, and uses it to set the stage for resident interviews during the visit. Benefits of using the consensus list include enhanced insight into residents' unique perspectives on their programs and the accreditation standards, and residents' increased sense of engagement with the site visit, particularly in large programs where many residents do not participate in the interview process.

The field representatives have also begun using the Tracer Method to:

- enhance review of citations;
- analyze complaints;

- assess potentially significant non-compliance reported through the Resident Survey; and,
- enhance review of selected new standards in the 2011 Common Program Requirements on duty hours and the learning and working environment.

In addition to coordinating site visits, the department facilitates the ongoing professional development of ACGME accreditation field representatives through two dedicated professional development meetings, as well as a process of peer teaching and feedback focused on improving site data collection and the clarity and utility of the information provided in site visit reports.

Site Visits and New Program Applications in 2011

Institutional Reviews	94
Core Program Site Visits	1,005
Subspecialty Program Site Visits	1,017
New Program Applications	262

The Next Accreditation System will Transform Graduate Medical Education



Learning and adapting are important attributes of successful organizations. Success involves understanding the current strengths and weaknesses of the organization's activity and reacting to both internal and external forces that come into play.

Health care has always been in the public spotlight, but even more so recently in light

of the debate on how our country spends its resources. There are those, both outside and within the field, who have criticized the graduate medical education process for not providing physician graduates with what they see as the right portfolio of skills to improve quality and rein in costs. It is postulated that the educational system is the major determinant of how physicians will practice after they leave their residency programs. Therefore, ensuring that resident physicians have appropriate learning around the so-called "new competencies" will transform the system in ways that achieve better quality of care at lower costs. Within this context, the ACGME has a critical role in setting the content of the residency experience that will lead to a workforce able to effect change.

Although all of us engaged in the daily provision of care to the American people realize the solution to the nation's problems of access, quality, and cost extend well beyond the residency environment, there is validity to the argument that graduate medical education must be accountable to the needs of the public and responsive to a changing environment. Graduate medical education certainly has its role to play, but it is only one part of a much larger and exceedingly complex system in need of change.

Having said that, the graduate medical education community should not shirk from the challenge of improving the health of the American people by improving the skills of our graduates. The ACGME, through its Review Committees and in conjunction with the specialty boards of the American Board of Medical

Specialties, is responsible for the content of residency education. Standards are set and the accrediting process ensures the 8,900 individual accredited programs in the country meet the minimal standards of compliance. This process has served the community well over the last several decades. But as a learning organization, we know we can improve the process and also be responsive to calls to reform graduate medical education with the goal of improving care.

Those who have been involved in graduate medical education for the past 30 years know that much has transformed as a result of changes initiated by the ACGME. Yet we still have a largely process-driven accreditation system. There has long been talk about moving to a system where a program is actually judged by its results and not by how many books are in its library. The complexities are not small in this shift, but we are on the brink of moving rapidly in the direction of an outcomes-based accreditation system. In the next accreditation system, emphasis will be on continuous assessment of the aggregate progress of residents throughout their programs as they move from novices to masters in their disciplines. Rather than an every-five-years exercise in filling out the paperwork, stable programs will be asked to do a self-study every 10 years. Periodic visits to institutions will ensure the learning environment is conducive to safe, effective care.

The next accreditation system represents a fundamental change in a system that has proven difficult to change. It will take many of us out of our comfort zones and demand new skills of residents, faculty members, and administrators. This will not be easy. There will be no small amount of controversy. There are lots of reasons not to do this, but many more that compel us to move forward. It is not about us — it is about our patients.

A handwritten signature in black ink that reads "Timothy C. Flynn, MD". The signature is written in a cursive, slightly slanted style.

Timothy C. Flynn, MD
Chair
ACGME Board of Directors



Seated, left to right: Timothy M. Goldfarb; George D. Wendel Jr., MD, (Chair, Council of Review Committees); Thomas J. Nasca, MD, MACP (CEO, ACGME); Timothy C. Flynn, MD, FACS (Chair, Board of Directors); Baretta R. Casey, MD, MPH, FAAFP (Chair-Elect, Board of Directors); Kenneth B. Simons, MD; *Second Row:* Dorothy S. Lane, MD, MPH; Henry D. Schultz, MD, MACP; Louis J. Ling, MD; Peter F. Rapp (Treasurer); John F. Duval; Mahendr Kochar, MD, MS, MBA; Kayla Pope, MD, JD; Paige Amidon; Kathleen Klink, MD (Federal Government Representative); Carol Ann Bernstein, MD; *Third Row:* Carol Rumack, MD; Ajit Sachdeva, MD; Roger L. Plummer; Malcolm Cox, MD (Department of Veterans Affairs Representative); William Pinsky, MD; David J. Fine; Debra F. Weinstein, MD; Anton N. Hasso, MD; E. Stephen Amis Jr., MD (Chair, Council of Review Committees); Rupa J. Dainer, MD (Chair, Council of Review Committee Residents); William A. McDade, MD, PhD; *Not Pictured:* David L. Brown, MD; Carmen Hooker Odom, MRP; Charles D. Scales Jr., MD (Chair, Council of Review Committee Residents); Rowen K. Zetterman, MD

The ACGME Board of Directors comprises four members from each of the ACGME's five member organizations — the American Board of Medical Specialties, the American Hospital Association, the American Medical Association, the Association of American Medical Colleges, and the Council of Medical Specialty Societies. The member organizations nominate the directors, who are elected by the Board. The Board also includes the chair of the Council of Review Committees, the chair of the Council of Review Committee Residents, a resident appointed by the AMA's Resident and Fellow Section, three public members, one to four directors-at-large, and two non-voting federal government representatives, including a representative of the Department of Veterans Affairs. The ACGME is grateful to the Board members for their service.

Paige Amidon

Consumers Union
New York, New York
Public Director

E. Stephen Amis Jr., MD

Albert Einstein College of Medicine
Bronx, New York
Chair, Council of Review Committees
Term ended June 30, 2011

Carol Ann Bernstein, MD

New York University College
of Medicine
New York, New York

David L. Brown, MD

Cleveland Clinic
Cleveland, Ohio

Baretta R. Casey, MD, MPH, FAAFP

University of Kentucky College
of Medicine
Hazard, Kentucky
Chair-Elect

Malcolm Cox, MD

Department of Veterans Affairs
Washington, District of Columbia
*Department of Veterans Affairs
representative*

Rupa J. Dainer, MD

Children's National Medical Center
Bethesda, Maryland
*Chair, Council of Review
Committee Residents
Term ended June 30, 2011*

John F. Duval

Medical College of Virginia Hospitals
and Clinics
Midlothian, Virginia

David J. Fine

St. Luke's Episcopal Health System
Houston, Texas

Timothy C. Flynn, MD, FACS

University of Florida College
of Medicine
Gainesville, Florida
Chair

Timothy M. Goldfarb

Shands HealthCare
Gainesville, Florida

Anton N. Hasso, MD

University of California, Irvine
Medical Center
Orange, California

Kathleen Klink, MD

Federal Government Representative

Mahendr Kochar, MD, MS, MBA

The Medical College of Wisconsin
Milwaukee, Wisconsin
Retired June 30, 2010

Dorothy S. Lane, MD, MPH

Stony Brook University, School
of Medicine
Stony Brook, New York

Louis J. Ling, MD

University of Minnesota School
of Medicine
Minneapolis, Minnesota

William A. McDade, MD, PhD

University of Chicago Pritzker School
of Medicine
Chicago, Illinois

Thomas J. Nasca, MD, MACP

Chief Executive Officer, ACGME
Chicago, Illinois
Ex-Officio

Carmen Hooker Odom, MRP

New York, New York
Public Director

William W. Pinsky, MD

Ochsner Clinic Foundation
New Orleans, Louisiana

Roger L. Plummer

Plummer and Associates
Chicago, Illinois
At-Large Director

Kayla Pope, MD, JD

Children's National Medical Center
Silver Spring, Maryland

Peter F. Rapp

Oregon Health and Science University
Portland, Oregon
Treasurer

Carol Rumack, MD

University of Colorado Denver Health
Sciences Center
Aurora, Colorado

Ajit Sachdeva, MD

American College of Surgeons
Chicago, Illinois

Charles D. Scales Jr., MD

University of California, Los Angeles
Los Angeles, California
*Chair, Council of Review
Committee Residents
Term began October 1, 2011*

Henry J. Schultz, MD, MACP

Mayo Clinic College of Medicine
Rochester, Minnesota

Kenneth B. Simons, MD

Medical College of Wisconsin
Milwaukee, Wisconsin

Debra F. Weinstein, MD

Partners HealthCare System
Boston, Massachusetts

George D. Wendel Jr., MD

University of Texas Southwestern
Medical Center
Dallas, Texas
Term began July 1, 2011

Rowen K. Zetterman, MD

Creighton University
Omaha, Nebraska



Seated, left to right: Wallace Carter, MD; Stephen Albanese, MD; Suzanne Powell, MD; Neal Cohen, MD (Vice Chair); George Wendel, MD (Chair); Linda Andrews, MD; Patricia Crumrine, MD; Anita Gewurz, MD. *Second row:* Teresa Massagli, MD; W. Robert Lee, MD; Bradley Marple, MD; James Martin, MD; Hunt Batjer, MD; Christine Stock, MD; Joseph Gilhooly, MD; Mira Irons, MD; Danny Takanishi, MD; Mark Juzych, MD. *Third row:* Barbara Chang, MD; Michael Coburn, MD; R. Stanley Taylor, MD; Robert Johnson, MD; James Hebert, MD; Rod Rohrich, MD; Christopher Thomas, MD; Lawrence Davis, MD; Christopher Palestro, MD; Susan Murin, MD. *Not pictured:* Lynne Kirk, MD; David Peden, MD; Douglas Wood, MD

Council of Review Committees

The Council of Review Committees (CRC) plays an integral ongoing role within the ACGME. The Council allows the chairs of the 28 Review Committees, the Institutional Review Committee (IRC) and the Council of Review Committee Residents, plus a representative from the Organization of Program Director Associations, to come together to evaluate and act upon issues that are common to them. The CRC also acts as an advisory group for the ACGME Board of Directors. In 2011, there was a renewed deliberate focus to have the CRC directly interact with the Board of Directors and Executive Committee of the ACGME. The commitment to this close relationship was best demonstrated through the continued presence of several Board members at each meeting of the CRC this past year. These in-depth conversations centered on evaluating ways to address areas of concern facing the graduate medical education community today and in the future. The predominant issue for the CRC was the revision of the common requirements for resident duty hours. Each Review Committee worked diligently to ensure ease of implementation for its own specialty, with similar general implications but some dramatic specialty-specific

differences. Discussing these implementation issues as a group, as well as in collaboration with the Board of Directors and its Executive Committee, greatly assisted each of the Review Committees in the process. The CRC will play a pivotal role in the implementation of the ACGME's next accreditation system, and looks forward to the future of graduate medical education.



Seated, left to right: George Wendel, MD (Chair); Neal Cohen, MD (Vice Chair). *Standing:* Linda Andrews, MD; Suzanne Powell, MD

Review Committee	Specialized Areas	Appointing Organizations*
Allergy and Immunology		American Academy of Allergy, Asthma, and Immunology American College of Allergy, Asthma, and Immunology
Anesthesiology	Adult Cardiothoracic Anesthesiology Critical Care Anesthesiology Hospice and Palliative Medicine Obstetric Anesthesiology Pain Medicine Pediatric Anesthesiology	American Board of Anesthesiology
Colon and Rectal Surgery		American Board of Colon and Rectal Surgery American College of Surgeons
Dermatology	Dermatopathology Procedural Dermatology	American Board of Dermatology
Emergency Medicine	Emergency Medical Services Hospice and Palliative Medicine Medical Toxicology Pediatric Emergency Medicine Sports Medicine Undersea and Hyperbaric Medicine	American Board of Emergency Medicine American College of Emergency Physicians
Family Medicine	Geriatric Medicine Hospice and Palliative Medicine Sports Medicine	American Board of Family Practice American Academy of Family Physicians
Internal Medicine	Advanced Heart Failure and Transplant Hepatology Cardiovascular Disease Clinical Cardiac Electrophysiology Critical Care Medicine Endocrinology, Diabetes, and Metabolism Gastroenterology Geriatric Medicine Hematology Hematology and Oncology Hospice and Palliative Medicine Infectious Disease Internal Medicine–Pediatrics Interventional Cardiology Nephrology Oncology Pulmonary Disease Pulmonary Disease and Critical Care Medicine Rheumatology Sleep Medicine Transplant Hepatology	American Board of Internal Medicine American College of Physicians
Medical Genetics	Medical Biochemical Genetics Molecular Genetic Pathology	American Board of Medical Genetics American College of Medical Genetics

*The American Medical Association's Council on Medical Education is an appointing organization for all Review Committees except for the Transitional Year Review Committee.

Review Committee	Specialized Areas	Appointing Organizations*
Neurological Surgery	Endovascular Surgical Neuroradiology	American Board of Neurological Surgery American College of Surgeons
Neurology	Child Neurology Clinical Neurophysiology Endovascular Surgical Neuroradiology Hospice and Palliative Medicine Neurodevelopmental Disabilities Neuromuscular Medicine Pain Medicine Sleep Medicine Vascular Neurology	American Board of Psychiatry and Neurology American Academy of Neurology
Nuclear Medicine		American Board of Nuclear Medicine Society of Nuclear Medicine
Obstetrics and Gynecology	Female Pelvic Medicine and Reconstructive Surgery Hospice and Palliative Medicine	American Board of Obstetrics and Gynecology American College of Obstetricians and Gynecologists
Ophthalmology	Ophthalmic Plastic and Reconstructive Surgery	American Board of Ophthalmology American Academy of Ophthalmology
Orthopaedic Surgery	Adult Reconstructive Orthopaedics Foot and Ankle Orthopaedics Hand Surgery Musculoskeletal Oncology Orthopaedic Sports Medicine Orthopaedic Surgery of the Spine Orthopaedic Trauma Pediatric Orthopaedics	American Board of Orthopaedic Surgery American Academy of Orthopaedic Surgeons
Otolaryngology	Otology/Neurotology Pediatric Otolaryngology Sleep Medicine	American Board of Otolaryngology American College of Surgeons
Pathology — Anatomic and Clinical	Blood Banking/Transfusion Medicine Chemical Pathology Cytopathology Dermatopathology Forensic Pathology Hematology Medical Microbiology Molecular Genetic Pathology Neuropathology Pediatric Pathology Selective Pathology	American Board of Pathology

*The American Medical Association's Council on Medical Education is an appointing organization for all Review Committees except for the Transitional Year Review Committee.

Review Committee	Specialized Areas	Appointing Organizations*
Pediatrics	Adolescent Medicine Child Abuse Developmental and Behavioral Pediatrics Hospice and Palliative Medicine Internal Medicine–Pediatrics Neonatal-Perinatal Medicine Pediatric Cardiology Pediatric Critical Care Medicine Pediatric Emergency Medicine Pediatric Endocrinology Pediatric Gastroenterology Pediatric Hematology/Oncology Pediatric Infectious Diseases Pediatric Nephrology Pediatric Pulmonology Pediatric Rheumatology Pediatric Transplant Hepatology Sleep Medicine Sports Medicine	American Board of Pediatrics American Academy of Pediatrics
Physical Medicine and Rehabilitation	Hospice and Palliative Medicine Neuromuscular Medicine Pain Medicine Pediatric Rehabilitation Medicine Spinal Cord Injury Medicine Sports Medicine	American Board of Physical Medicine and Rehabilitation American Academy of Physical Medicine and Rehabilitation
Plastic Surgery	Craniofacial Surgery Hand Surgery	American Board of Plastic Surgery American College of Surgeons
Preventive Medicine	Medical Toxicology Undersea and Hyperbaric Medicine	American Board of Preventive Medicine
Psychiatry	Addiction Psychiatry Child and Adolescent Psychiatry Forensic Psychiatry Geriatric Psychiatry Hospice and Palliative Medicine Pain Medicine Psychosomatic Medicine Sleep Medicine	American Board of Psychiatry and Neurology American Psychiatric Association
Diagnostic Radiology	Abdominal Radiology Cardiothoracic Radiology Endovascular Surgical Neuroradiology Musculoskeletal Radiology Neuroradiology Nuclear Radiology Pediatric Radiology Vascular and Interventional Radiology	American Board of Radiology American College of Radiology

*The American Medical Association's Council on Medical Education is an appointing organization for all Review Committees except for the Transitional Year Review Committee.

Review Committee	Specialized Areas	Appointing Organizations*
Radiation Oncology	Hospice and Palliative Medicine	American Board of Radiology American College of Radiology
Surgery	Advanced Surgical Oncology Hand Surgery Hospice and Palliative Medicine Pediatric Surgery Surgical Critical Care Vascular Surgery	American Board of Surgery American College of Surgeons
Thoracic Surgery	Congenital Cardiac Care	American Board of Thoracic Surgery American College of Surgeons
Urology	Female Pelvic Medicine and Reconstructive Surgery Pediatric Urology	American Board of Urology American College of Surgeons
Transitional Year		Members appointed by ACGME Board of Directors

*The American Medical Association's Council on Medical Education is an appointing organization for all Review Committees except for the Transitional Year Review Committee.

Review Committee Members

Allergy and Immunology

William Kennedy Dolen, MD
Medical College of Georgia
Augusta, Georgia
Term began July 1, 2011

Marianne Frieri, MD, PhD
Nassau University Medical Center
New York, New York

Anita T. Gewurz, MD
Rush Medical College
Rush University
Chicago, Illinois

David P. Huston, MD
Texas A&M Health Science Center
Houston, Texas

Dennis K. Ledford, MD
University of South Florida College
of Medicine
Tampa, Florida
Vice Chair

Bryan L. Martin, DO
Ohio State University
Columbus, Ohio
Chair
Term ended June 30, 2011

Michael R. Nelson, MD
Walter Reed Army Medical Center
Washington, District of Columbia

David B. Peden, MD
The University of North Carolina
School of Medicine
Chapel Hill, North Carolina
Chair
Term began July 1, 2011
Vice Chair
Term ended June 30, 2011

Jay M. Portnoy, MD
Children's Mercy Hospital
Kansas City, Missouri

Nastaran Safdarian, MD
University of Michigan
Ann Arbor, Michigan
Resident

Stephen I. Wasserman, MD
American Board of Allergy and
Immunology
La Jolla, California
Ex-Officio

Anesthesiology

J. Jeffrey Andrews, MD
American Board of Anesthesiology
Raleigh, North Carolina
Ex-Officio

Neal H. Cohen, MD
UCSF School of Medicine
San Francisco, California
Chair

Douglas Baird Coursin, MD
University of Wisconsin
Madison, Wisconsin

Deborah J. Culley, MD
Brigham and Women's Hospital
Boston, Massachusetts

Brenda G. Fahy, MD
University of Florida
Gainesville, Florida

Jeffrey R. Kirsch, MD
Oregon Health & Science University
Portland, Oregon
Term ended June 30, 2011

Rita M. Patel, MD
University of Pittsburgh Medical Center
Pittsburgh, Pennsylvania

Matthew E. Patterson, MD
Ochsner Health System
New Orleans, Louisiana
Resident

James Ramsay, MD
Emory University School of Medicine
Atlanta, Georgia
Term began July 1, 2011

James P. Rathmell, MD
Massachusetts General Hospital
Boston, Massachusetts
Vice Chair

Margaret Wood, MD
Columbia University
New York, New York

Colon and Rectal Surgery

Patrice Blair, MPH
American College of Surgeons
Chicago, Illinois
Ex-Officio

Eric J. Dozois, MD
Mayo Clinic
Rochester, Minnesota

Karin M. Hardiman, MD, PhD
Oregon Health & Science University
Portland, Oregon
Resident

Bruce A. Orkin, MD
Tufts Medical Center
Boston, Massachusetts
Vice Chair

David J. Schoetz Jr., MD
American Board of Colon and
Rectal Surgery
Taylor, Michigan
Ex-Officio

Anthony J. Senagore, MD
University of Southern California
Los Angeles, California
Term began July 1, 2011

Clifford L. Simmang, MD
Texas Colon & Rectal Surgeons
Coppell, Texas
Term ended June 30, 2011

Michael J. Stamos, MD
University of California, Irvine
School of Medicine
Irvine, California

Eric G. Weiss, MD
Cleveland Clinic Florida
Weston, Florida
Chair

Charles B. Whitlow, MD
Ochsner Medical Center
New Orleans, Louisiana
Term began July 1, 2011

W. Douglas Wong, MD
Memorial Sloan Kettering
Cancer Center
New York, New York
Term ended February 15, 2011

Dermatology

Terry L. Barrett, MD
University of Texas Southwestern
Medical Center
Dallas, Texas
Term ended June 30, 2011

Antoinette F. Hood, MD
American Board of Dermatology
Norfolk, Virginia
Ex-Officio

Maria K. Hordinsky, MD
University of Minnesota
Minneapolis, Minnesota
Vice Chair

William Huang, MD
Rush University Medical Center
Chicago, Illinois
Resident
Term ended June 30, 2011

Katherine Bao-Shian Lee, MD
Indiana University
Indianapolis, Indiana
Resident
Term began July 1, 2011

Ronald L. Moy, MD
UCLA Medical Center
Los Angeles, California

Nicole M. Owens, MD
Wilford Hall Medical Center
Lackland Air Force Base, Texas
Chair
Term began November 1, 2011

Amy Susan Paller, MD
Northwestern University
Feinberg School of Medicine
Chicago, Illinois

James W. Patterson, MD
University of Virginia Health System
Charlottesville, Virginia

Mary Stone, MD
University of Iowa
Carver College of Medicine
Iowa City, Iowa
Term began July 1, 2011

R. Stan Taylor III, MD
University of Texas Southwestern
Medical Center
Dallas, Texas
Chair
Term ended October 31, 2011

Colonel George W. Turiansky, MD
National Capital Consortium
Washington, District of Columbia

Emergency Medicine

Michael Beeson, MD
Akron General Medical Center
Akron, Ohio
Vice Chair
Term began July 1, 2011

Wallace Carter, MD
New York-Presbyterian Hospital
New York, New York
Chair
Term began July 1, 2011
Vice Chair
Term ended June 30, 2011

Marjorie Geist, PhD
American College of Emergency
Physicians
Irving, Texas
Ex-Officio

Jeffrey Graff, MD
University of Chicago Medical Center
Chicago, Illinois

Jonathan W. Heidt, MD
Washington University
St. Louis, Missouri
Resident
Term began July 1, 2011

Mark Hostetler, MD
Phoenix Children's Hospital
Phoenix, Arizona

Samuel M. Keim, MD
University of Arizona College
of Medicine
Tucson, Arizona

Robert Muelleman, MD
University of Nebraska Medical Center
Omaha, Nebraska
Chair
Term ended June 30, 2011

Susan Promes, MD
UCSF Medical Center
San Francisco, California

Earl J. Reisdorff, MD
American Board of Emergency
Medicine
East Lansing, Michigan
Ex-Officio

Christine Sullivan, MD
Truman Medical Center
Kansas City, Missouri
Term began July 1, 2011

Stephen S. Tantama, MD
Naval Medical Center
San Diego, California
Resident
Term ended June 30, 2011

Victoria Thornton, MD
Durham, North Carolina

Suzanne R. White, MD
Wayne State University School
of Medicine
Detroit, Michigan

Family Medicine

Suzanne M. Allen, MD
University of Washington School
of Medicine
Boise, Idaho

Peter J. Carek, MD, MS
Medical University of South Carolina
Charleston, South Carolina
Co-Vice Chair

Colleen Conry, MD
University of Colorado School
of Medicine
Aurora, Colorado
Co-Vice Chair

Stanley M. Kozakowski, MD, FAAFP
American Academy of Family
Physicians
Leawood, Kansas
Ex-Officio
Term began September 29, 2011

Michael K. Magill, MD
University of Utah School of Medicine
Salt Lake City, Utah

James Martin, MD
Christus Santa Rosa Hospital
San Antonio, Texas
Chair

Richard Neill, MD
University of Pennsylvania
Health System
Philadelphia, Pennsylvania

James Puffer, MD
American Board of Family Medicine
Lexington, Kentucky
Ex-Officio

Perry A. Pugno, MD
American Academy of Family
Physicians
Leawood, Kansas
Ex-Officio
Term ended September 28, 2011

Adam Roise, MD
Northeast Iowa Medical Education
Foundation
Waterloo, Iowa
Resident

Thomas C. Rosenthal, MD
State University of New York
at Buffalo
Buffalo, New York

Penelope K. Tippy, MD
Southern Illinois University
Carbondale, Illinois

Robin O. Winter, MD
JFK Medical Center
Edison, New Jersey

Internal Medicine

Patrick Alguire, MD, FACP
American College of Physicians
Philadelphia, Pennsylvania
Ex-Officio

James A. Arrighi, MD
Rhode Island Hospital
Brown University
Providence, Rhode Island

Beverly M.K. Biller, MD
Massachusetts General Hospital
Boston, Massachusetts

Dennis Boulware, MD
Hawaii Permanente Medical Group
Honolulu, Hawaii
Chair
Term ended September 26, 2011

Heather C. Brislen, MD
University of New Mexico
Albuquerque, New Mexico
Resident

Steffanie R. Campbell, MD
Indiana University School of
Medicine
Indianapolis, Indiana
Resident
Term ended June 30, 2011

Andres F. Carrion, MD
University of Miami
Miami, Florida
Resident
Term began July 1, 2011

E. Benjamin Clyburn, MD
Medical University of South Carolina
Charleston, South Carolina

John D. Fisher, MD
Albert Einstein College of Medicine
Bronx, New York

John Fitzgibbons, MD
Stamford, Connecticut

John G. Frohna, MD
University of Wisconsin
Madison, Wisconsin
Term ended June 30, 2011

Andrew S. Gersoff, MD
Santa Barbara Cottage Hospital
Santa Barbara, California

Sara J. Grethlein, MD
SUNY Upstate Medical University
Syracuse, New York
Term ended March 30, 2011

William Iobst, MD
American Board of Internal Medicine
Philadelphia, Pennsylvania
Ex-Officio

Lynne Kirk, MD
University of Texas Southwestern
Medical Center
Dallas, Texas
Interim Chair
Term began September 26, 2011
Vice Chair
Term ended September 25, 2011

Betty Lo, MD
LSU Health Sciences Center
New Orleans, Louisiana
Term began July 1, 2011

Furman S. McDonald, MD
Mayo Clinic
Rochester, Minnesota
Term began July 1, 2011

Susan Murin, MD
University of California, Davis School
of Medicine
Sacramento, California

Victor J. Navarro, MD
Thomas Jefferson University
Philadelphia, Pennsylvania

Stuart F. Quan, MD
Harvard Medical School
Boston, Massachusetts
Term ended June 30, 2011

Andrea Reid, MD
Washington Veterans Affairs
Medical Center
Washington, District of Columbia

Eileen Reynolds, MD
Beth Israel Deaconess Medical Center
Boston, Massachusetts
Vice Chair
Term ended June 30, 2011

Paul H. Rockey, MD
American Medical Association
Chicago, Illinois
Ex-Officio

Ilene M. Rosen, MD
University of Pennsylvania
Philadelphia, Pennsylvania

Stephen M. Salerno, MD, MPH
Madigan Army Medical Center
Tacoma, Washington

Jennifer C. Thompson, MD
San Antonio Uniformed Services
Brooke Army Medical Center
Fort Sam Houston, Texas

Medical Genetics

Hans Christoph Andersson, MD
Tulane University Medical School
New Orleans, Louisiana
Term began July 1, 2011

Mimi G. Blitzer, PhD, FFACMG
American Board of Medical Genetics
Bethesda, Maryland
Ex-Officio

Susan J. Gross, MD
Albert Einstein College of Medicine
Bronx, New York
Vice Chair
Term ended June 30, 2011

Mira B. Irons, MD
Children's Hospital
Boston, Massachusetts
Chair

Bruce R. Korf, MD, PhD
University of Alabama
Birmingham, Alabama
Term ended June 30, 2011

Shawn E. McCandless, MD
University Hospitals
Case Western Reserve University
Cleveland, Ohio
Term began July 1, 2011

Cynthia M. Powell, MD
University of North Carolina
Chapel Hill, North Carolina

Nathaniel H. Robin, MD
University of Alabama
Birmingham, Alabama
Term ended June 30, 2011

V. Reid Sutton, MD
Baylor College of Medicine
Houston, Texas
Vice Chair
Term began July 1, 2011

Audrey C. Woerner, MD
Children's Hospital Boston
Boston, Massachusetts
Resident

Neurological Surgery

H. Hunt Batjer, MD, FACS
Northwestern University
Feinberg School of Medicine
Chicago, Illinois
Chair
Term began July 1, 2011

Patrice Blair, MPH

American College of Surgeons
Chicago, Illinois
Ex-Officio

Kim J. Burchiel, MD

Oregon Health & Science University
Portland, Oregon
Vice Chair
Term began July 1, 2011

Ralph G. Dacey Jr., MD, FACS

Washington University School
of Medicine
St. Louis, Missouri
Chair
Term ended June 30, 2011

Arthur L. Day, MD

University of Texas Medical School
at Houston
Houston, Texas
Term ended June 30, 2011

Alexander A. Khalessi, MD

University of Southern California
Los Angeles, California
Resident

Fredric Meyer, MD

American Board of Neurological
Surgery
Houston, Texas
Ex-Officio

Nelson M. Oyesiku, MD

Emory University School of Medicine
Atlanta, Georgia
Term began July 1, 2011

A. John Popp, MD

Brigham and Women's Hospital
Boston, Massachusetts
Vice Chair
Term ended June 30, 2011

Volker K. H. Sonntag, MD

Barrow Neurological Institute
Phoenix, Arizona

Neurology**Imran I. Ali, MD**

University of Toledo College
of Medicine
Toledo, Ohio
Term began July 1, 2011

Terrence L. Cascino, MD

Mayo Clinic
Rochester, Minnesota
Term ended June 30, 2011

Patricia Crumrine, MD

Children's Hospital of Pittsburgh
Pittsburgh, Pennsylvania
Chair
Term began July 1, 2011
Vice Chair
Term ended June 30, 2011

Amar Dhand, MD, DPhil

University of California, San Francisco
San Francisco, California
Resident
Term began July 1, 2011

John W. Engstrom, MD

University of California San Francisco
San Francisco, California
Chair
Term ended June 30, 2011

Larry Faulkner, MD

American Board of Psychiatry
and Neurology
Buffalo Grove, Illinois
Ex-Officio

Ralph F. Jozefowicz, MD

University of Rochester
Rochester, New York

Shannon M. Kilgore, MD

VA Palo Alto Health Care System
Palo Alto, California

Brett Kissela, MD

University of Cincinnati
Cincinnati, Ohio

Steven L. Lewis, MD

Rush University Medical Center
Chicago, Illinois
Vice Chair
Began July 1, 2011

Phillip L. Pearl, MD

Children's National Medical Center
Washington, District of Columbia

Meridith Runke, MD

Indiana University Medical Center
Indianapolis, Indiana
Resident
Term ended June 30, 2011

Catherine Rydell, CAE

American Academy of Neurology
St. Paul, Minnesota
Ex-Officio

Lori A. Schuh, MD

Henry Ford Hospital
Detroit, Michigan

Barney J. Stern, MD

University of Maryland School
of Medicine
Baltimore, Maryland
Term began July 1, 2011

Nuclear Medicine**Lorraine M. Fig, MD**

University of Michigan
Ann Arbor, Michigan

Leonie Gordon, MD

Medical University of South Carolina
Charleston, South Carolina
Vice Chair

Erin Cook Grady, MD

Loyola University Medical Center
Maywood, Illinois
Resident

Christopher J. Palestro, MD

North Shore–Long Island Jewish
Health System
New Hyde Park, New York
Chair

J. Anthony Parker, MD

Beth Israel Deaconess Medical Center
Boston, Massachusetts
Term ended November 30, 2011

Donald A. Podoloff, MD

University of Texas
Houston, Texas
Term ended August 31, 2011

Harvey Ziessman, MD

Johns Hopkins University School
of Medicine
Baltimore, Maryland

Obstetrics and Gynecology**Jessica L. Bienstock, MD, MPH**

Johns Hopkins University School
of Medicine
Baltimore, Maryland
Term began July 1, 2011

Mary C. Ciotti, MD

UC Davis Health System
Sacramento, California

Dee Fenner, MD

University of Michigan
Ann Arbor, Michigan

Larry C. Gilstrap III, MD

The American Board of Obstetrics
and Gynecology
Dallas, Texas
Ex-Officio

Ralph Hale, MD

American College of Obstetricians
and Gynecologists
Washington, District of Columbia
Ex-Officio
Retired May 1, 2011

Diane M. Hartmann, MD

University of Rochester
Strong Memorial Hospital
Rochester, New York

Hal C. Lawrence, MD

American College of Obstetricians
and Gynecology
Washington, District of Columbia
Term began July 1, 2011

Lee A. Learman, MD, PhD

Indiana University School of Medicine
Indianapolis, Indiana
Term began July 1, 2011

Rebecca P. McAlister, MD

Washington University School
of Medicine
St. Louis, Missouri
Vice Chair

Eilean Myer, MD

Mayo School of Graduate Medical
Education
Rochester, Minnesota
Resident

Andrew Satin, MD

Johns Hopkins Bayview
Medical Center
Baltimore, Maryland
Term ended June 30, 2011

Robert S. Schenken, MD

University of Texas Health Science
Center at San Antonio
San Antonio, Texas

Roger P. Smith, MD

University of Missouri-Kansas City
Truman Medical Center
Kansas City, Missouri

Cyril O. Spann Jr., MD, MPH

Emory Hospital
Atlanta, Georgia

Ronald Strickler, MD

Henry Ford Hospital
Detroit, Michigan
Term ended June 30, 2011

Patrice M. Weiss, MD

Virginia Tech Carilion School
of Medicine
Roanoke, Virginia

George D. Wendel Jr., MD

University of Texas Southwestern
Medical School
Dallas, Texas
Chair

Carolyn L. Westhoff, MD

Columbia University Medical Center
New York, New York

Ophthalmology**Maria M. Aaron, MD, FACS**

Emory University School of Medicine
Atlanta, Georgia
Vice Chair

Anthony C. Arnold, MD

Jules Stein Eye Institute, UCLA
Los Angeles, California

John G. Clarkson, MD

American Board of Ophthalmology
Bala Cynwyd, Pennsylvania
Ex-Officio

Claude L. Cowan, MD

Veterans Affairs Medical Center
Washington, District of Columbia
Term began July 1, 2011

Mark S. Juzych, MD
Kresge Eye Institute
Wayne State University
Detroit, Michigan
Chair

Paul D. Langer, MD
UMDNJ–New Jersey Medical School
Newark, New Jersey

Andrew Lee, MD
The Methodist Hospital
Houston, Texas

Jordon G. Lubahn, MD
University of Texas Southwestern
Medical Center
Dallas, Texas
Resident

James C. Orcutt, MD
VA Puget Sound Health Care System
Seattle, Washington
Term ended June 30, 2011

Howard D. Pomeranz, MD, PhD
Long Island Jewish Medical Center
Great Neck, New York

Joel S. Schuman, MD
University of Pittsburgh
Pittsburgh, Pennsylvania

R. Michael Siatkowski, MD
University of Oklahoma
Oklahoma City, Oklahoma

Orthopaedic Surgery

Stephen A. Albanese, MD
SUNY Upstate Medical Center
Syracuse, New York
Chair

R. Dale Blasier, MD, FRCS(C), MBA
University of Arkansas for
Medical Sciences
Little Rock, Arkansas
Term began July 1, 2011

Thomas James Christensen, MD
University of Utah Orthopaedic Center
Salt Lake City, Utah
Resident
Term ended June 30, 2011

Christopher J. Dy, MD
Hospital for Special Surgery
New York, New York
Resident
Term began July 1, 2011

Shepard R. Hurwitz, MD
American Board of Orthopaedic
Surgery
Chapel Hill, North Carolina
Ex-Officio

Michelle A. James, MD
Shriner's Hospital for Children
Sacramento, California
Vice Chair
Term began July 1, 2011

David M. Lichtman, MD
John Peter Smith Hospital
Fort Worth, Texas
Term ended June 30, 2011

J. Lawrence Marsh, MD
University of Iowa Hospitals
Iowa City, Iowa

Terrance D. Peabody, MD
University of Chicago
Chicago, Illinois
Vice Chair
Term ended June 30, 2011

Vincent D. Pellegrini Jr., MD
University of Maryland School
of Medicine
Baltimore, Maryland

Craig S. Roberts, MD
University of Louisville
Louisville, Kentucky

Lisa A. Taitzman, MD, MPH
University of Washington
Seattle, Washington

Terry L. Thompson, MD
Howard University Hospital
Washington, District of Columbia

Otolaryngology

Gerald S. Berke, MD
University of California, Los Angeles
Los Angeles, California

Patrice Blair, MPH
American College of Surgeons
Chicago, Illinois
Ex-Officio

Sukgi S. Choi, MD
Children's National Medical Center
Washington, District of Columbia
Term began July 1, 2011

Michael J. Cunningham, MD, FACS
Massachusetts Eye and Ear Associates
Boston, Massachusetts

David W. Eisele, MD
University of California Medical Center
San Francisco, California
Term ended June 30, 2011

Noel Jabbour
University of Minnesota
Minneapolis, Minnesota
Resident

Bradley F. Marple, MD
University of Texas Southwestern
Medical Center
Dallas, Texas
Chair

Robert H. Miller, MD, MBA
American Board of Otolaryngology
Houston, Texas
Ex-Officio

Lloyd B. Minor, MD
Johns Hopkins University School
of Medicine
Baltimore, Maryland

Richard T. Miyamoto, MD, MS
Clarian Indiana University Hospital
Indianapolis, Indiana
Term ended June 30, 2011

Stephen S. Park, MD
University of Virginia Health System
Charlottesville, Virginia
Vice Chair

Terance T. Tsue, MD
University of Kansas School
of Medicine
Kansas City, Kansas

Randal S. Weber, MD
University of Texas MD Anderson
Cancer Center
Houston, Texas

D. Bradley Welling, MD
Ohio State University Eye and
Ear Institute
Columbus, Ohio
Term began July 1, 2011

Pathology

Betsy D. Bennett, MD, PhD
American Board of Pathology
Tampa, Florida
Ex-Officio

Mark D. Brissette, MD
Denver, Colorado
Vice Chair
Term ended June 30, 2011

Diane D. Davey, MD
University of Central Florida
College of Medicine
Orlando, Florida

Susan Adela Fuhrman, MD
Riverside Methodist Hospital
Columbus, Ohio
Term began July 1, 2011

Julia C. Iezzoni, MD
University of Virginia Health System
Charlottesville, Virginia

Patrick E. Lantz, MD
Wake Forest University
Winston-Salem, North Carolina

Douglas W. Lynch, MD
Sanford School of Medicine
University of South Dakota
Sioux Falls, South Dakota
Term began July 1, 2011

Wesley Y. Naritoku, MD, PhD
Los Angeles County/
USC Medical Center
Los Angeles, California
Vice Chair
Term began July 1, 2011

Suzanne Z. Powell, MD
The Methodist Hospital
Houston, Texas
Chair

Gary W. Procop, MD
Cleveland Clinic
Cleveland, Ohio

Michael Garrett Swaby, MD
University of Texas
Health Science Center
Houston, Texas
Resident
Term ended June 30, 2011

Pediatrics

Robert Adler, MD, MSED
Children's Hospital
Los Angeles, California

William F. Balistreri, MD
Cincinnati Children's Hospital
Medical Center
Cincinnati, Ohio

Jerri Curtis, MD
Uniformed Services University of
the Health Sciences
Bethesda, Maryland

Thomas DeWitt, MD
Cincinnati Children's Hospital
Medical Center
Cincinnati, Ohio

J. Carlton Gartner, MD
A. I. DuPont Hospital for Children
Wilmington, Delaware

Joseph Gilhooly, MD
Oregon Health & Science University
Portland, Oregon
Chair
Term began July 1, 2011

David Jaffe, MD
Washington University
St. Louis, Missouri
Term began July 1, 2011

Deepak M. Kamat, MD
Children's Hospital of Michigan
Detroit, Michigan
Term began July 1, 2011

Stephen Ludwig, MD
Children's Hospital of Philadelphia
Philadelphia, Pennsylvania
Chair
Term ended June 30, 2011

Gail A. McGuinness, MD
American Board of Pediatrics
Chapel Hill, North Carolina
Ex-Officio

Julia McMillan, MD
Johns Hopkins University School
of Medicine
Baltimore, Maryland
Vice Chair

Cathy An-ping Lee Miller, MD
University of Wisconsin
Madison, Wisconsin
Resident
Term began July 1, 2011

Robert Perelman, MD, FAAP
American Academy of Pediatrics
Elk Grove Village, Illinois
Ex-Officio

Meredith Riebschleger, MD
University of Michigan Medical Center
Ann Arbor, Michigan
Resident
Term ended June 30, 2011

R. Franklin Trimm, MD
University of South Alabama College
of Medicine
Mobile, Alabama

Daniel C. West, MD, MPH
University of California, San Francisco
San Francisco, California

Modena Wilson, MD
American Medical Association
Chicago, Illinois
Ex-Officio

Yolanda Wimberly, MD, MS
Morehouse School of Medicine
Atlanta, Georgia

Edwin L. Zalneraitis, MD
Connecticut Children's Medical Center
Hartford, Connecticut
Term ended June 30, 2011

Physical Medicine and Rehabilitation

Diana D. Cardenas, MD
University of Miami
Miami, Florida

Anthony E. Chiodo, MD
University of Michigan
Ann Arbor, Michigan

Gerard E. Francisco, MD
University of Texas Health Science
Center at Houston
Houston, Texas

Anna K. Gaines, MD
University of Pittsburgh
Medical Center
Pittsburgh, Pennsylvania
Resident

Gail L. Gamble, MD
Rehabilitation Institute of Chicago
Chicago, Illinois
Vice Chair

Teresa L. Massagli, MD
University of Washington
Medical Center
Seattle, Washington
Chair

William F. Micheo, MD
University of Puerto Rico
School of Medicine
San Juan, Puerto Rico

Tom Stautzenbach, CAE
American Academy of Physical
Medicine and Rehabilitation
Rochester, Minnesota
Ex-Officio

Anthony M. Tarvestad, JD
American Board of Physical
Medicine and Rehabilitation
Rochester, Minnesota
Ex-Officio

Plastic Surgery

Patrice Blair, MPH
American College of Surgeons
Chicago, Illinois
Ex-Officio

Gregory Borah, MD
UMDNJ-Robert Wood Johnson
Medical School
New Brunswick, New Jersey
Vice Chair
Term ended June 30, 2011

Donald William Buck, MD
Northwestern University
Feinberg School of Medicine
Chicago, Illinois
Resident
Term began July 1, 2011

James Chang, MD
Stanford University Medical Center
Palo Alto, California

Kevin C. Chung, MD
University of Michigan
Ann Arbor, Michigan
Term began July 1, 2011

Juliana E. Hansen, MD
Oregon Health & Science University
Portland, Oregon
Term began July 1, 2011

Robert J. Havlik, MD
Indiana University School of Medicine
Indianapolis, Indiana
Chair
Term ended June 30, 2011

Jeffrey H. Kozlow, MD
University of Michigan
Ann Arbor, Michigan
Resident
Term ended June 30, 2011

David L. Larson, MD
Medical College of Wisconsin
Milwaukee, Wisconsin

Donald R. Mackay, MD
Penn State University Milton S.
Hershey Medical Center
Hershey, Pennsylvania

Mary H. McGrath, MD
University of California, San Francisco
San Francisco, California
Vice Chair

R. Barrett Noone, MD
American Board of Plastic Surgery
Philadelphia, Pennsylvania
Ex-Officio

Rod J. Rohrich, MD
University of Texas Southwestern
Medical Center
Dallas, Texas
Chair

Thomas Ray Stevenson, MD
University of California, Davis
Sacramento, California
Term ended June 30, 2011

Nicholas B. Vedder, MD
University of Washington
Seattle, Washington

Robert A. Weber, MD
Texas A&M Health Science Center
College Station, Texas
Term began July 1, 2011

Preventive Medicine

Miriam Alexander, MD, MPH
Johns Hopkins Bloomberg School
of Public Health
Baltimore, Maryland

Sara Brenner, MD
University at Albany State University
of New York
Albany College of Nanoscale
Science & Engineering
Albany, New York
Resident
Term ended June 30, 2011

William W. Greaves, MD, MSPH
Medical College of Wisconsin
Milwaukee, Wisconsin
Term ended June 30, 2011

Kurt Timothy Hegmann, MD
University of Utah
Salt Lake City, Utah
Term began July 1, 2011

Richard T. Jennings, MD, MS
University of Texas Medical Branch
at Galveston
Galveston, Texas

Robert Johnson, MD, MPH, MBA
Civil Aerospace Medical Institute
Oklahoma City, Oklahoma
Chair
Term began July 1, 2011

Timothy J. Key, MD, MPH
Occupational Health Solutions
Birmingham, Alabama
Chair
Term ended June 30, 2011

Glenn Merchant, MD, MPH&TM
American Board of Preventive Medicine
Houston, Texas
Ex-Officio

Samuel M. Peik, MD
Walter Reed Army Institute of Research
Silver Spring, Maryland
Resident
Term began July 1, 2011

Clyde B. Schechter, MD, MA
Albert Einstein College of Medicine
Bronx, New York
Term ended June 30, 2011

Gail M. Stennies, MD, MPH
Centers for Disease Control
and Prevention
Atlanta, Georgia
Vice Chair

Andrew R. Wiesen, MD, MPH
Madigan Army Medical Center
Fort Lewis, Washington

Psychiatry

Elizabeth L. Auchincloss, MD
Weill Cornell Medical College
New York, New York

Jonathan F. Borus, MD
Brigham and Women's Hospital
Boston, Massachusetts

Carlyle H. Chan, MD
Medical College of Wisconsin
Milwaukee, Wisconsin

Steven P. Cuffe, MD
University of Florida College
of Medicine-Jacksonville
Jacksonville, Florida

Mina Dulcan, MD
Children's Memorial Hospital
Chicago, Illinois

Larry Faulkner, MD
American Board of Psychiatry
and Neurology
Buffalo Grove, Illinois
Ex-Officio

Marshall Forstein, MD
Harvard Medical School
Cambridge, Massachusetts

Deborah J. Hales, MD
American Psychiatric Association
Arlington, Virginia
Ex-Officio

James J. Hudziak, MD
University of Vermont College
of Medicine
Burlington, Vermont
Vice Chair
Term ended June 30, 2011

Gail H. Manos, MD
Naval Medical Center
Portsmouth, Virginia

Carla B. Marienfeld, MD
Yale University School of Medicine
New Haven, Connecticut
Resident
Term ended June 30, 2011

Burton V. Reifler, MD
Wake Forest University School
of Medicine
Winston-Salem, North Carolina

Victor I. Reus, MD
University of California School
of Medicine
San Francisco, California
Chair
Term ended June 30, 2011

Robert J. Ronis, MD
University Hospitals
Case Medical Center
Cleveland, Ohio
Term began July 1, 2011

Donald E. Rosen, MD
Austen Riggs Center
Stockbridge, Massachusetts
Vice Chair
Term began July 1, 2011

Cynthia W. Santos, MD
University of Texas
Health Sciences Center
Houston, Texas

Mark Servis, MD
UC Davis School of Medicine
Sacramento, California

Dorothy E. Stubbe, MD
Yale University Child Study Center
New Haven, Connecticut
Term began July 1, 2011

Christopher R. Thomas, MD
University of Texas Medical Branch
at Galveston
Galveston, Texas
Chair
Term began July 1, 2011

Michael J. Vergare, MD
Jefferson Medical College
Philadelphia, Pennsylvania

Alik Sunil Widge, MD, PhD
University of Washington
Seattle, Washington
Resident
Term began July 1, 2011

Diagnostic Radiology

E. Stephen Amis Jr., MD
Albert Einstein College of Medicine/
Montefiore Medical Center
Bronx, New York
Chair
Term ended June 30, 2011

Stephen R. Baker, MD
UMDNJ—New Jersey Medical School
Newark, New Jersey

Daniel Coke Barr, MD
University of Michigan
Ann Arbor, Michigan
Resident
Term began July 1, 2011

Gary Becker, MD
American Board of Radiology
Tucson, Arizona
Ex-Officio

Thomas H. Berquist, MD
Mayo Clinic
Jacksonville, Florida
Vice Chair
Term began July 1, 2011

Jannette Collins, MD
University of Cincinnati College
of Medicine
Cincinnati, Ohio
Term ended June 30, 2011

Lawrence P. Davis, MD, FACR
Long Island Jewish Medical Center
New Hyde Park, New York
Chair
Term began July 1, 2011

Jason N. Itri, MD, PhD
University of Pennsylvania Hospital
Cherry Hill, New Jersey
Resident
Term ended June 30, 2011

Valerie P. Jackson, MD
Indiana University School of Medicine
Indianapolis, Indiana

Susan D. John, MD
University of Texas Medical School
at Houston
Houston, Texas
Term began July 1, 2011

Jeanne M. LaBerge, MD
University of California, San Francisco
San Francisco, California
Term began July 1, 2011

Duane G. Mezwa, MD
Oakland University
William Beaumont Hospitals
Royal Oak, Michigan
Term began July 1, 2011

Gautham P. Reddy, MD
University of Washington
Seattle, Washington
Term began July 1, 2011

Anne C. Roberts, MD
UC San Diego Medical Center
Thornton Hospital
La Jolla, California
Vice Chair
Term ended June 30, 2011

Robert D. Zimmerman, MD
New York Presbyterian Hospital
New York, New York

Radiation Oncology

Robert J. Amdur, MD
University of Florida
Gainesville, Florida
Term began July 1, 2011

Beth A. Erickson, MD
Medical College of Wisconsin
Milwaukee, Wisconsin
Term ended June 30, 2011

Laurie E. Gaspar, MD, MBA
University of Colorado—Denver
Aurora, Colorado
Vice Chair

Vinai Gondi, MD
University of Wisconsin Hospital
and Clinics
Madison, Wisconsin
Resident

Katherine L. Griem, MD
Rush University Medical Center
Chicago, Illinois

W. Robert Lee, MD, MS
Duke University School of Medicine
Durham, North Carolina
Chair

Dennis Charles Shrieve, MD
University of Utah
Salt Lake City, Utah

Paul E. Wallner, DO
American Board of Radiology
Tucson, Arizona
Ex-Officio

Lynn D. Wilson, MD, MPH
Yale University School of Medicine
New Haven, Connecticut

Surgery

John Armstrong, MD
University of South Florida
Tampa, Florida
Term began July 1, 2011

Timothy R. Billiar, MD
Presbyterian University Hospital
Pittsburgh, Pennsylvania

Patrice Blair, MPH
American College of Surgeons
Chicago, Illinois
Ex-Officio

Paris D. Butler, MD
University of Virginia Health System
Charlottesville, Virginia
Resident

G. Patrick Clagett, MD
University of Texas Southwestern
Medical Center
Dallas, Texas
Term ended June 30, 2011

Ronald Dalman, MD
Stanford University School of Medicine
Stanford, California

Peter J. Fabri, MD
University of South Florida
Medical Center
Tampa, Florida

Linda M. Harris, MD
University of Buffalo/Kaleida Health
Buffalo, New York

James C. Hebert, MD
University of Vermont College
of Medicine
Burlington, Vermont
Chair
Term began July 1, 2011

George W. Holcomb III, MD
Children's Mercy Hospital
Kansas City, Missouri

Frank Lewis, MD
The American Board of Surgery
Chicago, Illinois
Ex-Officio

Mark A. Malangoni, MD
Metro Health Medical Center
Cleveland, Ohio
Vice Chair
Term ended December 31, 2010

J. Patrick O'Leary, MD
Florida International University
College of Medicine
Miami, Florida
Term ended June 30, 2011

John J. Ricotta, MD
Washington Hospital Center
Washington, District of Columbia
Term began July 1, 2011

Marshall Z. Schwartz, MD
Drexel University
St. Christopher's Hospital for Children
Philadelphia, Pennsylvania

Steven C. Stain, MD
Albany Medical College
Albany, New York
Term began July 1, 2011

Charles W. Van Way III, MD
University of Missouri—Kansas City
Kansas City, Missouri
Vice Chair
Term began July 1, 2011

Marc K. Wallack, MD
Metropolitan Hospital Center
New York Medical College
New York, New York

Thomas V. Whalen, MD
Lehigh Valley Hospital
Allentown, Pennsylvania
Chair
Term ended June 30, 2011

Thoracic Surgery

Carl L. Backer, MD

Children's Memorial Hospital
Northwestern University
Chicago, Illinois
Term began July 1, 2011

William A. Baumgartner, MD

American Board of Thoracic Surgery
Chicago, Illinois
Ex-Officio

Patrice Blair, MPH

American College of Surgeons
Chicago, Illinois
Ex-Officio

R. Morton Bolman III, MD

Brigham and Women's Hospital
Boston, Massachusetts
Vice Chair
Term ended June 30, 2011

Robert S. D. Higgins, MD

Ohio State University
Columbus, Ohio
Term began July 1, 2011

Walter H. Merrill, MD

University of Mississippi
Medical Center
Jackson, Mississippi

Michael R. Mill, MD

University of North Carolina
at Chapel Hill
Chapel Hill, North Carolina
Term ended June 30, 2011

Tom C. Nguyen, MD

New York Presbyterian Hospital
Columbia University Medical Center
New York, New York
Resident

Mark B. Orringer, MD

University of Michigan Health System
Ann Arbor, Michigan

Carolyn E. Reed, MD

Medical University of South Carolina
Charleston, South Carolina
Vice Chair
Term began July 1, 2011

Douglas E. Wood, MD

University of Washington
Seattle, Washington
Chair

Transitional Year

Brian M. Aboff, MD

Christiana Care Health System
Newark, Delaware

Claire E. Bender, MD

Mayo School of Health Sciences
Rochester, Minnesota

Robert Bing-You, MD

Maine Medical Center
Portland, Maine
Vice Chair
Term began July 1, 2011

David Kuo, MD, FACP

Morristown Memorial Hospital
Morristown, New Jersey

Zachary Lopater, MD

University of Minnesota
Minneapolis, Minnesota
Resident
Term began July 1, 2011

Philip D. Lumb, MBBS, FCCM

University of Southern California
Los Angeles, California
Vice Chair
Term ended June 30, 2011

Julie B. McCausland, MD, MS

University of Pittsburgh
Medical Center
Pittsburgh, Pennsylvania

Neena D. Shah, MD

Meriter Hospital
University of Wisconsin
Madison, Wisconsin
Term ended November 5, 2011

Danny M. Takanishi Jr., MD, FACS

John A. Burns School of Medicine
Honolulu, Hawaii
Chair

Karolyn Ann Wanat, MD

University of Pennsylvania
Philadelphia, Pennsylvania
Resident
Term ended June 30, 2011

Urology

Christopher L. Amling, MD

Oregon Health & Science University
Portland, Oregon

Anthony Atala, MD

Wake Forest University Medical Center
Winston-Salem, North Carolina
Term ended June 30, 2011

Patrice Blair, MPH

American College of Surgeons
Chicago, Illinois
Ex-Officio

Michael Coburn, MD

Baylor College of Medicine
Houston, Texas
Chair
Term began July 1, 2011
Vice Chair
Term ended June 30, 2011

Timothy J. Daskivich, MD

David Geffen School of Medicine
at UCLA
Los Angeles, California
Resident
Term began July 1, 2011

Stuart Howards, MD

American Board of Urology
Charlottesville, Virginia
Ex-Officio

Michael O. Koch, MD

Indiana Cancer Pavilion
Indianapolis, Indiana
Chair
Term ended June 30, 2011

Barry A. Kogan, MD

Urologic Institute of Northeastern
New York
Albany, New York
Vice Chair
Term began July 1, 2011

Randall B. Meacham, MD

University of Colorado School
of Medicine
Aurora, Colorado
Term began July 1, 2011

Allen F. Morey, MD

University of Texas Southwestern
Medical Center
Dallas, Texas
Term ended June 30, 2011

Stephen Y. Nakada, MD

University of Wisconsin
Madison, Wisconsin
Term began July 1, 2011

Margaret S. Pearle, MD

University of Texas Southwestern
Medical Center
Dallas, Texas

Charles D. Scales, MD

Duke University Medical Center
Durham, North Carolina
Resident
Term ended June 30, 2011

Martha K. Terris, MD

Medical College of Georgia
Augusta, Georgia

James Brantley Thrasher, MD

University of Kansas Medical Center
Kansas City, Kansas
Term began July 1, 2011

Willie Underwood III, MD

Rosewell Park Cancer Institute
Buffalo, New York

Institutional Review Committee

Linda B. Andrews, MD

Baylor College of Medicine
Houston, Texas
Chair

Hannah Copeland, MD

University of California San Diego
San Diego, California
Resident
Term ended June 30, 2011

Peter M. Nalin, MD

Indiana University School of Medicine
Indianapolis, Indiana
Vice Chair
Term began July 1, 2011

Robin C. Newton, MD

Howard University
Washington, District of Columbia

Lawrence M. Opas, MD

University of Southern California
Los Angeles, California

Qionna M. Tinney Railey, MD

University of North Carolina
Health Care
Durham, North Carolina
Resident
Term began July 1, 2011

John C. Russell, MD, FACS

University of New Mexico
Albuquerque, New Mexico

Andrew M. Thomas, MD

Ohio State University Hospital
Columbus, Ohio
Vice Chair
Term ended June 30, 2011

Christopher Veremakis, MD

St. John's Mercy Medical Center
St. Louis, Missouri

John L. Weinerth, MD, FACS

Duke University Hospital
Durham, North Carolina

James R. Zaidan, MD, MBA

Emory University School of Medicine
Atlanta, Georgia

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Chief Executive Officer

Timothy Brigham, MDiv, PhD,
Chief of Staff

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Data Development**

Rebecca Miller, MS
Senior Vice President, Applications
and Data Development

Office of Operations

John H. Nysten, MBA
Chief Financial Officer

Patty Desmond
Director, Network Services

Nancy Wheeler
Director, Financial and
Office Services

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Accreditation Services**

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Senior Vice President, Education

Susan Swing, PhD
Vice President, Outcomes
Assessment

Marsha Miller, MA
Associate Vice President, Resident
Services

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Senior Vice President, Field Activities

Department of Human Resources

Richard Murphy
Vice President, Human Resources

Department of Meeting Services

Linda Gordon, MS
Director, Meeting Services

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Senior Vice President, Education



Rebecca Miller, MS
Senior Vice President,
Applications and Data Development



John H. Nysten, MBA
Chief Financial Officer
Senior Vice President, Administration,
Facilities, and IT Infrastructure



William J. Rodak, PhD
Vice President, International
Accreditation
Interim Senior Vice President,
Accreditation Services



Ingrid Philibert, PhD, MHA, MBA
Senior Vice President, Field Activities

The complete list of the more than 150 individuals who are on the staff of the ACGME is posted at www.acgme.org/acWebsite/about/ab_ACGMEstaff.pdf.

Program Reviews and Review Committee Decisions

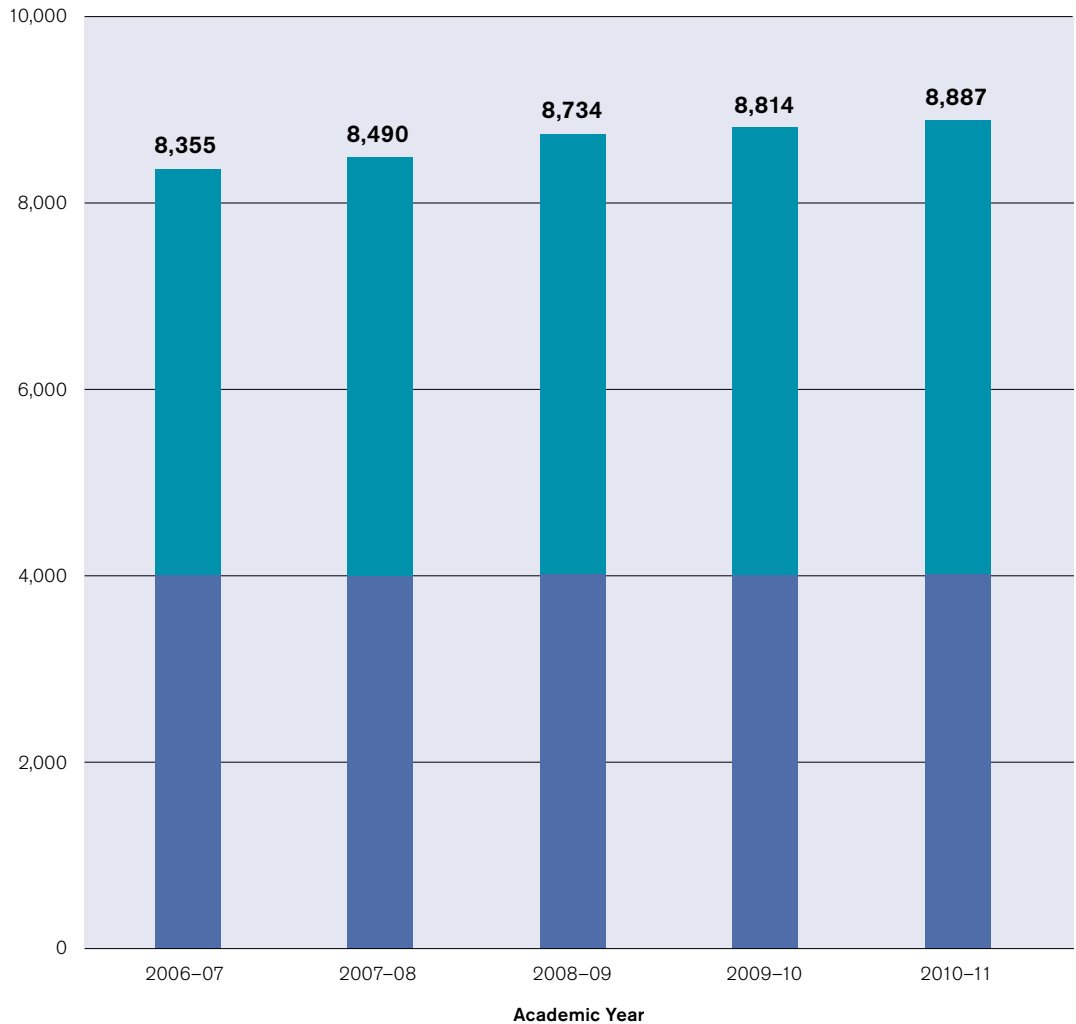
2,301 Review Committee accreditation decisions

2,854 Review Committee administrative decisions

- 5.4% of actions resulted in first-time proposed adverse actions
 - 32.4% proposed actions were sustained
 - 66.7% proposed actions were rescinded
 - 1.0% of programs or institutions given a proposed adverse action voluntarily withdrew before the action was confirmed
- 2,197 programs reviewed during 2010–2011 received accreditation or continued accreditation status
- 241 programs reviewed during the year received initial accreditation
- 18 programs reviewed during the year were issued probationary status
- 96 programs reviewed during the year were granted voluntary withdrawal
- 3 programs reviewed during the year had their accreditation withdrawn

Accredited Programs

■ Number of Specialty Programs
 ■ Number of Subspecialty Programs



Program Status (effective 2010–2011)

8,887 accredited programs

- 4,020 specialty programs
- 4,867 subspecialty programs

201 programs were newly accredited

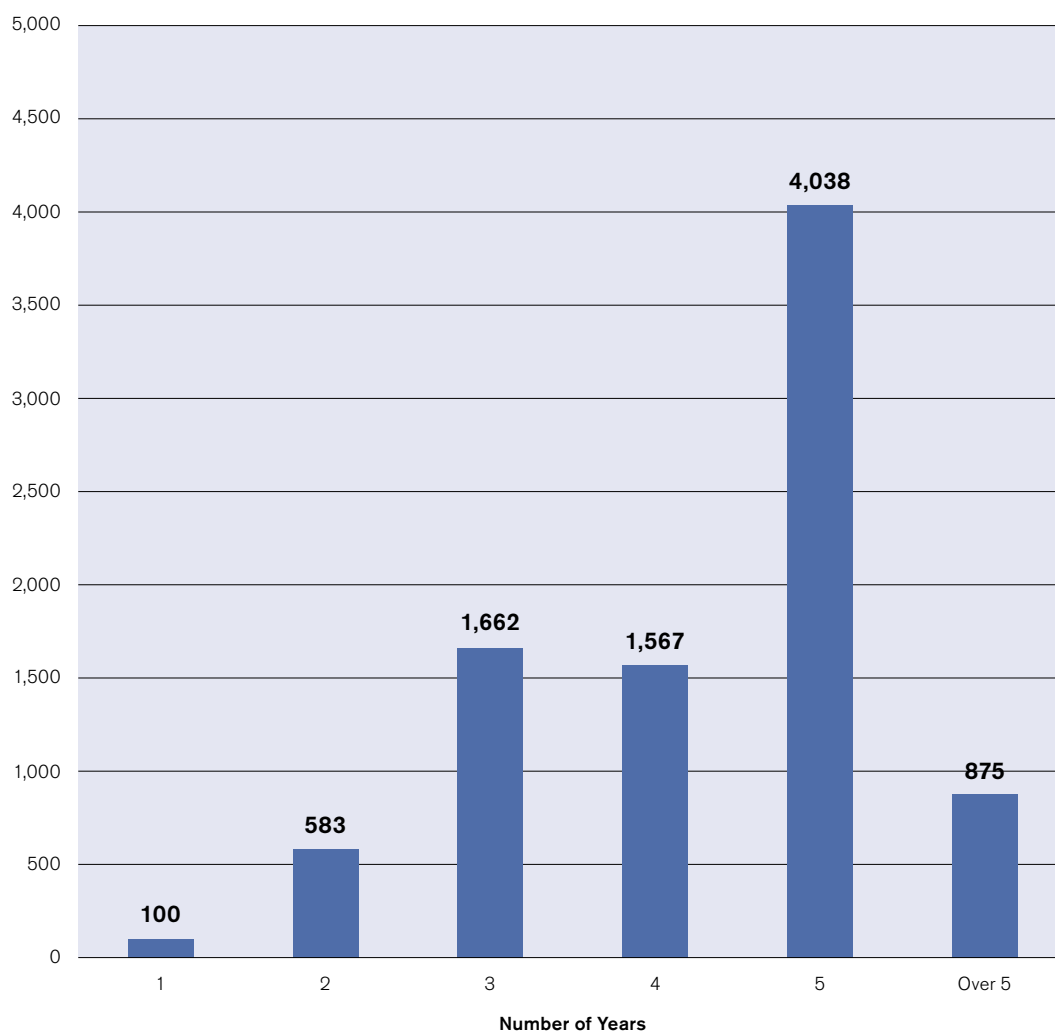
59 programs were closed or voluntarily withdrew their accreditation

64 programs were on probation or had a status of warning

4.3 years was the average cycle length across all accredited programs

Program Cycle Length (2010–2011)

■ Number of Programs



Sponsoring Institutions

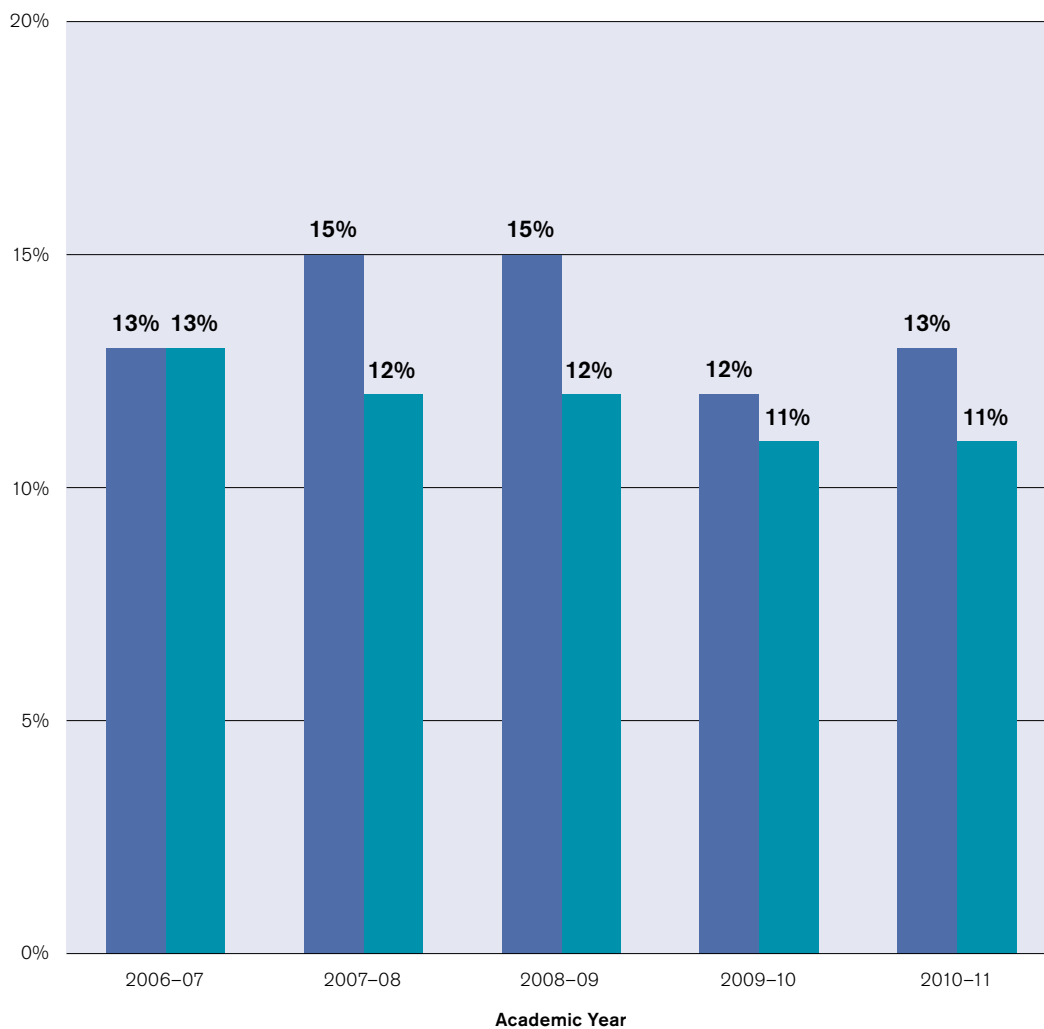
684 sponsoring institutions

- 386 institutions sponsor multiple programs
- 298 institutions sponsor a single program or single core specialty

3,968 institutions participated in resident education/rotations

Program Director and DIO Turnover During the Past Five Years

- Institutions with DIO Changes
- Programs with Director Changes

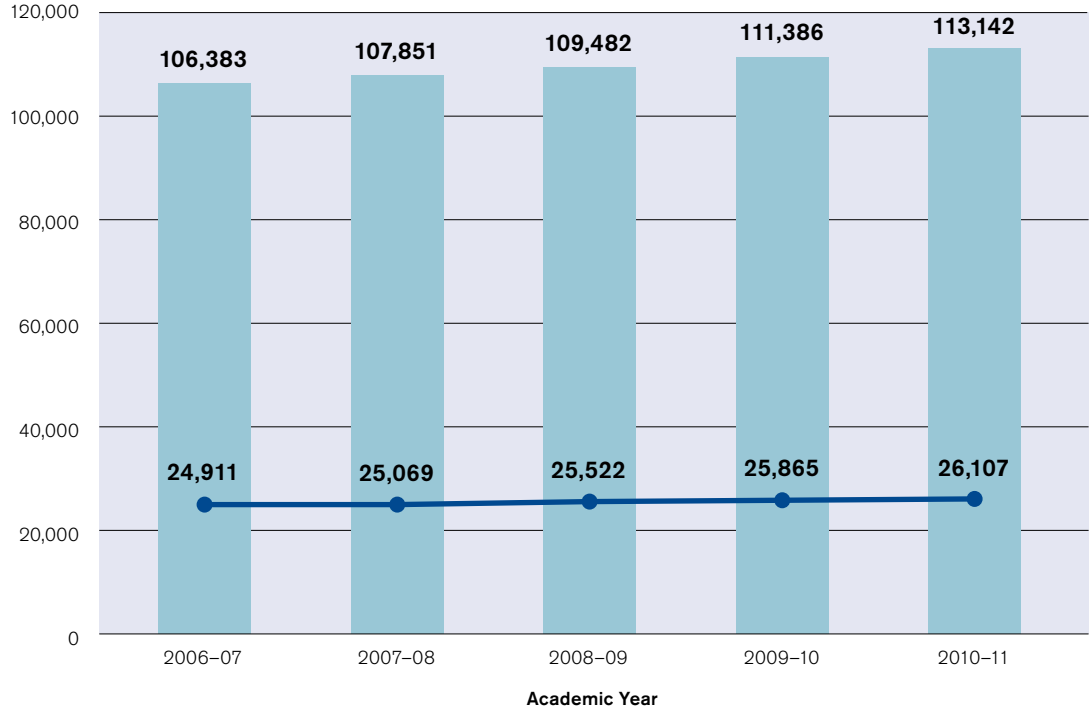


Resident Statistics

Residents on Duty the Past Five Years

- Total Number of Residents
- Number of Residents Entering the Pipeline

Note: "Pipeline programs" are programs within specialties that lead to initial board certification. Entering pipeline residents are residents in pipeline specialties in Year 1 (excluding preliminary year).



Residents by Specialty Type (2010-2011)

Specialty Type	Type of Medical School	Number of Residents
Specialty	Canadian Medical School	109
	International Medical School	24,183
	Osteopathic Medical School	7,425
	US LCME-Accredited Medical School	62,236
	Medical School Unknown	6
		93,959
Subspecialty	Canadian Medical School	129
	International Medical School	6,806
	Osteopathic Medical School	1,007
	US LCME-Accredited Medical School	11,236
	Medical School Unknown	5
		19,183

Total Number of On-Duty Residents

113,142

Resident Status (2010–2011)

<i>Resident Status</i>	<i>Number of Residents</i>
Active Full-time	112,915
Active Part-time	227
Completed all Accredited Education	35,594
Completed Preliminary Education	3,612
Deceased	22
Dismissed	251
In Program doing Research/Other Education	1,426
Leave of Absence	91
Transferred to Another Program	1,367
Unsuccessfully Completed Program	39
Withdrew from Program	927

Resident Case Logs

	Academic Year				
	2006–07	2007–08	2008–09	2009–10	2010–11
Accredited Programs	8,355	8,490	8,734	8,814	8,887
Programs Using Case Log System	2,531	2,622	2,665	2,743	2,792
% of Programs Using Case Log System	30%	31%	31%	31%	31%
On-duty Residents in Accredited Programs	106,383	107,851	109,482	111,386	113,142
On-duty Residents Using Case Log System	40,376	37,605	40,775	42,069	43,269
% of On-duty Residents Using Case Log System	38%	35%	37%	38%	38%
Procedures Entered into Case Log System	11,259,467	10,142,517	10,678,485	12,307,420	12,746,052
Specialties Using Case Log System	43	49	52	54	55

The ACGME's fiscal year runs from January 1–December 31. These results represent unaudited figures for Fiscal Year 2011.

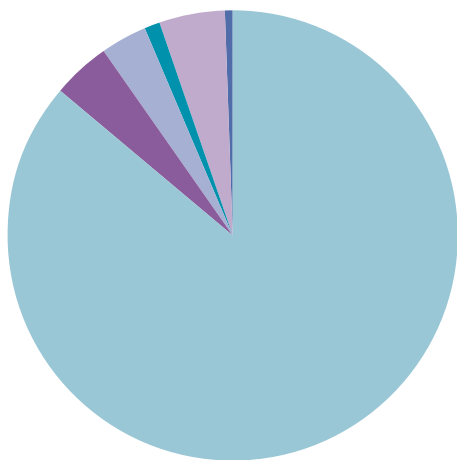
ACGME revenue comes primarily from annual fees charged to all programs accredited during the academic year, accounting for over 85% of ACGME income. Income from international operations increased from 2010, reflecting the growth of that business unit.

As a service organization, salary and benefit expenses, as well as travel and meeting costs, make up over 70% of ACGME annual expenses.

Fees for 2011 remained stable at the same amounts as 2009 and 2010. The ACGME tries to keep accreditation fees from rising over a three-year period to aid in budget planning for its institutions.

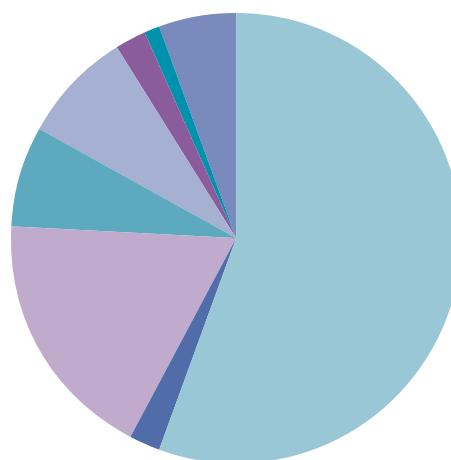
The ACGME is committed to keeping accreditation fees as low as possible. In 2011, the cost per resident for ACGME accreditation fees was \$300; the cost per sponsoring institution was \$48,655.

2011 Revenue



International Operations	\$ 1,670,591	4.56%
Publications and Other Income	133,328	0.36%
Annual Program Accreditation Income	31,565,500	86.12%
Workshops and Miscellaneous Income	1,553,330	4.24%
Application Income	1,209,450	3.30%
Rent Revenue	472,816	1.29%
Tech Support Revenue (not visible in chart)	32,775	0.09%
Investment Revenue (not visible in chart)	13,927	0.04%
Total	\$36,651,717	100.00%

2011 Expenses



Salaries and Fringe Benefits	\$ 19,562,856	55.56%
Administrative Expenses	777,340	2.21%
Meeting Expenses	6,409,524	18.20%
IT Expenses	2,576,594	7.32%
Rent and Real Estate Taxes	2,810,757	7.98%
Office Supplies and Expenses	735,298	2.09%
Journal Production Expenses	392,801	1.12%
Professional Services	1,935,306	5.50%
Other Expenses (not visible in chart)	8,453	0.02%
Total	\$35,208,929	100.00%

“As a learning organization, we know we can improve the process and also be responsible to calls to reform graduate medical education with the goal of improving care.”

Timothy C. Flynn, MD

Chair

ACGME Board of Directors

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Graduate Medical Education**

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