

A C G M E

Accreditation Council for Graduate Medical Education

**The Program Director Guide to the
Common Program Requirements
(Fellowship and One-Year Fellowship)**

(Version 2.0 November 2021)

The Program Director Guide to the Common Program Requirements (Fellowship)

The Program Director Guide to the Common Program Requirements is a living document that will regularly and periodically be updated. Please refer to the most recent version on the ACGME website to ensure currency.

The Guide is available in the ACGME's online learning portal, Learn at ACGME. Members of the GME community who do not yet have access to Learn at ACGME can register for a free account at dl.acgme.org.

Learn at ACGME is a repository of educational resources available free of charge to members of the GME community.

The Guide should serve as a resource, and the content within it is designed to serve as helpful guidance and not to be interpreted as additional requirements.

If there are any conflicts between the Guide and the Common Program Requirements, as interpreted and implemented by the Review Committees, the interpretation and implementation of the Review Committees shall control.

This is not meant to be read cover to cover in one sitting, but to be referenced as needed throughout the academic year.

The search function allows users to enter key words to quickly locate information.

Listings in the Table of Contents are also clickable and can be used to access a specific topic area in the Guide.

Note that every set of specialty- and subspecialty-specific Program Requirements includes content specific and unique to the specialty or subspecialty. Such information is not addressed in this Guide. The specialty- and subspecialty-specific FAQs and other resource documents provided by the respective Review Committee should be consulted; these are available on the applicable specialty section of the ACGME website. Contact Review Committee staff members with specific questions.

Format of the Guide

- a. The requirements themselves, as well as any pertinent Background and Intent and philosophy, are on the pages with a yellow background.
- b. The associated guidelines are on the pages with a white background.
- c. There are multiple screenshots of what data entry screens look like within the ACGME's Accreditation Data System (ADS). These change periodically as ADS is updated to reflect the current Common Program Requirements. The Guide will be updated periodically to reflect such changes.

The Program Directors' Guide to the Common Program Requirements (Fellowship and One-Year Fellowship) (PDF Version)

The Program Directors' Guide to the Common Program Requirements is a living document that will regularly and periodically be updated. Please refer to the most recent version on the ACGME website to ensure the content is current.

This PDF version is downloadable and can be printed. If referring to a printed version, periodically check the website to ensure the information is current.

An eBook version of the Guide is available in the ACGME's online learning portal, Learn at ACGME. Members of the GME community who do not yet have access to Learn at ACGME can register for an account at www.acgme.org/distancelearning.

Learn at ACGME is a repository of educational resources available free of charge to members of the GME community.

The ACGME is pleased to provide this Program Directors' Guide to the Common Program Requirements.

The Guide should serve as a resource, and the content within it is designed to serve as helpful guidance and not to be interpreted as additional requirements.



This is not meant to be read cover to cover in one sitting, but to be referenced as needed throughout the academic year.



The search function allows users to enter key words to quickly locate information.

Listings in the Table of Contents are also clickable and can be used to access a specific topic area in the guide.

Note that every set of specialty-specific Program Requirements includes content specific and unique to the specialty or subspecialty. This is not addressed in this guide. The specialty-specific FAQs and other resource documents provided by the respective Review Committee should be consulted; these are available on the specialty's section of the ACGME website. Contact the Review Committee staff with specific questions.

Format:

- a. The fellowship and one-year fellowship requirements themselves, as well as Background and Intent and philosophy, are on the pages with a yellow background.
- b. When applicable, differences in the one-year fellowship are in navy blue, bold font.
- c. The guidelines are on the pages with a white background.
- d. There are multiple screenshots of what data entry screens look like within the ACGME's Accreditation Data System (ADS). Many of these are expected to change as the new Common Program Requirements are rolled out. The Guide will be updated periodically as these changes occur.

Provide feedback, comments, and questions via [this survey](#).



Accreditation Council for Graduate Medical Education

Mission

We improve health care and population health by assessing and enhancing the quality of resident and fellow physicians' education through advancements in accreditation and education.

Vision

We envision a health care system in which the Quadruple Aim* has been realized. We aspire to advance a transformed system of graduate medical education with global reach that is:

- Competency-based with customized professional development and identity formation for all physicians;
- Led by inspirational faculty role models overseeing supervised, humanistic, clinical education experiences;
- Immersed in evidence-based, data-driven, clinical learning and care environments defined by excellence in clinical care, safety, cost-effectiveness, professionalism, and diversity, equity, and inclusion;
- Located in health care delivery systems equitably meeting local and regional community needs; and,
- Graduating residents and fellows who strive for continuous mastery and altruistic professionalism throughout their careers, placing the needs of patients and their communities first.

** The Quadruple Aim simultaneously improves patient experience of care, population health, and health care provider work life, while lowering per capita cost.*

ACGME Values

- Honesty and Integrity
- Accountability and Transparency
- Equity and Fairness
- Diversity and Inclusion
- Excellence and Innovation
- Stewardship and Service
- Leadership and Collaboration
- Engagement of Stakeholders

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REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

Background and Intent: These fellowship requirements reflect the fact that these learners have already completed the first phase of graduate medical education. Thus, this document is intended to explain the differences.

Introduction

Int.A. *Fellowship is advanced graduate medical education beyond a core residency program for physicians who desire to enter more specialized practice. Fellowship-trained physicians serve the public by providing subspecialty care, which may also include core medical care, acting as a community resource for expertise in their field, creating and integrating new knowledge into practice, and educating future generations of physicians. Graduate medical education values the strength that a diverse group of physicians brings to medical care.*

Fellows who have completed residency are able to practice independently in their core specialty. The prior medical experience and expertise of fellows distinguish them from physicians entering into residency training. The fellow’s care of patients within the subspecialty is undertaken with appropriate faculty supervision and conditional independence. Faculty members serve as role models of excellence, compassion, professionalism, and scholarship. The fellow develops deep medical knowledge, patient care skills, and expertise applicable to their focused area of practice. Fellowship is an intensive program of subspecialty clinical and didactic education that focuses on the multidisciplinary care of patients. Fellowship education is often physically, emotionally, and intellectually demanding, and occurs in a variety of clinical learning environments committed to graduate medical education and the well-being of patients, residents, fellows, faculty members, students, and all members of the health care team.

In addition to clinical education, many fellowship programs advance fellows’ skills as physician-scientists. While the ability to create new knowledge within medicine is not exclusive to fellowship-educated physicians, the fellowship experience expands a physician’s abilities to pursue hypothesis-driven scientific inquiry that results in contributions to the medical literature and patient care. Beyond the clinical subspecialty

expertise achieved, fellows develop mentored relationships built on an infrastructure that promotes collaborative research.

GUIDANCE

Introduction text is not requirement language. Int.A. provides a philosophic statement that embodies the meaning and purpose of graduate medical education. It describes why graduate medical education is important and why programs must ensure that fellows are provided with the best education possible.

REQUIREMENTS

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Text in boxes provide Background and Intent

Common Program Requirement:

Int.B. Definition of Subspecialty

[The Review Committee must further specify]

GUIDANCE

For the definition of a particular subspecialty, refer to the current subspecialty-specific Program Requirements, which can be found on the Program Requirements and FAQs and Applications page of the applicable specialty section on the ACGME website.

For example, [this link](#) takes you to the Program Requirements and FAQs and Applications page for Orthopaedic Surgery, from which you can access the Program Requirements for all subspecialties of orthopaedic surgery.

REQUIREMENTS

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Common Program Requirement

Int.C. Length of educational program

[The Review Committee must further specify]

GUIDELINES

For the length of the educational program for a particular subspecialty, refer to the current subspecialty-specific Program Requirements, which can be found on the Program Requirements and FAQs and Applications page of the specialty's section on the ACGME website.

For example, [this link](#) takes you to the Program Requirements and FAQs and Applications page for Orthopaedic Surgery, from which you can access the Program Requirements for all subspecialties of orthopaedic surgery.

REQUIREMENTS

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Common Program Requirement:

I. Oversight

I.A. Sponsoring Institution

The Sponsoring Institution is the organization or entity that assumes the ultimate financial and academic responsibility for a program of graduate medical education, consistent with the ACGME Institutional Requirements.

When the Sponsoring Institution is not a rotation site for the program, the most commonly utilized site of clinical activity for the program is the primary clinical site.

Background and Intent: Participating sites will reflect the healthcare needs of the community and the educational needs of the fellows. A wide variety of organizations may provide a robust educational experience and, thus, Sponsoring Institutions and participating sites may encompass inpatient and outpatient settings including, but not limited to a university, a medical school, a teaching hospital, a nursing home, a school of public health, a health department, a public health agency, an organized health care delivery system, a medical examiner’s office, an educational consortium, a teaching health center, a physician group practice, federally qualified health center, or an educational foundation.

I.A.1. The program must be sponsored by one ACGME-accredited Sponsoring Institution. (Core)

GUIDANCE

ACGME Common Program Requirement I.A.1. corresponds with [ACGME Institutional Requirement I.A.1.](#): “Residency and fellowship programs accredited by the [ACGME] must function under the authority and oversight of one Sponsoring Institution. Oversight of resident/fellow assignments and of the quality of the learning and working environment by the Sponsoring Institution extends to all participating sites.”

Sponsorship of a program includes responsibility for oversight of the Sponsoring Institution’s and all accredited programs’ compliance with the applicable ACGME requirements, and the assurance of the resources necessary for graduate medical education.

The ACGME Board of Directors delegates authority for accrediting Sponsoring Institutions to the [Institutional Review Committee](#). The ACGME’s primary point of contact with each Sponsoring Institution is the [designated institutional official \(DIO\)](#).

For more information about Sponsoring Institutions, refer to the [ACGME Institutional Requirements](#) and [Frequently Asked Questions](#) for institutional review.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

I.B. Participating Sites

A participating site is an organization providing educational experiences or educational assignments/rotations for fellows

I.B.1. The program, with approval of its Sponsoring Institution, must designate a primary clinical site. ^(Core)

[The Review Committee may specify which other specialties/programs must be present at the primary clinical site and/or the expected relationship with a core program in the discipline]

I.B.2. There must be a program letter of agreement (PLA) between the program and each participating site that governs the relationship between the program and the participating site providing a required assignment. ^(Core)

GUIDANCE

Primary Clinical Site Designations and Sponsoring Institution Approval

The Common Program Requirements define a program's primary clinical site as "the most commonly utilized site of clinical activity for the program." In a program's Accreditation Data System (ADS) profile, the primary clinical site can be found in the "Sites" tab (marked as "Primary" under "Participating Site Information"). In applications for ACGME accreditation, programs are directed to identify one of their participating sites as the primary clinical site. A Sponsoring Institution's approval of the primary clinical site designation is implicit in submissions of participating site information in ADS. The ACGME does not currently provide a standardized format for documenting institutional approval of these designations. Refer to the [subspecialty-specific](#) Program Requirements for additional information.

All rotation sites can be entered, but only required sites appear.



NOTE that the ADS format may change to reflect updates to the Common Program Requirements.

Instructions:

The following Institutions have been selected as having an affiliation with your Sponsoring Institution. From this list, programs will choose the individual rotation sites (to comply with common program requirements) that routinely provide an educational experience, required for all residents of one-month full time equivalent (FTE) or more. Some subspecialties have a varied interpretation of this requirement.

The DIO/GMEC must ensure that programs have established program letters of agreement for all required rotations of one month or more. To remove an institution/entity from this list, click on the "X" next to that institution's name. To remove the Sponsoring Institution as a place of rotation, contact ads@acgme.org.

The definition of a participating site as it appears in ADS: An organization (or entity) providing educational experiences or educational assignments/rotations for residents/fellows. Examples of sites include inpatient and outpatient settings including, but not limited to university, a medical school, a teaching hospital which includes its ambulatory clinics and related facilities, a private medical practice or group practice, a nursing home, a school of public health, a health department, a federally qualified health center, a public health agency, an organized health care delivery system, a health maintenance organization (HMO), a medical examiner's office, an educational consortium, a teaching health center, federally qualified health center, or an educational foundation. There may be a need to indicate the site as "clinical" in rare occasions. A clinical site exists when the sponsor of a program is in a different site (location) than the PRIMARY clinical site out of which the program operates.

Notes:

1. The table requesting information for the primary clinical site is followed by tables that allow you to enter information for other participating sites.
2. Each of the site information tables is followed by a request for information regarding Program Letters of Agreement (PLAs) and PLA components for the particular site. ([See section on PLA: Requirements I.B.2.a\) and I.B.3.\)](#))
3. Additional information requested includes “Date Added to ADS as Rotation Site.”
4. Once information is entered and saved, the program can print a report of the information.

Below is an example of a screen for data entry for participating site information in ADS:

Participating Site Information							Reorder	+ Add Site
							Filter Results	
#	ID	Site Name	Required Rotation	Rotation Months				
				Y1	Y2	Y3	Y4	Y5
	Primary		Yes	6.5	0	2	2	4
	2		Yes	0	0.5	0	0	0
	3		Yes	0	2.5	0	0	0
	4		Yes	0	3	0	0	0
	5		Yes	0	2	0	3	0
	6		Yes	0	0	3	3	0
	7		Yes	0	0	3	0	0
	8		Yes	0	3	0	3	3
	9		Yes	4	0	0	0	0.5
	10		Yes	0	0	3	0	3
	11		Yes	0.5	0.5	0	0.5	0.5
	12		Yes	1	0.5	1	0.5	1

Showing 1 to 12 of 12 entries

Comments:

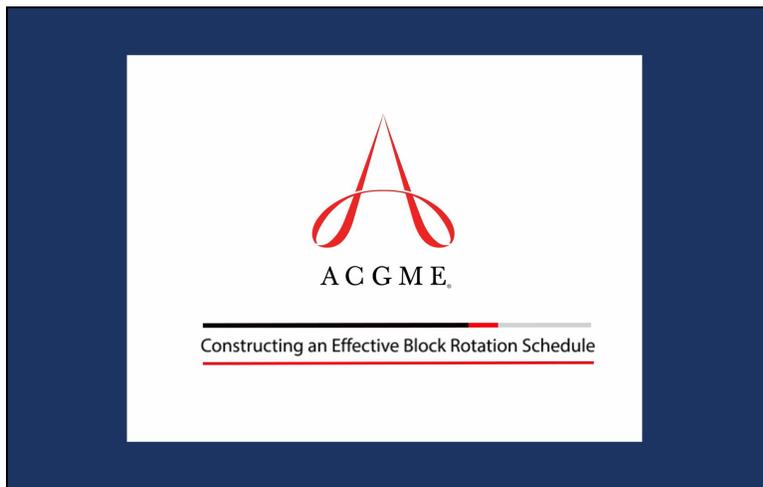
If the total number of rotation months per year does not equate to 12 months (for all sites combined) provide an explanation:

Identifying the Most Commonly Utilized Participating Site

A program should follow its Sponsoring Institution's methods for identifying the primary clinical site. Typically, the "most commonly utilized" participating site is that which has the highest count of fellow full-time equivalents in a program over an academic year, assuming a full and evenly distributed fellow complement. There are different sources of information that can be used to determine which participating site is "most commonly utilized" by a program. For fellowship programs that provide education in hospital settings and receive reimbursement from the Centers for Medicare and Medicaid for direct graduate medical education and indirect medical education, hospital cost reports may help to quantify utilization. It is also possible to use a program's block diagram to estimate distribution of fellow education among the participating sites.

[Avoiding Common Errors in the ADS Annual Update: Creating an Effective Block Schedule Video](#)

Total Viewing Time: 9 minutes



Click on the picture above to be directed to the video

Participating sites may be an inpatient or outpatient setting. Examples of participating sites include:

- a. Hospitals, including outpatient clinics and related facilities
- b. Private practice
- c. Nursing home

- d. Health department
- e. Federally qualified health center
- f. Public health agency
- g. An organized health care delivery system
- h. Health maintenance organization (HMO)
- i. Medical Examiner's office

Subspecialty-Specific Requirements for Primary Clinical Sites

Whatever method is used to calculate utilization, a program must also ensure the presence of other specialties and/or programs at the primary clinical site, as required in the specialty- and subspecialty-specific Program Requirements. Questions about specialty- and subspecialty-specific requirements or expectations for the primary clinical site should be directed to staff members of the relevant Review Committee.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

I.B. Participating Sites

I.B.2. There must be a program letter of agreement (PLA) between the program and each participating site that governs the relationship between the program and the participating site providing a required assignment. *(Core)*

I.B.2.a) The PLA must:

I.B.2.a).(1) be renewed at least every 10 years; and, *(Core)*

I.B.2.a).(2) be approved by the designated institutional official (DIO) *(Core)*

I.B.3. The program must monitor the clinical learning and working environment at all participating sites. *(Core)*

I.B.3.a) At each participating site there must be one faculty member, designated by the program director, who is accountable for fellow education at that site, in collaboration with the program director. *(Core)*

Background and Intent: While all fellowship programs must be sponsored by a single ACGME-accredited Sponsoring Institution, many programs will utilize other clinical settings to provide required or elective training experiences. At times it is appropriate to utilize community sites that are not owned by or affiliated with the Sponsoring Institution. Some of these sites may be remote for geographic, transportation, or communication issues. When utilizing such sites, the program must designate a faculty member responsible for ensuring the quality of the educational experience. In some circumstances, the person charged with this responsibility may not be physically present at the site, but remains responsible for fellow education occurring at the site. The requirements under I.B.3. are intended to ensure that this will be the case.

Suggested elements to be considered in PLAs will be found in the ACGME Program Director’s Guide to the Common Program Requirements. These include:

- Identifying the faculty members who will assume educational and supervisory responsibility for fellows
- Specifying the responsibilities for teaching, supervision, and formal evaluation of fellows
- Specifying the duration and content of the educational experience
- Stating the policies and procedures that will govern fellow education during the Assignment

I.B.4 The program director must submit any additions or deletions of participating sites routinely providing an educational experience, required for all fellows, of one month full time equivalent (FTE) or more through the ACGME's Accreditation Data System (ADS). ^(Core)

[The Review Committee may further specify]

GUIDANCE

The program letter of agreement (PLA) is a written document that addresses graduate medical education responsibilities between a program and a site other than the Sponsoring Institution at which fellows have required educational experiences.

1. Program directors are responsible for PLAs, and designated institutional officials (DIOs) are required to review and approve all PLAs.
2. PLAs are not required for sites used only for elective rotations.
3. PLAs are between a program and the participating site and include all rotations taking place at that participating site.

The purpose of a PLA is to ensure a shared understanding of expectations for the educational experience, the nature of the experience, and the responsibilities of the participating site.

1. The program director must add all participating sites routinely providing an educational experience of one month or more into the Accreditation Data System (ADS). If the program director does not see the site listed as an option in ADS, contact the DIO, as the site may need to be added into ADS by the Sponsoring Institution. Adding participating sites that provide elective experiences and/or those less than one month in length in ADS is optional.
2. If fellows are no longer rotating to a site, the program director must remove the site in ADS.
3. Once a site is added or removed in ADS, the Review Committee receives the information for review.

Suggested elements of a PLA:

1. Duration of the educational experience(s)
2. Content of the educational experience(s) (e.g., rotation names, educational objectives)
3. Site director name and title
4. Faculty members who will assume educational and supervisory responsibility for fellows during each rotation at the site (faculty members can be identified by individual name or as a group)
5. Specific responsibilities of the supervising faculty members for teaching, supervision, and formal evaluation of fellows
6. Policies and procedures that will govern fellow education during the assignment
7. Considerations for travel time and distance to the participating site, and when the program should consider providing the fellows with accommodations proximal to the participating site
8. Description of expectations regarding fellow participation in didactic activities during rotations at the participating site

What does the PLA information look like in ADS?

Participating Site Information Reorder Add Site

Filter Results

#	ID	Site Name	Required Rotation	Rotation Months				
				Y1	Y2	Y3	Y4	Y5
1		Primary	Yes	6.5	0	2	2	4
2			Yes	0	0.5	0	0	0
3			Yes	0	2.5	0	0	0
4			Yes	0	3	0	0	0
5			Yes	0	2	0	3	0
6			Yes	0	0	3	3	0
7			Yes	0	0	3	0	0
8			Yes	0	3	0	3	3
9			Yes	4	0	0	0	0.5
10			Yes	0	0	3	0	3
11			Yes	0.5	0.5	0	0.5	0.5
12			Yes	1	0.5	1	0.5	1

Showing 1 to 12 of 12 entries

Comments:
If the total number of rotation months per year does not equate to 12 months (for all sites combined) provide an explanation:

Examples of rotations that require a PLA:

1. One-month rotation in a pediatric inpatient unit in a children’s hospital required of all fellows by a family medicine program
2. One-month rotation in rheumatology required by an internal medicine program to take place at a site that is not the Sponsoring Institution
3. Required two-month rotation in an emergency department with a Level 1 trauma center at a site that is not the Sponsoring Institution
4. Required osteopathic neuromusculoskeletal medicine inpatient rotation
5. Geriatric continuity of care experience in a long-term care facility throughout the academic year required for all family medicine fellows
6. Two-week retina rotation with a community physician required for all ophthalmology fellows

Potential Citations:

1. Failure to have a fully executed PLA for each site outside of the Sponsoring Institution to which fellows rotate for a required educational experience
2. Failure to have DIO approval of the PLA
3. Failure to renew a PLA every 10 years
4. Incorrect/incomplete participating site information in ADS

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

Note: Because this requirement addresses the need for recruitment and retention to be consistent with institutional and program missions, which likely already exist, it is not anticipated that programs will require an extended period of time for implementation.

- I.C. The program, in partnership with its Sponsoring Institution, must engage in practices that focus on mission-driven, ongoing, systematic recruitment and retention of a diverse and inclusive workforce of fellows, fellows (if present), faculty members, senior administrative staff members, and other relevant members of its academic community. ^(Core)

Background and Intent: It is expected that the Sponsoring Institution has, and programs implement, policies and procedures related to recruitment and retention of minorities underrepresented in medicine and medical leadership in accordance with the Sponsoring Institution’s mission and aims. The program’s annual evaluation must include an assessment of the program’s efforts to recruit and retain a diverse workforce, as noted in V.C.1.c).(5).(c).

V.C. Program Evaluation and Improvement

V.C.1.c).(5).(c). workforce diversity; ^(Core)

GUIDANCE

Many Sponsoring Institutions may have defined mission statements pertaining to diversity. While most, if not all institutions have policies regarding diversity, it is understood that these will serve as a starting point, and there are aspects of this requirement that could take considerable time to produce quantifiable results, so the initial emphasis will be on process, not numerical outcomes. The definition of diversity is intended to parallel that of the Association of American Medical Colleges' philosophy on Underrepresented in Medicine, which permits flexibility in defining the target groups for diversity based on the service demographic of the program that is underrepresented relative to the workforce for a given role.

Although Common Program Requirement I.C. states that programs must engage in mission-driven, ongoing, systematic efforts to recruit and retain individuals of diverse backgrounds as residents and fellows, if present, it is important to consider the ability to alter the number of such individuals appreciably will require years of effort to expand the pool of diverse graduate medical education (GME) applicants. Most of this will be cooperative efforts among programs within institutions, or even within cities, and within the specialty itself. Each program is asked to present the demographic information for all GME learners on the Fellow Roster in the Accreditation Data System (ADS). This information will provide important baseline data on the number of individuals as a function of race, ethnicity, and gender. With time, as efforts to enhance the pool of diverse learners improves, ACGME assessment may shift to include effort in terms of the actual increase in the number of diverse learners. To assess meaningful change, it is essential to track these numbers annually to document continued progress.

Since the Fellow Roster is a secondary report of demographics, it is important that the best data possible be entered. The gold standard for obtaining the race and ethnicity of each fellow is for the program staff to ask directly how each fellow would choose to be represented. A less optimal way of obtaining this information is to import the race, ethnicity, and gender information for each fellow from the electronic application used at the time of fellowship selection. This is primary data supplied by the fellows themselves and simple transfer of this information is perhaps the most efficient way of supplying the ACGME with it.

In 2020, the ACGME introduced the Resident/Fellow Portal, accessible via ADS. The Resident/Fellow Portal is a tool that allows residents/fellows to obtain access to the following:

- Profile information (this includes the ability to edit some information)
- Their own GME history
- Program-level aggregated Resident/Fellow Survey Reports
- Milestone evaluations

Residents/fellows in a program that uses the Case Log System already have access to the Resident/Fellow Portal by default; residents/fellows in programs that do not use the Case Log System must opt in and create an account to access the Resident/Fellow Portal.

Demographic information for each fellow, populated through the Association of American Medical Colleges (AAMC), is now available in the ACGME Resident/Fellow Portal thanks to an agreement between the organizations. Fellows are able to update their own demographic information if it changes during the course of their fellowship program. As there is not currently universal use of the Resident/Fellow Portal, the ACGME will continue to ask that demographic information be included in the program's Fellow Roster in ADS.

For Academic Year 2021-2022, the demographic categories used by the ACGME reflect races as: White; Black or African American; Asian; Native Hawaiian/Pacific Islander; and American Indian/Alaska Native. Ethnicity categories are reflected as: Hispanic, Latino or of Spanish origin and "other/unknown." Program representatives entering this information for their program's fellows will select one of these categories for each fellow on the Fellow Roster. There are two additional categories: Other and Unknown. The system currently does not provide the option to select multiple races. If a fellow prefers to identify as multiracial to the exclusion of a single race choice, "Other" is the suggested category. If a fellow has indicated a preference not to answer, or if any fellows truly do not know how to identify their race/ethnicity (e.g., a fellow who was adopted or who is the child of an adopted individual), or if the program is unable to obtain any information from the any fellows pertaining to their demographics after making reasonable attempts to obtain it), only then should the "Unknown" category be selected.

The ACGME asks that programs make every effort to obtain this information and report it as accurately as possible, because the program director will only be aware of the program's diversity success or challenge if it is obtained and measured over time.

For gender, the ACGME currently offers three options for programs to report on the fellow roster: Male, Female, or Not Reported. For individuals who identify as male, select "Male," for those who identify as female, select "Female." For those who choose not to identify as either (e.g., individuals who identify as non-binary, who are transgender, or who prefer not to disclose) select "Not Reported."

Again, every effort should be made to accurately record this information on the Fellow Roster in ADS as it will be tracked for baseline establishment and serve as a metric to assess positive change in program and GME diversity over time.

To further clarify the information provided in the Background and Intent section for this requirement, it is expected that programs, in partnership with their Sponsoring Institution, have and implement policies and procedures related to recruitment and retention of individuals underrepresented in medicine and medical leadership in accordance with the Sponsoring Institution's mission and aims. The population of individuals considered underrepresented in medicine will include racial and ethnic minority representation that reflects the program's service area, but may also include others the program deems underrepresented in medicine in the service area or in the

discipline in general. A core element of a program's annual evaluation, as noted in V.C.1.c).(5).(c) on workforce diversity, should include an assessment of the demographic population in the area served by the program and its efforts to recruit and retain a diverse workforce of individuals who are underrepresented in medicine reflective of the service area population in the roles clarified in I.C. (fellows, fellows, faculty members, senior GME administrative staff members, and other relevant members of its academic community).

The ACGME is interested in the diversity of the physician workforce because it is essential to addressing health care access and health equity. The ACGME Board of Directors formed a Planning Committee on Diversity in Graduate Medical Education, which first met in 2018, reviewed an extensive bibliography ([Appendix 1](#)), and held discussions that culminated in the observations summarized in Appendix 1.

The ACGME has embarked on a pathway to convene the GME community around creation of a new initiative, [ACGME Equity Matters](#), to assist programs in enhancing diversity, equity, and inclusion locally and across GME. Output of this initiative will include a toolkit of approaches from the GME community that address many of the barriers diverse individuals face in the GME environment. Some ideas employed by the most inclusive programs have already emerged and include: having a chief diversity officer position; creating and supporting a diversity committee; and actively engaging minority individuals in the learning environment to help eliminate barriers to success in recruitment and retention.

Finally, the AAMC's new tool, the Diversity Engagement Survey (<https://www.aamc.org/what-we-do/mission-areas/diversity-inclusion/engagement-survey>), assesses the climate in a program with respect to diversity.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

I.D Resources

I.D.1 The program, in partnership with its Sponsoring Institution, must ensure the availability of adequate resources for fellow education. *(Core)*

[The Review Committee must further specify]

I.D.2. The program, in partnership with its Sponsoring Institution, must ensure healthy and safe learning and working environments that promote fellow well-being and provide for: *(Core)*

I.D.2.a) access to food while on duty; *(Core)*

I.D.2.b) safe, quiet, clean, and private sleep/rest facilities available and accessible for residents with proximity appropriate for safe patient care; *(Core)*

Background and Intent: Care of patients within a hospital or health system occurs continually through the day and night. Such care requires that fellows function at their peak abilities, which requires the work environment to provide them with the ability to meet their basic needs within proximity of their clinical responsibilities. Access to food and rest are examples of these basic needs, which must be met while fellows are working. Fellows should have access to refrigeration where food may be stored. Food should be available when fellows are required to be in the hospital overnight. Rest facilities are necessary, even when overnight call is not required, to accommodate the fatigued fellow.

I.D.2.c) clean and private facilities for lactation that have refrigeration capabilities, with proximity appropriate for safe patient care; *(Core)*

Background and Intent: Sites must provide private and clean locations where fellows may lactate and store the milk within a refrigerator. These locations should be in close proximity to clinical responsibilities. It would be helpful to have additional support within these locations that may assist the fellow with the continued care of patients,

such as a computer and a phone. While space is important, the time required for lactation is also critical for the well-being of the fellow and the fellow's family, as outlined in [VI.C.1.d\).\(1\)](#).

I.D.2.d) security and safety measures appropriate to the participating site; and, ^(Core)

*I.D.2.e) accommodations for residents with disabilities consistent with the Sponsoring Institution's policy. ^(Core) (Subject to citation July 1, 2020)

I.D.3. Fellows must have ready access to specialty-specific and other appropriate reference material in print or electronic format. This must include access to electronic medical literature databases with full text capabilities. ^(Core)

I.D.4. The program's educational and clinical resources must be adequate to support the number of fellows appointed to the program. ^(Core)

[The Review Committee may further specify]

VI.C.1.d).(1) Residents must be given the opportunity to attend medical, mental health, and dental care appointments, including those scheduled during their working hours. ^(Core)

Background and Intent: The intent of this requirement is to ensure that residents have the opportunity to access medical and dental care, including mental health care, at times that are appropriate to their individual circumstances. Residents must be provided with time away from the program as needed to access care, including appointments scheduled during their working hours.

GUIDANCE

Access to Food, Sleep/Rest Facilities, and Lactation Facilities

Programs are expected to partner with their Sponsoring Institution to ensure fellows have adequate access to food, sleep/rest facilities, and lactation facilities, and to ensure appropriate safety and security measures are in place at all participating sites. Interpretations of the requirements for space may depend on the attributes of a participating site and the needs of fellows when assigned to that site.

Sleep/rest facilities and lactation facilities must be secure, clean, and free of vermin.

At different participating sites, there may be differences in how fellows perceive features of sleep/rest facilities (e.g., gender-based use, bunking). There may also be differing expectations for sleep/rest facilities based on the type of assignment (e.g., overnight call, outpatient clinic). Because of site-, program-, and fellow-specific factors, the ACGME does not dictate specifications for the physical space of sleep/rest and lactation facilities beyond the qualities indicated in the requirements and the associated guidance in the associated Background and Intent section. When assessing whether sleep/rest and lactation facilities are substantially compliant with the requirements, Sponsoring Institutions and programs should elicit feedback from the fellows who use them.

Similarly, Sponsoring Institutions and programs may take different approaches to ensuring safety, security, and access to food, depending upon the nature of assignments and the availability of resources at participating sites. It is important for Sponsoring Institutions and programs to obtain fellow input when evaluating these aspects of the clinical learning environment.

When assessing a program's compliance, Review Committees place emphasis on what is reported by the Accreditation Field Representatives, from their interviews and/or observations during a site visit.

I.D.2.c) ...clean and private facilities for lactation that have refrigeration capabilities, with proximity appropriate for safe patient care.

It is critical to acknowledge that the time for graduate medical education often overlaps with the time for starting and raising families. This overlap may serve as a source of stress for fellows.

Rooms for lactation and other personal health care must provide privacy and refrigeration and be close enough to the clinical setting to be of use for the fellows who need them. Therefore, simply using a restroom as a facility for lactation or for

medication administration would not meet the standard of cleanliness. Refrigeration capabilities are essential for storage. In addition, the availability of a computer and telephone will allow fellows, if necessary, to provide continued attention to patient care while attending to their own personal health care needs.

Interpretation of the requirement for “close proximity to clinical responsibilities” is left to the program and institution. The requirements do not dictate a specific distance or a time element for fellows to get from a facility to use to attend to personal health care needs to the clinical location. Instead, Sponsoring Institutions and programs are urged to consider the circumstances. For example, a busy, high-intensity clinical location, such as the intensive care unit, might require the lactation room has immediate access to the patient care area, whereas a less busy, less intense clinical location will not require such proximity. In addition, it is not necessary for the lactation or other personal health care needs facility to be solely dedicated to resident/fellow use.

VI.C.1.d).(1) Fellows must be given the opportunity to attend medical, mental health, and dental care appointments, including those scheduled during their working hours

Regarding fellows having the opportunity to attend medical, mental health, and dental care appointments, including those scheduled during their working hours, fellows should give adequate notice of such appointments whenever possible, and requests should be handled in a professional manner.

Accommodations for Fellows with Disabilities

Programs must work with their Sponsoring Institution to ensure compliance with institutional policies related to fellows' requests for accommodation of disabilities. Common Program Requirements I.D.2. and I.D.2.e) are companions of [ACGME Institutional Requirement IV.H.4.](#), which states that "The Sponsoring Institution must have a policy, not necessarily GME-specific, regarding accommodations for disabilities consistent with all applicable laws and regulations."

Laws and regulations concerning requests for accommodation of disabilities include Title I of the [Americans with Disabilities Act](#) and related enforcement guidance published by the [US Equal Employment Opportunity Commission](#). Other federal, state, and local laws and regulations may apply. It is common for program directors, coordinators, residents, fellows, faculty members, and designated institutional officials to collaborate with the Human Resources or Legal departments, and/or institutional officers/committees to manage requests for accommodations.

Reference Material

Sponsoring Institutions and programs must ensure that fellows have access to medical literature that supports their clinical and educational work. Common Program Requirement I.D.3. is parallel to ACGME Institutional Requirement II.E.2., which states, "Faculty members and fellows must have ready access to subspecialty-specific electronic medical literature databases and other current reference material in print or electronic format."

Review Committee members are aware that the availability of a computer or mobile device with internet access alone may provide access to a wide range of relevant reference material. Many Sponsoring Institutions and programs purchase subscriptions to information resources and services to supplement open access materials. As with other programmatic resources, interpretation of the requirement may depend on unique circumstances of participating sites, programs, faculty members, and fellows. Fellows and faculty members may provide valuable input to Sponsoring Institutions and programs regarding the adequacy of available medical literature resources.

Resources to Support the Number of Residents/Fellows

Programs, in partnership with their Sponsoring Institutions, must ensure there are resources to support the number of fellows appointed. If a program fails to demonstrate it has the capacity to provide each fellow with a sufficient educational experience, a Review Committee may reduce that program's approved complement ([ACGME Policies and Procedures](#), Section 19.500).

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

I.E. *A fellowship program usually occurs in the context of many learners and other care providers and limited clinical resources. It should be structured to optimize education for all learners present.*

I.E.1. Fellows should contribute to the education of residents in core programs, if present: ^(Core)

[The Review Committee may further specify]

Background and Intent: The clinical learning environment has become increasingly complex and often includes care providers, students, and post-graduate residents and fellows from multiple disciplines. The presence of these practitioners and their learners enriches the learning environment. Programs have a responsibility to monitor the learning environment to ensure that fellows' education is not compromised by the presence of other providers and learners, and that fellows' education does not compromise core residents' education.

GUIDANCE

Although other learners and advanced practice providers can and frequently do enhance fellow education, there are certainly circumstances in which they interfere with that process. One example of such interference is the interposition of an advanced practice clinician in the communication of an attending physician faculty member and the fellow in such a manner that the fellow does not gain the educational benefit of direct communication with the attending physician faculty member. The presence of fellows from other subspecialties may lead to competition for clinical experiences such as procedures.

Situations of this type frequently involve a degree of intra- or inter-departmental disagreement on educational responsibilities. In the case of advanced care clinicians, they may also impact decisions made by the administration of the clinical site. The designated institutional official and Graduate Medical Education Committee may be very helpful to the involved program(s) in arriving at an equitable and mutually beneficial solution to the issue.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

II. Personnel

II.A. Program Director

II.A.1. There must be one faculty member appointed as program director with authority and accountability for the overall program, including compliance with all applicable program requirements. ^(Core)

II.A.1.a) The Sponsoring Institution’s GMEC must approve a change in program director. ^(Core)

II.A.1.b) Final approval of the program director resides with the Review Committee. ^(Core)

Background and Intent: While the ACGME recognizes the value of input from numerous individuals in the management of a fellowship, a single individual must be designated as program director and made responsible for the program. This individual will have dedicated time for the leadership of the fellowship, and it is this individual’s responsibility to communicate with the fellows, faculty members, DIO, GMEC, and the ACGME. The program director’s nomination is reviewed and approved by the GMEC. Final approval of program directors resides with the Review Committee.

GUIDANCE

The Review Committees want to help programs succeed. One essential element of program success is having a qualified individual as program director. Based on years of cumulative experience both with programs that are successful and those that are not so successful, many Review Committees have developed minimal qualifications for program directors in a subspecialty. Although a proposed program director has already been approved by the Sponsoring Institution's Graduate Medical Education Committee (GMEC), final approval rests with the Review Committee.



What does this look like in the Accreditation Data System (ADS)?

For appointment of a new program director, the Sponsoring Institution's GMEC must first approve the change. Following approval by the GMEC, the designated institutional official will enter the recommendation into the ACGME's Accreditation Data System (ADS), and the following message will appear on the ADS page:

The Designated Institutional Official (DIO) can replace the Program Director (PD) contact. Replacing a PD will disable their ADS access. An auto-generated email notification containing the new PD's username and password will be sent after saving the record. The new contact information is immediately reflected in ADS and on the public ACGME website.

To update the Program Director:

1. Log into the Sponsoring Institution's ADS account with a DIO login.
2. Go to the **Sponsored Programs** tab and locate the program where you'd like to replace the PD.
3. On the former director record, click **Replace**.
4. Follow prompts to add/update information.

2. Director Profile Information

Salutation:

First Name:
Middle Initial:
Last Name:
Suffix:

Degrees:

Title:

Phone Number Extension

Mobile Phone

Email

Date first appointed director

Year First Started Teaching in GME

Term length

Date first appointed faculty in this program

DIO Comments
 These comments will be sent to the new Program Director.

Rationale for Program Director Change
 Provide a rationale for the change in Program Director (e.g., previous Program Director has retired, etc.).

Program Director subject to RC approval

In addition, ADS will generate a letter to the program as follows:



ADS NOTICE: Program Director Change Completed [xxxxxxxxxx]

The program listed below has completed a program director change in ADS.

- Program:** [xxxxxxxxxx] – Program Name
- Sponsor:** [xxxx] – Sponsor Name
- New PD:** New PD Name
- Former PD:** Former PD Name

Check with the applicable Review Committee staff members to confirm whether a new program director appointment has been approved.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

Common Program Requirement:

II.A. Program Director

II.A.2. The program director must be provided with support adequate for administration of the program based upon its size and configuration. *(Core)*

[The Review Committee must further specify]

[The Review Committee may further specify regarding support for associate program director(s)]

Background and Intent: Twenty percent FTE is defined as one day per week. [This number will be modified to fit the level of support specified by the Review Committee] “Administrative time” is defined as non-clinical time spent meeting the responsibilities of the program director as detailed in requirements II.A.4.-II.A.4.a).(16). The requirement does not address the source of funding required to provide the specified salary support.

GUIDANCE

Full-Time Equivalent, Percent Effort, and Hours per Week

For the purpose of this requirement, one program director full-time equivalent (FTE) is equal to 40 hours per week dedicated to the program director role. Twenty percent of a program director's work effort (or 0.2 FTE) is therefore equal to eight hours per week of non-clinical work that a program director devotes to the program.

Non-Clinical Time

Non-clinical time devoted to program administration, also referred to as "administrative time," is defined as non-clinical time spent meeting responsibilities of the program director as detailed in Common Program Requirements [II.A.4.-II.A.4.a\).\(16\)](#).

Protected Time

One way to demonstrate substantial compliance with this requirement is to establish and document at least eight hours per week of "protected time" for the program director during regular business hours. Protected time is an accommodation that allows program directors to devote most or all their efforts to the program, with limited or no responsibilities for patient care or clinical supervision. Program directors, regardless of specialty, require defined protected time to perform the many non-clinical responsibilities of leading and managing the program.

The parameters of protected time are sometimes specified in agreements that determine compensation and other terms of program directors' appointments.

Salary Support and Sponsoring Institutions

A Sponsoring Institution is not necessarily the entity that provides salary support directly to a program director, and in many cases, a program director's employer is not a Sponsoring Institution. However, each accredited Sponsoring Institution is accountable to the ACGME's Institutional Review Committee for ensuring that program directors receive salary support in substantial compliance with this requirement, even when the Sponsoring Institution does not provide a program director's compensation (ACGME Institutional Requirements II.B., II.B.1. – see below).

[Related Institutional Requirements:](#)

- II.B. [Program Administration: The Sponsoring Institution, in partnership with each of its ACGME-accredited programs, must ensure the availability of adequate resources for resident/fellow education, including:](#)
 - II.B.1. [financial support and protected time for the director\(s\) to effectively carry out educational administrative, and leadership responsibilities, as described in the Institutional, Common and specialty-subspecialty-specific Program Requirements;](#) ^(Core)



What does this look like in the Accreditation Data System (ADS)?

To enter the program director's information, select from the drop-down list of active faculty members, select the program director's name, and enter the information, accordingly, as shown in the screenshots below. The fields will be pre-populated if the information has previously been entered. (Disregard response selections.)

General Information

Salutation:

First Name: Middle Initial: Last Name: Suffix:

Convert to Non-Physician

Degrees:

Program Specific Title:

Email address for communicating with ACGME:

National Provider ID:

Primary Institution: 

Date First Appointed Faculty Member in this program:

Date Left Program or Made Inactive:

Year Started Teaching in this Specialty (Anesthesiology):

Year Started Teaching in Graduate Medical Education (GME):

Define the faculty member's role in the program with regard to Osteopathic Recognition:

Program faculty members provide specialty/subspecialty education to residents in the program and are subject to the faculty requirements established in the program requirements for the specialty/subspecialty.

Osteopathic faculty members provide osteopathic education to designated osteopathic residents and are subject to the osteopathic faculty requirements established in the Osteopathic Recognition Requirements.

Some faculty members may fulfill both roles.

Is this faculty member core?

- Yes
 No

Is also Chair of Department?

- Yes
 No

Medical School

Type of medical school:

Available Medical Schools:

Medical School Graduation Year:

Other School Name:

Percent of FTE Salary Support – Program Directors

Programs must provide information on the percent of salary support (percent FTE) allocated to the program director for non-clinical time to devote to administration of the program.

Percent of FTE Salary Support – Associate Program Directors

If applicable, programs must provide information on the percent of salary support (percent FTE) allocated to the associate program director(s) for non-clinical time to devote to administration of the program.

What percent of FTE salary support is allocated to the program director for non-clinical time devoted to the administration of this program?

What percent of FTE salary support is allocated to the associate program director(s) for non-clinical time devoted to the administration of the program?
If not applicable, enter "0" in the response.

What percent of FTE salary support is allocated to the program coordinator for time devoted to the administration of this program?

Programs currently provide faculty certification data through manual entry. The ACGME can now provide Certification from the Source (via an agreement with the American Board of Medical Specialties). The American Osteopathic Association (AOA) will also be added to ADS, which will provide similar AOA certification data. The ACGME plans to phase out the manual entry of faculty certification data and provide automated data from Certification from the Source from the ABMS and AOA (when available). Faculty certification will be updated monthly. Refer to the following screenshot to see how this is displayed in ADS.



faculty certification information is frequently incomplete or

Specialty Certification Manual Data Entry

Certification T Edit Delete Up Down

Specialty:

Other Specialty:

Original Certification Year:

Certification Status:

[+ Add](#)

The following information is imported from ABMS and is subject to change. Last updated: 7/1/2021

The ACGME plans to eventually phase out the manual entry of faculty certification data and use information provided by ABMS. During this transition, use the information below to verify data entry of certification data.

Board Name	Board Name	Certification Status	Board Duration Type	Board MOC Requirement Type	Initial Certification Date	Certificate Start Date	Certificate End Date

- Data imported monthly from ABMS. Date of last import listed above.
- Data is matched to each faculty using name, National Provider ID (NPI), date of birth and medical school graduation year.
- If the information provided by the program is entered incorrectly, no ABMS match will occur or the match may be inaccurate.
 - If the table displays no information, no ABMS match was found.
- If faculty recently obtained new certification or updated their certification status, the ABMS information may not appear until the next monthly import.
- If a faculty member is new to the ACGME database, ABMS certification data will appear here within 24 hours.

This information is proprietary data maintained in a copyrighted database compilation owned by the American Board of Medical Specialties.
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REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

II.A.3. Qualifications of the program director:

II.A.3.a) must include subspecialty expertise and qualifications acceptable to the Review Committee; ^(Core)

[The Review Committee may further specify]

II.A.3.b) must include current certification in the subspecialty for which they are the program director by the American Board of _____ or by the American Osteopathic Board of _____, or specialty qualifications that are acceptable to the Review Committee; ^(Core)

[The Review Committee may further specify acceptable subspecialty qualifications or that only ABMS and AOA certification will be considered acceptable]

[The Review Committee may further specify additional program director qualifications]

GUIDANCE

Some Review Committees will *only* accept certification in the appropriate specialty/subspecialty by an American Board of Medical Specialties member board or the American Osteopathic Association for a program director. Other Review Committees will accept other qualifications for the program director under particular circumstances. These may include a “board eligible” status, fellowship in the Royal College of Physicians and Surgeons of Canada, certification by other international bodies, or tenure in rank as a faculty member.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

II.A.4. Program Director Responsibilities

The program director must have responsibility, authority, and accountability for: administration and operations; teaching and scholarly activity; fellow recruitment and selection, evaluation, and promotion of fellows, and disciplinary action; supervision of fellows; and fellow education in the context of patient care. ^(Core)

GUIDANCE

Simply put, the program director is *the* person who is ultimately responsible for the program.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

II. Personnel

II.A Program Director

II.A.4. Program Director Responsibilities

The program director must have responsibility, authority, and accountability for: administration and operations; teaching and scholarly activity; fellow recruitment and selection, evaluation, and promotion of fellows, and disciplinary action; supervision of fellows; and fellow education in the context of patient care. *(Core)*

II.A.4.a) The program director must:

II.A.4.a).(1) be a role model of professionalism; *(Core)*

Background and Intent: The program director, as the leader of the program, must serve as a role model to fellows in addition to fulfilling the technical aspects of the role. As fellows are expected to demonstrate compassion, integrity, and respect for others, they must be able to look to the program director as an exemplar. It is of utmost importance, therefore, that the program director model outstanding professionalism, high quality patient care, educational excellence, and a scholarly approach to work. The program director creates an environment where respectful discussion is welcome, with the goal of continued improvement of the educational experience.

II.A.4.a).(2) design and conduct the program in a fashion consistent with the needs of the community, the mission(s) of the Sponsoring Institution, and the mission(s) of the program; *(Core)*

Background and Intent: The mission of institutions participating in graduate medical education is to improve the health of the public. Each community has health needs that vary based upon location and demographics. Programs must understand the social determinants of health of the populations they serve and incorporate them in

the design and implementation of the program curriculum, with the ultimate goal of addressing these needs and health disparities.

- II.A.4.a).(3) administer and maintain a learning environment conducive to educating the fellows in each of the ACGME Competency domains; ^(Core)

Background and Intent: The program director may establish a leadership team to assist in the accomplishment of program goals. Fellowship programs can be highly complex. In a complex organization the leader typically has the ability to delegate authority to others, yet remains accountable. The leadership team may include physician and non-physician personnel with varying levels of education, training, and experience.

- II.A.4.a).(4) develop and oversee a process to evaluate candidates prior to approval as program faculty members for participation in the fellowship program education and at least annually thereafter, as outlined in V.B.; ^(Core)

- II.A.4.a).(5) have the authority to approve program faculty members for participation in the fellowship program education at all sites; ^(Core)

- II.A.4.a).(6) have the authority to remove program faculty members from participation in the fellowship program education at all sites; ^(Core)

- II.A.4.a).(7) have the authority to remove fellows from supervising interactions and/or learning environments that do not meet the standards of the program; ^(Core)

Background and Intent: The program director has the responsibility to ensure that all who educate fellows effectively role model the Core Competencies. Working with a fellow is a privilege that is earned through effective teaching and professional role modeling. This privilege may be removed by the program director when the standards of the clinical learning environment are not met.

There may be faculty in a department who are not part of the educational program, and the program director controls who is teaching the residents.

GUIDANCE

II.A.4.a).(1) [The program director must:] be a role model of professionalism

The intent of this section is to emphasize the importance of program director and faculty member leadership as noted in the associated Background and Intent. This includes role modeling professionalism, high quality patient care, educational excellence, and a scholarly approach to work.

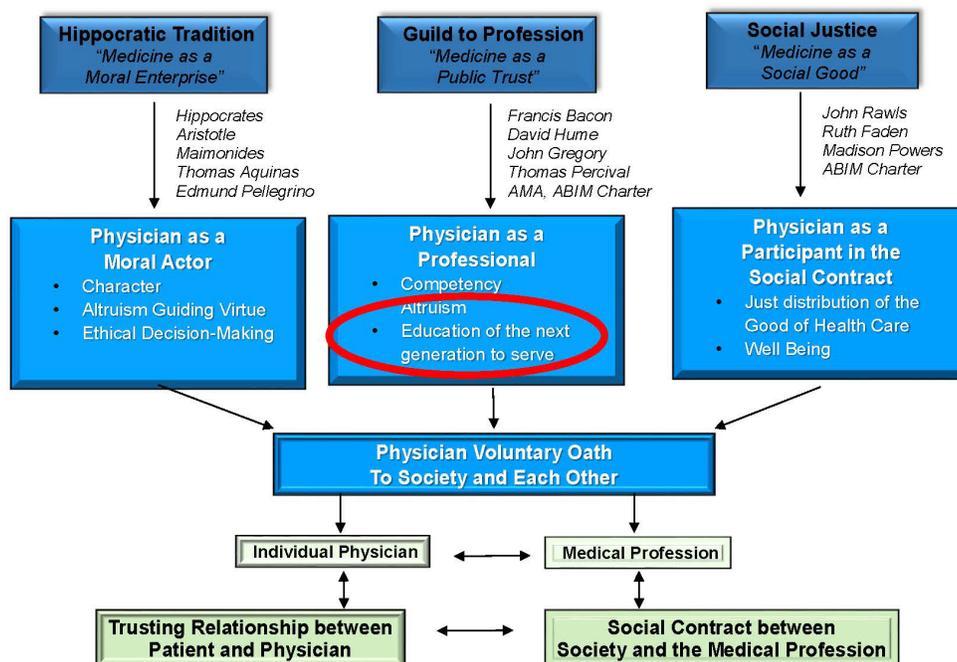
Leadership

The concept of program director and faculty leadership takes many forms and is important regardless of a program's size. The designation of faculty leadership can be a formal or an informal process, but what is most important is the composition of this group. The faculty leadership group can be composed of physicians and non-physicians who know the fellows well, have frequent interactions with them, and most importantly, can serve as role models in clinical care, professionalism, and scholarship. In addition, they can serve as a sounding board for the program director and help shape the program.

As ACGME President and CEO Dr. Thomas J. Nasca stated (2015):

“The philosophical roots of professionalism include the Hippocratic tradition of medicine as a moral enterprise; the transition of medicine from guild to profession with a commitment to competence, altruism, and public trust; and *the responsibility of the profession to prepare the next generation of physicians to serve the public.*”

The following schematic provides and overview of Dr. Nasca's thoughts:



Mentorship

While there are many articles that define and describe mentoring and mentorship, a number of characteristics constitute this relationship. Mentorship is a long-term relationship between a more senior person (mentor) and a less experienced person (mentee). While both benefit from the relationship, it is generally established for the betterment of the mentee. According to Sambunjak and Marusic (Sambunjak, Dario, and Ana Marušić. "Mentoring." *JAMA* 302, no. 23 (2009): 2591. <https://doi.org/10.1001/jama.2009.1858>), mentorship includes three components: 1) helping mentees acquire and integrate new learning; 2) managing a personal aspect of transitional states; and 3) maximizing the mentee's potential to become a fulfilled and achieving practitioner. Mentorship therefore helps keep the promise that a physician makes to educate the next generation of physicians to serve patients.

Tjan (Tjan, Anthony K. "What the Best Mentors Do." *Harvard Business Review*, December 5, 2017. <https://hbr.org/2017/02/what-the-best-mentors-do>.) interviewed scores of leaders and concluded that successful mentors have four characteristics: 1) they put the relationship before the mentorship; 2) they focus on character rather than competence and on shaping character, values, self-awareness, empathy, and capacity for respect; 3) they "shout loudly with optimism, and keep quiet with cynicism;" and 4) they are more loyal to their mentees than to the companies.

In-Text and Additional References

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This is from a speech given by Dr. Michael LaCombe, a physician who has dedicated his life to education in the importance of mentorship and bedside teaching, delivered at the William Morgan Teaching Symposium at the University of Rochester, July 1989:

In a hospital cafeteria, two residents were arguing over lunch. Oblivious to the high-tech plastic and steel surrounding them, they were locked in a heated, and unwinnable battle: what was the single most important discovery in the history of medicine? Understand that these were modern doctors with fashionable ideas and a trendy impatience with history. They had long since discarded Harvey's dissections, Morton's anesthesia, and Koch's postulates. The first resident, a latter-day traditionalist, argued for the discovery of antibiotics. Eating his salad with his fingers in a grand display of entitlement, he began his argument: "There is no doubt that the dawn of the antibiotic era is indisputably the beginning of modern medicine. Domagk's sulfonamides, Waksman's streptomycin, Fleming's

penicillin, all gave physicians something more to do than simply monitor the dying patient. Antibiotics gave us credibility, a bona fide raison d'être. And beyond that, their discovery has spawned the whole discipline of infectious disease, whose premise, the treatment of disease by biochemical means, has in turn fathered other disciplines as well." Eminently pleased with himself, he leaned back in his chair.

The second resident, more modernistic than the first prided himself on his intuitive leaps and lateral thinking. He could hardly settle for any such simplistic solution from history as his colleague had proposed. His cleverness made him positively bubble forth. "Antibiotics are important and they have their place, but they are so crude. Consider their toxicity, the emergence of resistance and the very enigma of AIDS. Antibiotics are merely an interim measure. No my friend, you miss the obvious." In fact, he believed that his solution was not all that obvious, but understatement would magnify his own genius. "The discovery of the computer is the Rosetta stone for medicine. Regard the computer's application in medical research.

Think of the microchips used in autoanalyzers, in monitoring devices, and in nuclear scanning. Consider what the CT scan has done just in the field of neurology alone. And that only scratches the surface. We can implant microchips in occipital lobes to enable the blind to see. We can use microchips in electronic limbs for amputees. And imagine the microprocessor-coordinated cochlear implants for the deaf, artificial kidneys and programmable pacemakers.

Even genetic engineering depends upon computers to direct genetic analyses and sequencing." Enough was enough. He had won and he knew it. He now sat back smugly.

At the end of their table sat an old man in a long white coat. He too ate his salad with his fingers. He had forgotten his fork. To this elderly physician, the first resident appealed: "What do you think sir? He asked condescendingly. What would you consider medicine's greatest achievement?" The old man returned a leaf of lettuce to his salad bowl, wiped his fingers with a napkin and considered both residents with absent regard. He began to speak, reconsidered, and looked away and out the windows, and then remembered that he had been asked a question.

"You are both correct as far as you go, which isn't very far, which therefore makes you both wrong, I suppose. And the correct answer to your question may be found really in your asking me, or in your need of asking me, rather more correctly, and in my compulsion to answer you, or rather history's compelling me to do so, more exactly."

Alzheimer's, thought the first resident. Korsakoff's, thought the second resident. But the old man only munched on a celery stalk, looked away briefly as if to

summon his facilities, and then turned his attention to his salad again. Huh? Asked the first resident. I beg your pardon, asked the second.

“The mentor” whispered the old man. What? Both residents replied in unison. The old gentleman wiped his lips, placed both hands on the table, stared off, and began.

“The mentor is medicine’s single greatest achievement, though no one set out to invent this idea to win any prize. It started, I am sure, long before Hippocrates, though he’s gotten most of the press for it. But just stop and consider Hippocrates himself. There he is sitting in his robe, surrounded by colonnades, fist under his chin, lounging on some piece of marble. Through observation, by sheer power of thought he’s trying to make a science out of what had been only magic and religion. Pretty soon he has a group of young people sitting around him as well, all wanting to learn what he, Hippocrates knows to be important. So he teaches them all he knows, which is what you’re supposed to do when you’re a mentor. And then he sends them out into the world. They teach others in turn, each of them becoming a mentor for students as Hippocrates had been for them. And everywhere they go, teaching students, treating patients, as Hippocrates had taught them to do. Hippocrates is right there at their elbows, making sure they do it the right way, and with style.

And so it goes through history – from Aristotle to Herophilus, from Galen to Vesalius, Bernard, Pasteur, Whipple, and...well, you know history as well as I do.” The old man continued. “Look what happens with this mentor business. You have teachers each with students numbering in the thousands, all linked with each other down through the ages – forming a vast, dendritic coalescence of medical knowledge. Why, you have to be proud just to belong to it, just to be allowed to pass on a few bits and pieces of information yourself! You begin to think of yourself as some living page out of a grand medical textbook. And what happens to those young doctors when they are adrift in the world? Do their mentors desert them? Not on your life! A student meets a patient with congestive heart failure, and old man Withering is right there with him, telling him how much foxglove to grind up. Or a young doctor is dealt a baffling case, with an endless array of signs and symptoms, and all of a sudden Sydenham is sitting on her shoulder, making sure she takes down the patient’s history correctly and that the observations are precisely made.

And so it’s been for me these long years. I’ve carried my mentor everywhere. If I get sloppy, I wonder “what would he think of me now?” And if I am in a tight spot clinically, he prods me back to the literature. When I am impatient with my patients, I remember his patience with me. When I’m asked to teach, I do so willingly because that is what he did. When I begin to doubt myself, I remember his belief in me. And if I am ready to quit, I can see him standing there before me in his long white coat with stern look and stethoscope, and I go on.

What has he been for me, this mentor of mine? He's been like a father to me, but more than a father. He has been my companion in medicine, to help me through the loneliness that medicine can bring and to share with me the joy that medicine can be. My mentor has, through me and those of my students cared decently and compassionately for countless patients. When I have cured a patient or two, why, so has he. And so has Cushing and Koch before him. Yes sir, the mentor is medicine's best invention. All of us doctors need one. That's what it's all about. I hope you boys have one yourselves."

The old man stopped, looked off, and smiled at some distant memory. The residents at the next table had turned to listen to him as well. The old man got up to leave, nodding to them all. He had a gleam in his eye, a radiance about him. He straightened his shoulders, raised his chin and turned with a quote: "Observation, reason, human understanding, courage – these make the physician. Men must be taught as if you taught them not, and things unknown proposed as things forgot." Now the old man turned back to the two residents at his table, nodded to them, put his head down and turned to walk away. Suddenly he remembered a final quotation and turned back to them all with a smile: "A man who is not fond of students and who does not suffer their foibles gladly, misses the greatest zest in life." With a hand to his breast, the old man gave a slight bow, turned, and shuffled away.

Humanism

Humanism in health care is characterized by a respectful and compassionate relationship between physicians and their patients. It reflects attitudes and behaviors that are sensitive to the values and the cultural and ethnic backgrounds of others. The humanistic health care professional has two key attributes: altruism and empathy. Chou et. al stated that "Humanism in medicine combines scientific knowledge and skills with respectful, compassionate care that is sensitive to the values, autonomy and cultural backgrounds of patients and their families" (Chou et al. 2014).

Evidence demonstrates that compassion and empathy are critical components of good medicine. When provided with humanistic care, patients are more likely to adhere to their treatment regimens, and this adherence makes it more likely that they adhere to preventive practices and may heal more quickly. Studies indicate that the characteristics of humanism can be taught. While Chou et. al acknowledged this, they sought to determine how humanism can be maintained in a world of increasing demands and technologies. They interviewed faculty members in internal medicine who had been identified by the residents to be excellent role models for humanism. They found three themes: 1) *attitudes* needed to sustain humanism included humility, curiosity, standard of behavior ("I treat patients the way I would want to be treated"), importance for the patient, importance for the physician (joy in caring for patients), and more than just the disease ("my role is being there with and for the patient"); 2) *habits* included self-reflection, seeking a connection with the patients, teaching/role modeling ("knowing that

I'm responsible not just for the patients in front of me, but modeling how my students and residents are going to treat their patients.”), balance, and mindfulness and spiritual practices; and 3) humanism and maintenance of humanism in medical practice takes effort. Many of the physicians interviewed noted that humanism takes deliberate, intentional work, and identified the need for environmental support. While one may conclude that the work that goes into deliberative practice of humanism imposes additional workload on physicians that leads to burnout, the physicians in the study believed that humanism, as represented by the joy in caring for patients and educating residents, actually was a deterrent to burnout.

In-Text and Additional References

Chou, Carol M., Katherine Kellom, and Judy A. Shea. 2014. “Attitudes and Habits of Highly Humanistic Physicians.” *Academic Medicine* 89, no. 9: 1252-58.
<https://doi.org/10.1097/acm.0000000000000405>.)

Montgomery, Lynda L, Sana Loue, and Kurt C Stange. 2017. “Linking the Heart and the Head: Humanism and Professionalism in Medical Education and Practice.” *Family Medicine* 49, no. 5: 378-83.
<https://www.stfm.org/FamilyMedicine/Vol49Issue5/Montgomery378>

II.A.4.a).(2) [The program director must:] design and conduct the program in a fashion consistent with the needs of the community, the mission(s) of the Sponsoring Institution, and the mission(s) of the program

The aim of the requirement is to bring intentionality to the development, design, and implementation of each fellowship program in consideration of the needs and desires of its stakeholders. It is probably not realistic for a small program based in a critical access hospital to hold as its mission the production of the next generation of physician scientists. Likewise, it is probably not realistic for a program based in a very large quaternary referral hospital in a major metropolitan area to hold as its mission the production of physicians who will bring care to medically underserved areas.

It is probably accurate to assume that most programs have not in the past developed and clearly articulated their mission with the input of the communities they serve, their fellows, their Sponsoring Institution, and others. Although the process may prove to be time consuming, it will likely prove rewarding for all involved. Once developed, the mission of the program should periodically be reevaluated for potential improvement, again incorporating input from stakeholders.

Defining Program Aims

- Set aims as part of self-identified annual improvement process
 - Who are our fellows?
 - What do we prepare them for?
 - Academic practice
 - Leadership and other roles
 - Who are the patients/populations we care for?

Fellow participation is critical:

After all, they are the beneficiaries of the educational program

- They have firsthand knowledge of areas that need improvement (they are in the trenches)
- Double benefit:
 - Fellows help improve their own education.
 - Fellows' participation in "educational QI effort" can be used to meet the requirement for fellow involvement in quality and safety improvement.

Examples of Program Aims

1. Provide a comprehensive two-year curriculum to enable fellows to learn secondary and tertiary care skills in all settings
2. Educate fellows to be excellent practitioners of pain medicine in a multidisciplinary team model
3. Train individuals with expertise in population health and serving medically underserved
4. Produce excellent, independent practitioners who will be local and national leaders, and for academic careers

Benefits of Defining Program Aims

1. Suggests a relevant dimension of the program
 - What kinds of graduates do we produce for what kinds of practice settings and roles?
2. Allows for a more "tailored" approach to creating a learning environment
 - a. Focusing on specific aims can produce highly desirable "graduates" that match patient and health care system needs (Hodges 2010).
3. Enhances the focus on functional capabilities of graduating fellows
 - Fits with a Milestones-based approach to assessment

II.A.4.a).(5)-(7) [The program director must:] have authority to approve/remove program faculty members or remove fellows from supervising interactions and/or learning environments that do not meet the standards of the program

II.A.4.a).(5)-(7): These requirements provide the program director with the authority to evaluate and approve program faculty members for participation in the education of fellows. This applies to faculty members at both the primary clinical site and at participating sites. It is important that faculty members who participate in the education of fellows are interested in, and dedicated to the fellowship program.

II.A.4.a).(6): The requirement that the program director have the authority to remove program faculty members from participation in the fellowship program at all sites is often misunderstood. This requirement *does not mean* that the program director can terminate the employment of a faculty member. *What it does mean* is that the program director has the authority to remove a faculty member from the teaching service. For example, if a faculty member on the teaching service is consistently reported as being

unable to, or refuses to teach, berates the fellows, and is generally not available for educational activities, the program director may decide to remove the faculty member from the teaching service. However, the faculty member may still continue with other clinical and administrative responsibilities within the department as delineated by the department chair.

II.A.4.a).(7): The program director has the authority to remove fellows from supervising interactions and/or learning environments that do not meet the standards of the program. For example, fellows might be assigned to a participating site for a one-month rotation, where they report that they are only there to provide service. Faculty members at the site do not provide supervision, evaluation, or education and are not available for teaching. The program director may decide to discontinue the rotation and have the fellows rotate to another participating site that can provide the educational experience.

Processes for Raising Concerns, Providing Feedback, and Submitting Grievances

See [Common Program Requirements II.A.4.a\).\(13\) to \(13\).a.](#)

In-Text Reference

Hodges, Brian David. 2010. "A Tea-Steeping or i-Doc Model for Medical Education?" *Academic Medicine* 85. <https://doi.org/10.1097/acm.0b013e3181f12f32>.)

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

II. Personnel

II.A Program Director

II.A.4. Program Director Responsibilities

The program director must have responsibility, authority, and accountability for: administration and operations; teaching and scholarly activity; fellow recruitment and selection, evaluation, and promotion of fellows, and disciplinary action; supervision of fellows; and fellow education in the context of patient care. *(Core)*

II.A.4.a) The program director must:

II.A.4.a).(8) submit accurate and complete information required and requested by the DIO, GMEC, and ACGME; *(Core)*

GUIDANCE

The submission of incomplete and/or inaccurate information by a program is likely one of the most common citations given by the Review Committees. Examples include:

1. A Program Letter of Agreement (PLA) is non-existent, outdated, does not have the appropriate components, lacks requisite signatures, or doesn't include a listing of participating sites
2. Incorrect block diagram
3. Program director and faculty member qualifications are inadequate or missing information
4. Incorrectly completed curriculum vitae or Faculty Roster
 - a. Board certification status
5. Scholarly activity information left blank
6. Inadequate responses to citations
7. Lack of goals and objectives, or goals and objectives that are not level- or rotation-specific
8. Inappropriate levels of supervision
9. Missing clinical experience information (no patient data)
10. Accreditation Field Representative had to spend a significant amount of time during an accreditation site visit to make clarifications, corrections, and look for missing information.

The ACGME created three brief videos to help with: 1) creating a block diagram; 2) responding to citations; and 3) providing information for scholarly activity.

Review this video on [Avoiding Common Errors in the ADS Annual Update-Creating an Effective Block Schedule Video](#)

Total Viewing Time: 9 minutes



Click on the picture above to be directed to the video

Block Diagrams

When preparing an application for a new program within the ACGME's Accreditation Data System (ADS), instructions are provided for completing a block diagram. Note that the block diagram may need to be updated to reflect future changes in the program.

Guide to Construction of a Block Diagram

A block diagram is a representation of the clinical and educational experiences of a fellow in a given post-graduate year. It offers information on the type, location, length, and variety of rotations for that year. The block diagram shows the rotations a fellow would have in a given year; it does not represent the order in which they occur. There should be only one block diagram for each year of education. The block diagram should not include fellow names.



What does this look like in the Accreditation Data System (ADS)?

While all the screenshots below indicate “resident” or specialty information, “fellow” or subspecialty information is presented when a fellowship program is entered.



NOTE that the ADS format may change to reflect updates to the Common Program Requirements

Guide to Construction of a Block Diagram

A block diagram is a representation of the rotation schedule for a resident in a given postgraduate year. It offers information on the type, location, length, and variety of rotations for that year. The block diagram shows the rotations a resident would have in a given year; it does not represent the order in which they occur. There should be only one block diagram for each year of education. The block diagram should not include resident names.

- Create and upload a PDF of your program's block diagram using the information below as a guide.
- Two common models of the block diagram exist: the first is organized by month; the second divides the year into 13 four-week blocks. Rotations may span several of these time segments, particularly for subspecialty programs. Both models must indicate how vacation time is taken. This can be done by allocating a time block to vacation, or by indicating this in a “Notes” section accompanying the block diagram. Examples of other less common models are also provided below.

- In constructing the block diagram, include the **participating site** in which a rotation takes place, as well as the **name of the rotation**. If the name of the rotation does not clearly indicate the nature of the rotation, then clarifying information should be provided as a footnote to the block diagram or elsewhere in the document.
- **Group the rotations by site.** For example, list all of the rotations in Site 1 first, followed by all of the rotations in Site 2, etc. The site numbers listed in the Accreditation Data System (ADS) should be used to create the block diagram.
- When “elective” time is shown in the block diagram, the choice of elective rotations available for residents should be listed below the diagram. Elective rotations do not require a participating site.
- Clinical rotations for some specialties may also include structured outpatient time. For each rotation, the percentage of time the resident spends in outpatient activities should be noted.
- Clinical rotations for some specialties may also include structured research time. The fourth line of the schedule should be used to represent the percentage of time devoted to structured research on a clinical rotation. If a block is purely research, it should be labeled as such, and should *not* be associated with a participating site.
- If needed, additional information to aid in understanding your program’s block diagram may be entered in a “Notes” section at the end of the Block Diagram Data Collection Form.

Block Diagram
Complete ▼

The last diagram that the ACGME has on file for your program is from August 10, 2021. You can view the file by clicking the uploaded file below, or you can upload a new PDF block diagram using the upload tool below.

Instructions/Sample >

Common Instructions: Provide a block diagram for each year of training in the program. The number of block rotation months should align with the list of participating sites in ADS. Specialty-specific instructions may also be available. If there are specialty-specific instructions available for your specialty, please click the *Specialty Instruction* link and follow the steps accordingly.

Osteopathic Recognition Instructions (if applicable): Update the block diagram to include where OPP is integrated into the curriculum. The block diagram should specifically identify where and when the following experiences are integrated, if applicable: osteopathic education/experience in the clinical setting, osteopathic clinic (either OMT clinic or integrated specialty clinic), and osteopathic didactics/labs. It may be best to indicate osteopathic experiences on the block diagram through the use of symbols and an associated legend. This will become the new block diagram for the program, so ensure that it continues to reflect the experience of all residents in the program, not just designated osteopathic residents. Programs are encouraged to utilize the [Block Diagram Guide for Osteopathic Recognition](#) when updating the program's Block Diagram to identify when and where osteopathic experiences occur in the curriculum.

ACGME Rural Track Program Instructions (if applicable): Refer to the [ACGME Rural Track Program designation web page](#) for instructions.

Uploaded File: 156482107020210810221555BlockDiagram.pdf
Date Uploaded: August 10, 2021

📎 **Select a file to upload**

Allowed File Type(s): .pdf Max Size: 10 MB

📤 Upload

Sample Block Diagrams

Block Diagram 1 ⁽¹⁾ In this example, the year's rotations are divided into 12 (presumably one-month) clinical rotations. Rotations may include structured outpatient or research time and electives.

Block	1	2	3	4	5	6	7	8	9	10	11	12
Site	Site 1	Site 2	Site 2	Site 2	Site 2	Site 3	Site 3					
Rotation Name	Wards	Wards	ER	CCU	ICU	Wards	ER	ICU	Clinic	Wards	Clinic	Elec/Vac
% Outpatient	20	20	100	0	0	40	100	0	100	20	100	
% Research	0	0	0	0	0	0	0	0	0	0	0	

Block Diagram 2 ⁽¹⁾ In this example, the year's rotations are divided into 13 equal (presumably four-week) clinical rotations. Rotations may include structured outpatient or research time, and electives.

Block	1	2	3	4	5	6	7	8	9	10	11	12	13
Site	Site 1	Site 2	Site 2	Site 2	Site 2	Site 3	Site 3	Site 3					
Rotation Name	Wards	Wards	ER	CCU	ICU	Wards	Wards	ICU	Clinic	Wards	Wards	Clinic	Elec/Vac
% Outpatient	30	30	100	0	0	20	20	0	100	0	0	100	
% Research	0	0	0	0	0	0	0	0	0	0	0	0	

Block Diagram 3 ⁽¹⁾ In this example, the year's rotations are divided into six blocks of equal duration. One of the blocks is used for an elective, which can be chosen from a list of elective rotations and a vacation month.

Block	1	2	3	4	5	6
Site	Site 1	Site 1	Site 2	Site 2	Site 3	
Rotation Name	CCU	Med. Outpt.	Wards	ER	Wards	Elective/Vacation
% Outpatient	0	100	0	100	0	
% Research	0	0	0	0	0	

Notes Possible electives:
 Cardiology Inpatient Site 1 Pulmonary Disease Inpatient Site 2 Gastroenterology Inpatient Site 3
 Cardiology Outpatient Site 2 Pulmonary Disease Outpatient Site 3 Gastroenterology Outpatient Site 1

Block Diagram 4 ⁽¹⁾ In this example for a subspecialty program, the year's rotations are divided into four equal blocks. Structured research time comprises 40% of the resident's time on the specialty outpatient month. There is one three-month block devoted entirely to research.

Block	1	2	3	4
Site	Site 1	Site 2	Site 2	
Rotation Name	Specialty Outpatient	Specialty Outpatient	Wards	Research
% Outpatient	100	100	0	
% Research	0	40	0	100

(1) In any block diagram, there must be a formal allocation for vacation time. If not shown in the diagram, a "Notes" section must indicate how vacation time is taken.

Note that some of the Review Committees use a specialty-/subspecialty-specific block diagram, and do not accept a common block diagram in ADS. For these specialties, the program will not see the sample block diagram on the right but rather a link to the specialty instructions, per the screenshot below:

The last diagram that the ACGME has on file for your program is from June 26, 2021. You can view the file by clicking the uploaded file below, or you can upload a new PDF block diagram using the upload tool below.

[Specialty Instructions](#) >

[Common Instructions](#): Provide a block diagram for each year of training in the program. The number of block rotation months should align with the list of participating sites in ADS. Specialty-specific instructions may also be available.

[Osteopathic Recognition Instructions \(if applicable\)](#): Update the block diagram to include where OPP is integrated into the curriculum. The block diagram should specifically identify where and when the following experiences are integrated, if applicable: osteopathic education/experience in the clinical setting, osteopathic clinic (either OMT clinic or integrated specialty clinic), and osteopathic didactics/labs. It may be best to indicate osteopathic experiences on the block diagram through the use of symbols and an associated legend. This will become the new block diagram for the program, so ensure that it continues to reflect the experience of all residents in the program, not just designated osteopathic residents. Programs are encouraged to utilize the [Block Diagram Guide for Osteopathic Recognition](#) when updating the program's Block Diagram to identify when and where osteopathic experiences occur in the curriculum.

[ACGME Rural Track Program Instructions \(if applicable\)](#): Refer to the [ACGME Rural Track Program designation web page](#) for instructions.

Uploaded File: [260051221920201028154232BlockDiagram.pdf](#)

Date Uploaded: June 26, 2021

ADS Annual Update

Program directors receive an email from the ACGME each year with a reminder to perform the required Annual Update in ADS. The screen shows a series of topics with drop-down lists, and the program information indicates the need to upload the current block diagram(s) for the program.

Review Committee Uses for the Block Diagram:

1. To review rotation length(s)
2. To get a summary of time spent in each program site
3. To get a summary of time spent on each rotation type
4. To confirm elective time

The block diagram should clearly illustrate the rotation length (or lengths) used by a program. The rotation length has educational implications in that the longer the rotation, the greater the opportunity faculty members have to observe and assess the fellow to provide more accurate evaluations and more specific feedback. The rotation length also has clinical implications in that shorter rotations result in a greater number of team turnovers.

The block diagram also provides (in probably the most concise format available), a summary statement of how much time a fellow in a given program spends in each of the clinical sites used by that program, and clearly illustrates what specific experiences are gained at each of those sites.

A well done block diagram, then, also illustrates how much *cumulative* time a fellow spends in a particular required clinical experience or subspecialty area through all of the clinical sites used by the program.

Program Uses for the Block Diagram:

1. Help to ensure that Program Requirements are met

2. Help to ensure that certifying board requirements are met
3. May be useful in recruitment

The block diagram helps the program ensure the Program Requirements are being met. Many certifying boards require that candidates have fulfilled certain chronological educational requirements. It may be as simple as a total number of aggregate clinical months. It may also be a detailed requirement for a certain number of months of clinical experience.

A well done block diagram provides potential applicants with a quick but detailed snapshot of what they could expect each year if they entered that particular program.

When a program is contemplating or requesting a permanent increase in its fellow complement, a block diagram created for each of the years anticipated to be required for the transition to the new full complement is extremely useful. In this way, the program can ensure each rotation and clinical site will have an appropriate number of residents or fellows (Goldilocks rule: not too many, not too few, just enough) at any time during the transition. And it can ensure that each resident or fellow completing the program during the transition has met all chronological experience requirements for the applicable certifying board. It also helps the Review Committee understand the local implications of the requested complement increase, and demonstrates to the Review Committee that the program has thought through the implications in detail.

Institutional (DIO) Use for the Block Diagram:

The block diagram provides the Sponsoring Institution and designated institutional official (DIO) with a structure for oversight and information required to plan resources for curricular and other needs.



Rotation schedules are very important to the fellows, the faculty members, and others, but rotation schedules are NOT block diagrams and are not required by the ACGME. A block diagram provides information regarding program plans for fellow experiences in each year of the program, but does not show a rotation schedule for each individual.

A Block Diagram IS:

1. a representation of typical rotations assigned each program year
2. flexible in showing rotation lengths
3. able to show other important information:
 - a. inpatient time on a rotation
 - b. outpatient time on a rotation
 - c. research time on a rotation
 - d. names of site directors
 - e. rotation(s) offering particular required experience(s)

A block diagram shows each of the rotations a fellow will typically be assigned in each post-graduate year of the program. It also shows the amount of time a fellow will spend on each of these rotations, and the clinical sites at which those rotations will occur.

A block diagram is flexible in that it can show rotations as short as one week or as long as several months. It can also be used to convey other important information about the structure of the program.

TIPS:

1. Show program name and number
2. Clearly identify each clinical site
3. Site numbers must be consistent
4. Clearly explain any abbreviations
5. Clearly explain any local jargon
6. Differentiate rotations with the same name
7. Identify rotations for key clinical experience

Curriculum Vitae and Faculty Information

ADS Instructions: The Faculty Roster instructions vary by specialty.

For Specialties and Subspecialties:

List all faculty members who have a role in the education of fellows with competence to instruct and supervise. List the program director first.

All faculty members must:

Be role models of professionalism

- Demonstrate commitment to the delivery of safe, quality, cost effective, patient-centered care
- Demonstrate a strong interest in the education of residents
- Devote sufficient time to the educational program to fulfill their supervisory and teaching responsibilities
- Administer and maintain an educational environment conducive to educating residents
- Regularly participate in organized clinical discussions, rounds, journal clubs, and conferences
- Pursue faculty development designed to enhance their skills at least annually
- Establish and maintain an environment of inquiry and scholarship

Following are screenshots that show data points for faculty information in ADS.

Faculty CV

Personal Information

Name:
Title:
Degrees:
Medical School:
Degree Date:

Graduate Medical Education

Program Name:
Specialty:
From:
To:

Edit

Add

Licensures

State / Province:
Expiration:

Edit

Add

Academic Appointments

Please list the past ten years of academic appointments, beginning with your current position.

Name:
From:
To:

Edit

Add

Concise Summary of Role/Responsibilities in Program

Edit

Current Professional Activities / Committees

Please list up to ten activities and committees within the past five years.

Name:
From:
To:

Edit

Add

Minimum Requirements

The Faculty Roster must list faculty members with specialized expertise in the following specialties and subspecialties: *[Note: The presented list varies according to specialty/subspecialty]*

Faculty Roster: Below are the key terms:

1. **Filtering faculty:** The Faculty tab defaults to all active faculty. To view physicians, non-physicians, core or inactive faculty only, change the filter at the top of the list.
2. **Adding Faculty:** To add faculty (physician or non-physician) - click the "Add Faculty" button. For specialties that use case logs, DO NOT enter attendings on this page unless the attending is also a faculty member. To add case log attendings, click the "Case Log Attendings" button on the right hand side of the screen or go to the "Case Logs tab".
3. **Removing Faculty:** If a faculty member is no longer active in the program, click "Edit" next to the faculty member's name and enter a "Date Left Program". The faculty member will then be moved to "Past/Inactive Faculty".
4. **Sort/Reorder:** To sort physician faculty, click the "Reorder" button. This screen will allow you to sort physician faculty only.
5. **Physician/Non-physician data entry error:** If a faculty member was entered in error as a physician/non-physician, you can convert the faculty member by clicking "Edit" next to the faculty name and clicking the button to "Convert" to physician or non-physician.
6. **Core Faculty:** Core faculty members must have a significant role in the education and supervision of residents and must devote a significant portion of their entire effort to resident education and/or administration, and must, as a component of their activities, teach, evaluate, and provide formative feedback to residents. They support the program leadership in developing, implementing, and assessing curriculum and in assessing residents' progress toward achievement of competence in the specialty. Core faculty members should be selected for their broad knowledge of and involvement in the program, permitting them to effectively evaluate the program.
7. **Chair of Department:** For programs that have a Department Chair, indicate the faculty member who is the Department Chair by clicking "Edit" next to the faculty member's name (or add a new faculty member) and indicate "Yes" for the question "Is also Chair of Department?". This will remove the Department Chair designation for any previously selected faculty member.
8. **Non-physician faculty** roster instructions also vary by specialty, but since non-physicians can be core faculty, please refer to the instructions above.

Core Faculty Members

Faculty members may be designated as **core** at the discretion of the program director. Core faculty members must have a significant role in the education and supervision of fellows and must devote a significant portion of their professional effort to fellow

education and/or administration, and must, as a component of their activities, teach, evaluate, and provide formative feedback to fellows.

*Note that all **core** faculty members listed on this roster are required to complete the annual ACGME Faculty Survey.*

Example of a list for core faculty members:

Name	Core	Degree	Primary Institution	Specialty / Field	No. of Years Teaching in This Specialty / GME
------	------	--------	---------------------	-------------------	---

NOTE: The Faculty Roster itself (on the print-out) varies by subspecialty. For example, some specialties/subspecialties list a breakdown by “hours,” and others do not.

Name	Core	Primary / Site Director Institution	Certification(s)					Years Teaching Specialty / GME	Average Hours Per Week Spent On			
			Certification	Type	Original Year	Status	Expiration Year		Clinical Supervision	Admin	Didactic Teaching	Research
D. Director, MD, PhD (Program Director)	N	7 / N/A	Psychiatry	ABMS Certified	2013	O		8 / 8	0	25	1	5

During the Annual Update

1. Update the program director’s certification information (if applicable).
2. Enter profile information for all physician and non-physician faculty members.
3. Enter all required CV information for physician and for non-physician faculty members (as required by the applicable Review Committee).
4. Complete all information and ensure dates are accurate.
5. Note number limitations for current professional activities, selected bibliography, review articles, chapters, and/or textbooks.
6. For physician and non-physician Faculty Rosters, provide accurate information, including certification, if individuals are designated as “core faculty,” and time spent in the program.

Sample citation language regarding goals and objectives:

The curriculum must include competency-based goals and objectives for each assignment at each educational level, which the program must distribute to fellows and faculty members annually, in either written or electronic form.

The Committee noted that the goals and objectives for the _____ experience were not organized by educational level.

Sample citation language regarding supervision:

Many faculty members do not provide appropriate supervision of fellows in the care of inpatients.

Many of the faculty members on the private teaching service do not provide the appropriate level of supervision to fellows for the care of inpatients. They conduct rounds independent of fellows, do not communicate about patient care, and do not provide a reliable means of contact, all of which are indications of lack of appropriate supervision.

Sample citation language regarding the concern that the Field Representative had to spend a significant amount of time correcting information:

At the time of the site visit, the program had to provide multiple corrections to the Faculty Roster, site listing, and rotation times as reflected in the block diagram. The Committee noted the importance of having accurate data available to the Accreditation Field Representative as not to take away that critical time for correcting accreditation materials.

Review this video on [Avoiding Common Errors in the ADS Annual Update-Responding to Citations Video](#)

Total Viewing Time: 8 minutes



Click on the picture above to be directed to the video

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

II.A.4.a) The program director must:

II.A.4.a).(9) provide applicants who are offered an interview with information related to the applicant’s eligibility for the relevant subspecialty board examination(s); ^(Core)

GUIDANCE

III.A. Fellow Appointments, and III.A.1. Eligibility Requirements

According to the Memorandum of Understanding among the ACGME, American Osteopathic Association (AOA), and Association of American Colleges of Osteopathic Medicine (AACOM), AOA-approved programs completed the transition to ACGME accreditation on June 30, 2020. However, *individuals* who entered into AOA-approved fellowship programs may be affected by the transition for several years *after* 2020. Furthermore, with the transition to a single GME accreditation system, the number of individuals completing ACGME-accredited programs who will be eligible to be certified by AOA boards has exponentially increased. Finally, the Common Program Requirements effective July 1, 2019 expand eligibility for ACGME-accredited fellowship programs to an unprecedented level.

Criteria for eligibility to enter an ACGME-accredited fellowship program is offset by the ACGME and is clearly expressed in the ACGME Common Program Requirements. Eligibility for physician certification in a subspecialty, however, is individually determined by more than 40 different American Board of Medical Specialties (ABMS) and American Osteopathic Association (AOA) boards and can be changed at any time by any of those boards. Accordingly, the ACGME cannot provide accurate, up-to-date, one-stop shopping for the criteria for certification. It is the responsibility of the program director to ascertain for, and convey to an applicant the pertinent eligibility criteria in any given specialty or subspecialty.



The ACGME accredits institutions and programs; it does NOT provide board certification of individuals. Applicants may mistakenly assume that acceptance to an ACGME-accredited program ensures ABMS or AOA board certification eligibility. Program directors MUST make it clear to all applicants through a letter that both parties should sign that this is not the case. See the following sample letter.

SAMPLE LETTER
Eligibility for Board Certification to Applicants to the Program

Date:

To: Fellowship Applicants

Re: Eligibility for Board Certification

Dear:

As part of your application and interview for a potential residency position in our program, this letter is to notify you that this program is accredited by the Accreditation Council for Graduate Medical Education (ACGME) and you meet the ACGME requirements for matriculation in our program.

Most of our fellowship graduates seek board certification from the American Board of _____ or the American Osteopathic Board of _____. Board certification is a separate process from fellowship education and has additional requirements. Some boards require that you complete **all** of your education and training in an ACGME-accredited residency and fellowship. If part of your education occurred in a non-ACGME-accredited program, even if it was approved by the American Osteopathic Association or accredited by the Royal College of Physicians and Surgeons of Canada or the College of Family Physicians of Canada, or if any part of your education occurred in a program with Advanced Specialty Accreditation by ACGME International, there is a possibility that you may not be eligible for board certification upon completion of this program.

It is important that you contact the appropriate certifying board to understand your eligibility for board certification before you accept a fellowship position (if offered) at our institution.

Please contact the American Board of _____ or the American Osteopathic Board of _____ via (website).

I have read this letter and understand the requirements for board certification.

Applicant Name

Applicant Signature/Date

Program Director Name

Program Director Signature/Date

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

II.A.4. Program Director Responsibilities

The program director must have responsibility, authority, and accountability for: administration and operations; teaching and scholarly activity; fellow recruitment and selection, evaluation, and promotion of fellows, and disciplinary action; supervision of fellows; and fellow education in the context of patient care. (Core)

II.A.4.a) The program director must:

- II.A.4.a).(10) provide a learning and working environment in which fellows have the opportunity to raise concerns and provide feedback in a confidential manner as appropriate, without fear of intimidation or retaliation; (Core)
- II.A.4.a).(11) ensure the program’s compliance with the Sponsoring Institution’s policies and procedures related to grievances and due process; (Core)
- II.A.4.a).(12) ensure the program’s compliance with the Sponsoring Institution’s policies and procedures for due process when action is taken to suspend or dismiss, not to promote, or not to renew the appointment of a fellow; (Core)

Background and Intent: A program does not operate independently of its Sponsoring Institution. It is expected that the program director will be aware of the Sponsoring Institution’s policies and procedures, and will ensure they are followed by the program’s leadership, faculty members, support personnel, and fellows.
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- II.A.4.a).(13) ensure the program’s compliance with the Sponsoring Institution’s policies and procedures on employment and non-discrimination; (Core)
- II.A.4.a).(13).(a) Fellows must not be required to sign a non-competition guarantee or restrictive covenant. (Core)

GUIDANCE

Processes for Raising Concerns, Providing Feedback, and Submitting Grievances

There must be both institutional and programmatic processes that support fellows in raising concerns and providing feedback confidentially (see [V.B.1.b. Evaluation of Faculty](#)). Typically, fellows should first attempt to address concerns within their programs. In some programs, junior faculty members or administrators facilitate communication between fellows and program leaders by conveying fellows' confidential concerns and feedback. Programs may also solicit fellows' concerns and feedback confidentially in writing through program evaluations and by other means.

There must be both institutional and program processes that support fellows in raising concerns and providing feedback confidentially (see [V.B.1.b. Evaluation of Faculty](#)). Typically, fellows should first attempt to address concerns within their programs.

If attempts to address concerns within the program do not succeed, fellows must be able to raise concerns or provide feedback confidentially through institutional mechanisms (see [ACGME Institutional Requirement III.A.](#)). These may include specific, confidential reporting processes related to patient safety events, supervision concerns, or professionalism issues. They may also involve the designated institutional official (DIO), other institutional officers, and/or groups, such as fellow forums or the Graduate Medical Education Committee.

Each Sponsoring Institution must have a policy that outlines the procedures for submitting and processing fellow grievances at the program and institutional level and that minimizes conflicts of interest.

([ACGME Institutional Requirement IV.D.](#))

This requirement ensures there are formal processes through which fellows may address concerns about their education or clinical learning environments. Sponsoring Institutions and programs must manage conflicts of interest of individuals or groups who make decisions in grievance processes. Program directors should contact the DIO if they have questions about a Sponsoring Institution's or program's grievance procedures.

The Institutional Review Committee and/or the specialty-specific Review Committees are likely to look into potential non-compliance with these requirements that may be indicated in the results of the annual ACGME Resident/Fellow and Faculty Surveys, or from complaints or concerns submitted to the ACGME.

Actions against Fellows and Due Process

(See related requirement [V.A.1., Feedback and Evaluation.](#))

Each program must determine criteria for promotion and/or renewal of a fellow's appointment. Sponsoring Institutions "must ensure that each [program] provides a fellow

with a written notice of intent when that fellow's agreement [of appointment] will not be renewed, when that fellow will not be promoted to the next level of training, or when that fellow will be dismissed." ([ACGME Institutional Requirements](#) IV.C.1., IV.C.1.a)).

Due process must be provided, in compliance with institutional policy, whenever a fellow is suspended or dismissed from a program, or whenever a program decides not to promote or renew the appointment of a fellow. Questions about institutional policy should be directed to the Sponsoring Institution's DIO. Sponsoring Institutions and programs are not required to provide due process in the remediation of fellows through probation, warning, or other locally defined disciplinary or academic actions not identified in the requirement.

It is common for DIOs, program directors, coordinators, fellows, and faculty members to collaborate with the Human Resources or Legal Departments, and/or with institutional officers/committees to ensure compliance with institutional policies related to actions against fellows and due process.

Employment and Discrimination

Laws and regulations concerning employment and discrimination include, but are not limited to, those whose enforcement is overseen by the [US Equal Employment Opportunity Commission](#). Other federal, state, and local laws and regulations may also apply. It is common for DIOs, program directors, coordinators, residents, fellows, and faculty members to collaborate with the Human Resources or Legal Departments, and/or with institutional officers/committees to ensure compliance with institutional policies related to employment and discrimination.

Non-Competition Guarantees and Restrictive Covenants

Sponsoring Institutions, programs, and participating sites must not enter into restrictive covenants or non-competition guarantees with fellows appointed in ACGME-accredited programs. The participation of fellows in graduate medical education must not be contingent upon such contractual provisions, which are used to limit fellows' professional options after completing their programs.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

II.A.4. Program Director Responsibilities

The program director must have responsibility, authority, and accountability for: administration and operations; teaching and scholarly activity; fellow recruitment and selection, evaluation, and promotion of fellows, and disciplinary action; supervision of fellows; and fellow education in the context of patient care. ^(Core)

II.A.4.a) The program director must:

II.A.4.a).(14) document verification of program completion for all graduating fellows within 30 days; ^(Core)

II.A.4.a).(15) provide verification of an individual fellow’s completion upon the fellow’s request, within 30 days; and, ^(Core)

Background and Intent: Primary verification of graduate medical education is important to credentialing of physicians for further training and practice. Such verification must be accurate and timely. Sponsoring Institution and program policies for record retention are important to facilitate timely documentation of fellows who have previously completed the program. Fellows who leave the program prior to completion also require timely documentation of their summative evaluation.

GUIDANCE

It is important to a fellow who has completed the program, to the program itself, and to the Sponsoring Institution that program completion be verified in a timely manner. The ACGME does not specify exactly what must be included in such verification, nor does it require that any particular format be used for such verification.

The Verification of Graduate Medical Education Training (VGMET) form was jointly developed by the American Hospital Association, the National Association of Medical Staff Services, the Organization of Program Directors Associations, and the ACGME. It is designed to satisfy national credentialing standards. Furthermore, it is designed to be completed once (and only once) by the program director, and then copied and re-used in perpetuity. Note that the VGMET is not designed or intended for applications for licensure or certification. As of this writing, the VGMET and instructions for its use can be found at <https://www.namss.org/Advocacy/Verification-of-Graduate-Medical-Education-Training>.

NOTE: THE VGMET FORM IS NOT INTENDED TO MEET REQUIREMENTS FOR LICENSURE. PLEASE USE THIS SUPPLIED [FORM](#) FROM THE FEDERATION CREDENTIALS VERIFICATION SERVICE (FCVS) FOR LICENSURE PURPOSES. THIS CAN BE USED WHETHER THE PHYSICIAN IS USING FCVS OR IS SEEKING LICENSURE INDEPENDENTLY.



ADS Link to VGMET FORM

Programs can find a link to the VGMET form in ADS on the Fellows Roster tab. Please note you may have to click the arrow on the blue bar to expand that menu and find the link.

The screenshot shows the ADS interface with the 'Fellows' menu expanded. The 'View Roster' option is highlighted. Below the menu, there is a section for 'Verification of Graduate Medical Education Training (VGMET)' with a dropdown for '2021 - 2022' and a table of fellows.

Last	First	Year in Program	Status	Start	End
[Redacted]	[Redacted]	1	Active Full time	7/1/2021	6/30/2023
[Redacted]	[Redacted]	1	Active Full time	7/1/2021	6/30/2022
[Redacted]	[Redacted]	1	Active Full time	1/11/2021	1/10/2022



Milestones Information

This requirement DOES NOT MEAN that programs should share fellows' Milestones information with certifying bodies. See V.A.2.a).(1).

The Milestones were not designed or intended for use by external entities, such as state medical licensing boards or credentialing entities, to inform or make high stakes decisions.

Milestones can and should be used in the determination by a program director that an individual fellow has satisfactorily completed the program and is able to engage in autonomous practice of the specialty or subspecialty. However, it is not required that a fellow's attainment of a specific level on the Milestones be specified in the program director's verification of program completion. The Milestones were not created or

intended for use in such high-stakes applications as credentialing, certification, and licensure. Therefore, the ACGME actively discourages specification of Milestones achievement in verification of program completion.

See full article (May 2020):

<https://www.acgme.org/Portals/0/PDFs/Milestones/UseofIndividualMilestonesDatabyExternalEntitiesforHighStakesDecisions.pdf?ver=2018-04-12-110745-440>

REQUIREMENTS

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Common Program Requirement

II.A.4.a) The program director must:

II.A.4.a).(16) obtain review and approval of the Sponsoring Institution’s DIO before submitting information or requests to the ACGME, as required in the Institutional Requirements and outlined in the ACGME Program Director’s Guide to the Common Program Requirements. ^(Core)

GUIDANCE

The table below is a list of items that need approval from the ACGME, designated institutional official (DIO), and/or Graduate Medical Education Committee (GMEC).

		May be submitted directly from the program to the ACGME without approval of the DIO or GMEC	Must be approved by the DIO prior to being submitted to ACGME	Must be approved by the GMEC prior to being submitted to ACGME
Institutional Requirements (Effective July 1, 2015)				
IR I.B.4.b).(3)	Applications for ACGME accreditation of new programs			X
IR I.B.4.b).(4)	Requests for permanent changes in resident/fellow complement			X
IR I.B.4.b).(5)	Major changes in each of its ACGME-accredited programs' structure or duration of education			X
IR I.B.4.b).(6)	Additions and deletions of each of its ACGME-accredited programs' participating sites			X
IR I.B.4.b).(7)	Appointment of new program directors			X
IR I.B.4.b).(8)	Progress reports requested by a Review Committee			X
IR I.B.4.b).(10)	Requests for exceptions to duty hour requirements			X
IR I.B.4.b).(11)	Voluntary withdrawal of ACGME program accreditation			X
IR I.B.4.b).(12)	Requests for appeal of an adverse action by a Review Committee			X
IR I.B.4.b).(13)	Appeal presentations to an ACGME Appeals Panel			X
Common Program Requirements (Fellowship) (Effective July 1, 2019)				
PR I.B.2.a).(2)	There must be a program letter of agreement (PLA) between the program and each participating site that governs the relationship between the program and the participating site providing a required assignment. The PLA must be approved by the designated institutional official (DIO).		X	
PR I.B.4.	The program director must submit any additions or deletions of participating sites			X

	routinely providing an educational experience, required for all residents, of one month full-time equivalent (FTE) or more through the ACGME's Accreditation Data System (ADS). NOTE: See Institutional Requirement I.B.4.b).(6) (above)			
PR II.A.1.a)	The Sponsoring Institution's GMEC must approve a change in program director.			X
PR II.A.4.a).(8)	The program director must submit accurate and complete information required and requested by the DIO, GMEC, and ACGME.	X	X	X
PR II.A.4.a).(16)	The program director must obtain review and approval of the Sponsoring Institution's DIO before submitting information or requests to the ACGME, as required in the Institutional Requirements and outlined in the ACGME Program Director's Guide to the Common Program Requirements.		X	
PR III.A.1.c).(1).(b)	An ACGME-accredited fellowship program may accept an exceptionally qualified international graduate applicant who does not satisfy the eligibility requirements listed in III.A.1., but who does meet all of the following additional qualifications and conditions: review and approval of the applicant's exceptional qualifications by the GMEC.			X
PR V.C.1.e).(2)	The annual review, including the action plan, must be submitted to the DIO.		X	
PR V.C.2.a)	The program must complete a Self-Study prior to its 10-Year Accreditation Site Visit. A summary of the Self-Study must be submitted to the DIO.		X	
PR VI.F.4.c).(2)	A Review Committee may grant rotation-specific exceptions for up to 10 percent or a maximum of 88 clinical and educational work hours to individual programs based on a sound educational rationale. Prior to submitting the request to the Review Committee, the program director must obtain approval from the Sponsoring Institution's GMEC and DIO.		X	X

REQUIREMENTS

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Common Program Requirement

Note differences for one-year fellowship programs in navy font

II.B. Faculty

Faculty members are a foundational element of graduate medical education – faculty members teach fellows how to care for patients. Faculty members provide an important bridge allowing fellows to grow and become practice ready, ensuring that patients receive the highest quality of care. They are role models for future generations of physicians by demonstrating compassion, commitment to excellence in teaching and patient care, professionalism, and a dedication to lifelong learning. Faculty members experience the pride and joy of fostering the growth and development of future colleagues. The care they provide is enhanced by the opportunity to teach. By employing a scholarly approach to patient care, faculty members, through the graduate medical education system, improve the health of the individual and the population. Faculty members ensure that patients receive the level of care expected from a specialist in the field. They recognize and respond to the needs of the patients, fellows, community, and institution. Faculty members provide appropriate levels of supervision to promote patient safety. Faculty members create an effective learning environment by acting in a professional manner and attending to the well-being of the fellows and themselves.

Background and Intent: “Faculty” refers to the entire teaching force responsible for educating fellows. The term “faculty,” including “core faculty,” does not imply or require an academic appointment or salary support.
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II.B.1. For each participating site, there must be a sufficient number of faculty members with competence to instruct and supervise all fellows at that location. ^(Core)

[The Review Committee may further specify]

II.B.2. Faculty members must:

II.B.2.a) be role models of professionalism; ^(Core)

II.B.2.b) demonstrate commitment to the delivery of safe, quality, cost-effective, patient-centered care; ^(Core)

Background and Intent: Patients have the right to expect quality, cost-effective care with patient safety at its core. The foundation for meeting this expectation is formed during residency and fellowship. Faculty members model these goals and continually strive for improvement in care and cost, embracing a commitment to the patient and the community they serve.

II.B.2.c) demonstrate a strong interest in the education of fellows; ^(Core)

II.B.2.d) devote sufficient time to the educational program to fulfill their supervisory and teaching responsibilities; ^(Core)

II.B.2.e. administer and maintain an educational environment conducive to educating fellows was deleted from the one-year fellowship Common Program Requirements

II.B.2.e. administer and maintain an educational environment conducive to educating fellows; ^(Core)

II.B.2.e) administer and maintain an educational environment conducive to educating fellows; ^(Core)

II.B.2.f) replaces the II.B.2.f) in the fellowship Common Program Requirements pursue faculty development designed to enhance their skills (the phrase “at least annually” was deleted).

II.B.2.f) regularly participate in organized clinical discussions, rounds, journal clubs, and conferences; and, ^(Core)

II.B.2.g) pursue faculty development designed to enhance their skills at least annually. ^(Core)

[The Review Committee may further specify]

Background and Intent: Faculty development is intended to describe structured programming developed for the purpose of enhancing transference of knowledge, skill, and behavior from the educator to the learner. Faculty development may occur in a variety of configurations (lecture, workshop, etc.) using internal and/or external resources. Programming is typically needs-based (individual or group) and may be specific to the institution or the program. Faculty development programming is to be reported for the fellowship program faculty in the aggregate.

GUIDANCE

II.B. Addresses faculty development.

One of the most important elements of a fellowship program is the faculty, with the responsibility to provide high quality patient care and teach that level of care to fellows. Simply being a competent clinician is not enough. Faculty members must also be competent to teach and provide graded supervision, and have the interest and skills to teach. This includes teaching at the patient bedside, providing appropriate feedback, and the ability to assess how the fellow is performing. These skills are not innate or taught during routine medical education. They must be learned, informally from more experienced faculty members, in workshops, or through other types of faculty development activities.

II.B.1. Addresses the need for a sufficient number of faculty members.

The requirement exists to ensure each program provides enough competent faculty members to teach and supervise fellows at every participating site. Participating sites cannot be selected solely on the availability of a specific procedure or particular patient care experiences; the selection must also consider the availability of faculty members who have the interest, ability, and commitment to educate fellows.

II.B.2.a-c) Address that faculty members must be role models of professionalism and demonstrate commitment to the delivery of safe, quality, cost-effective, patient-centered care.

In addition to being role models, faculty members must also have a strong interest in the education of fellows. Researchers A. Keith W. Brownell and Luc Côté used a modified Dillman technique to determine how residents learned about professionalism. The research showed that respondents learned the most about professionalism from observing faculty member role models (Brownell and Côté 2001).

II.B.2.d) Addresses that faculty members must devote sufficient time to the educational program.

In addition to demonstrating their commitment to the educational program, faculty members must also have sufficient time to fulfill their responsibilities. Some faculty members may need defined protected time for this, while others can supervise and teach within their defined assignments. Sufficient time for fellow education is a shared responsibility of the individual faculty member, the department, and the institution. Pressure for clinical productivity must not preclude sufficient time to teach and supervise fellows in the program.

II.B.2.e) Addresses the need for faculty members to be part of the administration and maintenance of an educational environment conducive to educating fellows.

An educational environment is much more than instructing fellows about what actions to take for a particular patient. An environment geared toward fellow education allows time for questions and discussion about patients and the underlying reasons for evidence-based medical decision making. This should include appropriate discussions about the evidence-based references, pathophysiology, and rationale—not necessarily for every single decision, but enough to maintain an environment of constant learning.

II.B.2.f) Addresses the expectation that faculty members regularly participate in organized clinical discussion, rounds, journal clubs, and conferences.

Not every faculty member has to participate in the didactic components of the program, but every formal didactic session should include experienced faculty members who can provide commentary and clinical insights from their patient care experiences. It would be inappropriate to have fellows consistently leading organized didactic experiences without a faculty presence.

II.B.2.g) Addresses the need for faculty members pursue faculty development designed to enhance their skills at least annually.

Programs must provide faculty development opportunities. Faculty members must improve their own skills through faculty development activities at least annually, not only as clinicians, but also in education, quality improvement, and evaluation. This does not preclude faculty development in other important areas, such as clinical knowledge, leadership, team building, communications, and patient relationships.

In-Text Reference

Brownell, A. Keith W., and Luc Côté. 2001. "Senior Residents' Views on the Meaning of Professionalism and How They Learn about It." *Academic Medicine* 76, no. 7: 734-37. <https://doi.org/10.1097/00001888-200107000-00019>.)

REQUIREMENTS

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Text in boxes provide Background and Intent

Common Program Requirement

II.B. Faculty

II.B.3. Faculty Qualifications

II.B.3.a) Faculty members must have appropriate qualifications in their field and hold appropriate institutional appointments. ^(Core)

[The Review Committee may further specify]

II.B.3.b) Subspecialty physician faculty members must:

II.B.3.b).(1) have current certification in the subspecialty by the American Board of _____ or the American Osteopathic Board of _____, or possess qualifications judged acceptable to the Review Committee. ^(Core)

[The Review Committee may further specify additional qualifications]

II.B.3.c) Any non-physician faculty members who participate in fellowship program education must be approved by the program director. ^(Core)

[The Review Committee may further specify]

Background and Intent: The provision of optimal and safe patient care requires a team approach. The education of fellows by non-physician educators enables the fellows to better manage patient care and provides valuable advancement of the fellows' knowledge. Furthermore, other individuals contribute to the education of the fellow in the basic science of the subspecialty or in research methodology. If the program director determines that the contribution of a non-physician individual is significant to the education of the fellow, the program director may designate the individual as a program faculty member or a program core faculty member.

II.B.3.d) Any other specialty physician faculty members must have current certification in their specialty by the appropriate American Board of Medical Specialties (ABMS) member board or American

Osteopathic Association (AOA) certifying board, or possess qualifications judged acceptable to the Review Committee. ^(Core)

[The Review Committee may further specify]

GUIDANCE

II.B.3.a) Addresses that faculty members must have appropriate qualifications in their field and hold appropriate institutional appointments.

Minimum measurable faculty member qualifications include specialty or subspecialty board certification, having a license to practice, and the ability to obtain hospital staff privileges. Other qualifications include expertise in a given field or experience as an educator. For those faculty members who do not have American Board of Medical Specialties (ABMS) or American Osteopathic Association (AOA) board certification, the individual Review Committee may consider exceptions and accept other qualifications.

II.B.3.b) Addresses that physician faculty members must have current certification in the subspecialty by the ABMS or AOA, or possess other qualifications judged acceptable to the Review Committee

Board certification is a broadly accepted qualification. Certain faculty members who are not certified by the ABMS or AOA, however, may possess other qualifications the applicable Review Committee considers acceptable. For example, a physician may have certification in another country, with expertise in a specific field, and publications and other achievements, such that departmental leaders decide to recruit the individual as a faculty member. In such cases, the Review Committee will make the final determination if the individual meets the requirements to be a faculty member in the program.

II.B.3.c) Addresses that any non-physician faculty members who participate in fellow education must be approved by the program director

The program director may determine that non-physicians are important contributors to the program and should be appointed to the faculty. Such individuals may bring specialized expertise in public health, patient safety, laboratory science, pharmacology, a specific procedural skill, and/or other important aspects of medicine.

As stated in the Background and Intent: the provision of optimal and safe patient care requires a team approach. The education of fellows by non-physician educators enables the fellows to better manage patient care and provides valuable advancement of the fellows' knowledge. Furthermore, other individuals contribute to the education of the fellows in the basic science of the subspecialty or in research methodology. If the program director determines that the contribution of a non-physician is significant to the education of the fellows, the program director may designate the individual as a program faculty member or a program core faculty member.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

Note differences for one-year fellowship programs in navy font

II.B. Faculty

II.B.4. Core Faculty

Core faculty members must have a significant role in the education and supervision of fellows and must devote a significant portion of their entire effort to fellow education and/or administration, and must, as a component of their activities, teach, evaluate, and provide formative feedback to fellows. *(Core)*

Background and Intent: Core faculty members are critical to the success of fellow education. They support the program leadership in developing, implementing, and assessing curriculum and in assessing fellows’ progress toward achievement of competence in the subspecialty. Core faculty members should be selected for their broad knowledge of and involvement in the program, permitting them to effectively evaluate the program, including completion of the annual ACGME Faculty Survey.

II.B.4.a) Core faculty members must be designated by the program director. *(Core)*

II.B.4.b) Core faculty members must complete the annual ACGME Faculty Survey. *(Core)*

[The Review Committee must specify the minimum number of core faculty and/or the core faculty-fellow ratio]

The line below referring to associate program director(s) was removed from the one-year fellowship Common Program Requirements

[The Review Committee may specify requirements specific to associate program director(s)]

GUIDANCE

II.B.4. Core Faculty

Core faculty members have additional responsibilities specific to the educational program. They may be associate program directors, participating site directors, conference organizers, or subspecialty experts responsible for a segment of the curriculum. They may be members of the Program Evaluation Committee and/or Clinical Competency Committee, have expertise in medical education, or be clinicians dedicated to the program who are developing into future educational leaders. It is the responsibility of the program director to determine who among the faculty best meets the needs of the program and designate them as core faculty members.

Core faculty members are critical to the success of fellow education. They support the program leadership in developing, implementing, and assessing both curriculum and fellows' progress toward achievement of competence in the subspecialty. Core faculty members should be selected for their broad knowledge of and involvement in the program, permitting them to effectively evaluate the program, including completion of the annual ACGME Faculty Survey.

The annual Faculty Survey is one of the instruments used to assess the program. Core faculty members have the commitment to the program and work closely enough with the fellows to know how they are learning and progressing. It is this knowledge that enables them to reflect on the program and provide an accurate assessment in the Faculty Survey.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

Note differences for one-year fellowship programs in navy font

II.C. Program Coordinator

II.C.1. There must be a program coordinator. ^(Core)

**Different language for one-year fellowship Common Program Requirements:
There must be administrative support for program coordination**

Requirement II.C.2 below was deleted from the one-year fellowship Common Program Requirements

II.C.2. The program coordinator must be provided with support adequate for administration of the program based upon its size and configuration. ^(Core)

[The Review Committee may further specify]

Background and Intent: Twenty percent FTE is defined as one day per week. [If applicable, this Background and Intent will be included in the subspecialty-specific program requirements and the number will be modified to fit the level of support specified by the Review Committee]

The requirement does not address the source of funding required to provide the specified salary support.

Each program requires a lead administrative person, frequently referred to as a program coordinator, administrator, or as titled by the institution. This person will frequently manage the day-to-day operations of the program and serve as an important liaison with learners, faculty and other staff members, and the ACGME. Individuals serving in this role are recognized as program coordinators by the ACGME.

The program coordinator is a member of the leadership team and is critical to the success of the program. As such, the program coordinator must possess skills in leadership and personnel management. Program coordinators are expected to

develop unique knowledge of the ACGME and Program Requirements, policies, and procedures. Program coordinators assist the program director in accreditation efforts, educational programming, and support of fellows.

Programs, in partnership with their Sponsoring Institutions, should encourage the professional development of their program coordinators and avail them of opportunities for both professional and personal growth. Programs with fewer fellows may not require a full-time coordinator; one coordinator may support more than one program.

II.D. Other Program Personnel

The program, in partnership with its Sponsoring Institution, must jointly ensure the availability of necessary personnel for the effective administration of the program. ^(Core)

[The Review Committee may further specify]

GUIDANCE

II.C. Program Coordinator

The Background and Intent explains the rationale for the requirement for administrative support. The term “program coordinator” is used to describe a broad class of administrative staff members who work with the program director, faculty members, and fellows.

While the requirement defines a minimum time commitment, the responsibilities of program coordinators vary depending on the specialty and size of the program, and include many activities in addition to their work related to ACGME requirements. Each Sponsoring Institution will determine the appropriate level of program coordinator skill and assignments, the number of individuals acting as program coordinators, and their reporting relationships. Programs with fewer fellows may not require a full-time coordinator, allowing one coordinator to support more than one program. The expectation, however, is that the number of coordinators and amount of support provided are adequate and support the well-being of the coordinator(s), the program director, the residents, and the faculty members.



What does this look like in the Accreditation Data System (ADS)?

Percent of FTE Salary Support – Program Coordinators

Programs must provide information on the percent of salary support (percent FTE) allocated to the program coordinator(s) for time devoted for administration of the program.

What percent of FTE salary support is allocated to the program director for non-clinical time devoted to the administration of this program?

What percent of FTE salary support is allocated to the associate program director(s) for non-clinical time devoted to the administration of the program?
If not applicable, enter "0" in the response.

What percent of FTE salary support is allocated to the program coordinator for time devoted to the administration of this program?

II.D. Other Program Personnel

In addition to program coordinators, others will likely be needed to help in the administration of a program. This may include project managers, experts in education and/or communication, and those with clerical skills. These individuals may provide support for more than one program in more than one discipline.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

III. Fellow Appointments

III.A. Eligibility Criteria

III.A.1. Eligibility Requirements – Fellowship Programs

[Review Committee to choose one of the following:]

Option 1: All required clinical education for entry into ACGME-accredited fellowship programs must be completed in an ACGME-accredited residency program, an AOA-approved residency program, a program with ACGME International (ACGME-I) Advanced Specialty Accreditation, or a Royal College of Physicians and Surgeons of Canada (RCPSC)-accredited or College of Family Physicians of Canada (CFPC)-accredited residency program located in Canada. ^(Core)

Option 2: All required clinical education for entry into ACGME-accredited fellowship programs must be completed in an ACGME-accredited residency program or an AOA-approved residency program. ^(Core)

Background and Intent: Eligibility for ABMS or AOA Board certification may not be satisfied by fellowship training. Applicants must be notified of this at the time of application, as required in II.A.4.a).(9).

III.A.1.a) [If Review Committee selected Option 1 above:]
Fellowship programs must receive verification of each entering fellow’s level of competence in the required field, upon matriculation, using ACGME, ACGME-I, or CanMEDS Milestones evaluations from the core residency program. ^(Core)

[If Review Committee selected Option 2 above:]
Fellowship programs must receive verification of each entering fellow’s level of competence in the required field, upon matriculation, using ACGME Milestones evaluations from the core residency program. ^(Core)

III.A.1.b) [The Review Committee must further specify prerequisite postgraduate clinical education]

III.A.1.c) Fellow Eligibility Exception

The Review Committee for _____ will allow the following exception to the fellowship eligibility requirements:

[Note: Review Committees that selected Option 1 will decide whether or not to allow this exception. This section will be deleted for Review Committees that do not allow the exception and for Review Committees that selected Option 2]

III.A.1.c).(1) An ACGME-accredited fellowship program may accept an exceptionally qualified international graduate applicant who does not satisfy the eligibility requirements listed in III.A.1., but who does meet all of the following additional qualifications and conditions: ^(Core)

III.A.1.c).(1).(a) evaluation by the program director and fellowship selection committee of the applicant's suitability to enter the program, based on prior training and review of the summative evaluations of training in the core specialty; and, ^(Core)

III.A.1.c).(1).(b) review and approval of the applicant's exceptional qualifications by the GMEC; and, ^(Core)

III.A.1.c).(1).(c) verification of Educational Commission for Foreign Medical Graduates (ECFMG) certification. ^(Core)

III.A.1.c).(2) Applicants accepted through this exception must have an evaluation of their performance by the Clinical Competency Committee within 12 weeks of matriculation. ^(Core)

[If Review Committee allows the exception specified above:]

Background and Intent: An exceptionally qualified international graduate applicant has (1) completed a residency program in the core specialty outside the continental United States that was not accredited by the ACGME, AOA, ACGME-I, RCPSC or CFPC, and (2) demonstrated clinical excellence, in comparison to peers, throughout training. Additional evidence of exceptional qualifications is required, which may include one of the following: (a) participation in additional clinical or research training in the specialty or subspecialty; (b) demonstrated scholarship in the specialty or subspecialty; and/or (c) demonstrated leadership during or after residency. Applicants being considered for these positions must be informed of the fact that their training may not lead to certification by ABMS member boards or AOA certifying boards.

In recognition of the diversity of medical education and training around the world, this early evaluation of clinical competence required for these applicants ensures they can provide quality and safe patient care. Any gaps in competence should be addressed as per policies for fellows already established by the program in partnership with the Sponsoring Institution.

GUIDANCE

In addition to the Common Program Requirements related to fellow eligibility, program directors must comply with the policies and procedures of the Sponsoring Institution and the [ACGME Institutional Requirements](#) for resident/fellow recruitment (IR IV.A.1.-2. and IV.2.a)-c).(1)-(3), selection (IR IV.A.3.-IV.A.3.a), and appointment (IR IV.B.1.-2. and IV.2.a)-I) and IV.C.1.a)-IV.C.1.b)).

III.A. Eligibility Requirements

The links below contain helpful information about residency/fellowship eligibility requirements:

United States: Liaison Committee on Medical Education (LCME) Doctor of Medicine (MD) graduates
<http://lcme.org/about/>

United States: American Osteopathic Association (AOA) Commission on Osteopathic College Accreditation (AOA-COCA) Doctor of Osteopathic Medicine (DO) graduates
<https://osteopathic.org/accreditation/>

Canada: Committee on Accreditation of Canadian Medical Schools (CACMS) jointly with LCME Doctor of Medicine (MD) graduates
<https://afmc.ca/en/faculties/accreditation>

Individuals who completed their residency in an AOA-approved program that has since achieved ACGME accreditation may be eligible for American Board of Medical Specialties (ABMS) or American Osteopathic Association AOA board certification.

While program accreditation is under the purview of the ACGME, individual board certification is under the jurisdiction of the individual certifying boards. For individual subspecialty board qualifying information, program directors and fellows must communicate with the particular certifying board.

The eligibility requirements for fellowships are different than those for residencies. The Review Committees are given two options (see requirements above). To confirm which option a particular Review Committee selected, go to the Program Requirements and FAQs and Applications page of the respective specialty's section of the ACGME website, accessible from <https://acgme.org/specialties>.

For those Review Committees that chose Option 1, the program must receive verification of the fellow's level of competence in the required field upon matriculation, using ACGME, ACGME International (ACGME-I), or CanMEDS Milestones evaluations from the residency program.

For those Review Committees that chose Option 2, the program must receive verification of each entering fellow's level of competence in the required field, upon matriculation, using ACGME Milestones evaluations from the residency program.

Why is Milestones evaluation of a fellow necessary? One of the concerns is that fellows frequently provide supervision of residents, and it is important to know they are competent to do so.

[A Bit More about ACGME-I Advanced Specialty Accreditation](#)

1. Accreditation Preparedness Assessment – An assessment is conducted to determine readiness for ACGME-I accreditation.
2. Sponsoring Institution Accreditation – Evaluation is based on international standards that require institutional responsibility and oversight of sponsored programs and specify institutional infrastructure expectations. A mock site visit may be conducted, and is subsequently followed by an accreditation site visit.
3. Accreditation of Residency/Fellowship Programs: Following attainment of institutional accreditation, residency/fellowship programs can begin the accreditation application process. Program accreditation is assessed on compliance with two sets of requirements: the International Foundational Requirements and the International Advanced Specialty Requirements. It is possible for a program to receive International Foundational Accreditation but not Advanced Specialty Accreditation. To achieve International Advanced Specialty Accreditation, the program must first achieve International Foundational Accreditation. Both Foundational and Advanced Specialty Accreditation can be attained at the same time. This step requires a mock site visit and an accreditation site visit.

Information regarding fellows in the program must be entered into the ACGME's Accreditation Data System (ADS). Below are examples of screens in ADS used for entering fellow information. Disregard any selections noted in the screenshots.

While the screenshots below indicate "resident" information, the term changes to "fellow" when information for a fellowship program is entered.



NOTE that the ADS format may change to reflect the implementation of the Common Program Requirements.

3. Resident Details

Type of Position:

Categorical

Year In Program:

3

Email Address: [?](#)

Personal Email address (for ADS access post-graduation):

Social Security Number:

*****6244

Date of Birth:

February

18th

1972



National Provider ID: [?](#)

[Search National Provider ID >](#)

Type of medical school from which this resident graduated:

US-LCME Accredited Medical School

Available Medical Schools:

California Northstate University College of Medicine, Elk Grove, CA

Month/Year Degree Received:

February

1981



USMLE ID (Optional):

2. Resident Status

Current Status:

Unconfirmed

Is this resident participating in the osteopathic-focused track?

- Yes
- No

Enter the years of prior Osteopathic-focused training within an ACGME-accredited program with Osteopathic Recognition:

Start Date:

Expected Completion:

Did this resident have prior training in another accredited/approved program (other than in this program)?

- Yes
- No

Did this resident start the program in year one (at the beginning of the program - no transfer credit)?

- Yes
- No

Did this resident complete prerequisite, preliminary training to enter the first year of this program (as a PGY-2 or higher)?

- Yes
- No

Gender:

Race/Ethnicity:

4. Comments

If you would like to make comments concerning any additions/changes to the above information, please enter it in the box below:

5. Username

Following is an example of a report of the Fellow Roster once information has been entered by a program:

Unconfirmed [6] Print

Filter Results

	Last	First	Year in Program	Status	Start	End	
...	Lamborghini	Marshall	1	Unconfirmed	7/18/2018	7/31/2022	
...	Mitsubi	Nagaraya	1	Unconfirmed	9/1/2017	8/31/2020	
...	Test	RaquelNoelle	2	Unconfirmed	7/7/2016	10/17/2023	
...	Allen	Tim	3	Unconfirmed	1/2/2015	3/5/2018	
...	Mcginn	Flint	3	Unconfirmed	3/17/2018	3/19/2020	
...	Saba	Maria Raquel	3	Unconfirmed	7/1/2015	6/30/2018	

The following table provides definitions of the different fellow statuses:

Current Status:

Unconfirmed

Unconfirmed
Unconfirmed
Active
Active Full time
Active Part time
Started Program Off-Cycle
Completed Training
Completed All Accredited Training (for this specialty) - successfully promoted
Inactive
In Program but Doing Research/Other Training (intends to resume accredited training in this program)
Not in Program Yet and/or Doing Preliminary Year Elsewhere
Leave of Absence
Left Program
Completed All Accredited Training (for this specialty) - with unsuccessful demonstration of competence
Withdrew from Program
Transferred to Another Program (prior to completing required training)
Dismissed
Deceased

2. Resident Status

Current Status:

Transferred to Another Program (prior to completing required training)

Date resident actually left or completed program: [?](#)

Specialty transferring to:

Select a Specialty

Within the same sponsoring institution?

- Yes
 No

Did you provide resident records to the new program?

- Yes
 No

III.A.1.c) Fellow Eligibility Exception

The Review Committees may allow exceptions to the fellowship eligibility requirements and may allow a program to accept an exceptionally qualified international applicant who does not satisfy the eligibility requirements listed in II.A.1. but who meets **ALL** the additional qualifications and conditions, including: 1) evaluation by the program director and selection committee that the applicant is suitable to enter the program based on prior education and training and based on summative evaluations of education in the core specialty; 2) review and approval of the applicant's qualifications by the Graduate Medical Education Committee (GMEC); and 3) verification of Education Commission for Foreign Medical Graduates (ECFMG) certification.

NOTE: It is important that applicants accepted through this exception have an evaluation of their performance by the program's Clinical Competency Committee **within 12 weeks of matriculation.**

The statement in the Background and Intent for this requirement bears repeating:

An exceptionally qualified international graduate applicant has (1) completed a residency program in the core specialty outside the continental United States that was not accredited by the ACGME, AOA, ACGME-I, Royal College of Physicians and Surgeons of Canada, or College of Family Physicians Canada, and (2) demonstrated clinical excellence, in comparison to peers, throughout training. Additional evidence of exceptional qualifications is required, which may include one of the following: (a) participation in additional clinical or research training in the specialty or subspecialty; (b) demonstrated scholarship in the specialty or subspecialty; and/or (c) demonstrated leadership during or after residency. Applicants being considered for these positions

must be informed of the fact that their training may not lead to certification by ABMS member boards or AOA certifying boards.

In recognition of the diversity of medical education and training around the world, this early evaluation of clinical competence required for these applicants ensures they can provide quality and safe patient care. Any gaps in competence should be addressed as per policies for fellows already established by the program in partnership with the Sponsoring Institution.

For additional information regarding ACGME-I Advanced Specialty Accreditation, visit: <https://www.acgme-i.org/Accreditation-Process/Overview>.

For eligibility criteria for subspecialty certification, check with the [ABMS](#) and [AOA](#) for the most up-to-date information.



Program directors and residents and fellows must understand that completion of an ACGME-accredited residency or fellowship does not guarantee an individual will meet criteria for specialty board certification. Contact the individual certifying boards for questions or clarification.



The information that follows was provided by the ABMS on March 2021 and may change. Refer to the ABMS website to confirm the information is current.

Table 1 - ABMS Requirements*

Eligibility for Specialty Certification by ABMS Member Boards during the transition period to a single accreditation system: Training Program Accreditation Status* as of March 2021.

ABMS Member Board*	Training and Program Accreditation Status*
American Board of Allergy and Immunology	Two full years in an ACGME-accredited Allergy and Immunology training program AND must be eligible to take the certifying examination for either the American Board of Internal Medicine or the American Board of Pediatrics. In 2016, the ACGME approved Allergy and Immunology training programs accredited by the American Osteopathic Association to be approved for dual accreditation. Graduates of a dually accredited program are now eligible to apply for admission to the ABAI Certification Examination in Allergy and Immunology. Therefore, candidates with one year of training in an AOA accredited program and one year of training in an ACGME-accredited program may be considered for admission to the A & I examination. Candidates who submit appropriate documentation will be reviewed by the ABAI Ethics and Professionalism Committee to ensure their training meets the requirements for admission to the examination.
American Board of Anesthesiology CA = Clinical Anesthesia	The CA 1-3 years of training are spent as a resident enrolled with the ABA by no more than two ACGME-accredited anesthesiology residency programs in the U.S. or its territories. An ACGME-accredited program includes the sponsoring (parent) institution and major participating institutions (i.e., institutions that have an RRC-approved integration or affiliation agreement with the sponsoring institution). All three years of CA training must occur in programs that are accredited by the ACGME for the entire period of training. All physicians who graduate from an AOA approved anesthesiology residency program on or after the date the program receives full ACGME accreditation will receive ABA credit for the CA 1-3 years of satisfactory training in the newly accredited program
American Board of Colon and Rectal Surgery	Not applicable. There are no AOA accredited training programs.

ABMS Member Board*	Training and Program Accreditation Status*
American Board of Dermatology	Training program must achieve ACGME accreditation prior to completion.
American Board of Emergency Medicine	Training program must achieve ACGME accreditation prior to completion.
American Board of Family Medicine	A time-limited exemption during the transition period will be offered (through 2022) to allow osteopathic family physicians that have completed three years of an AOA-accredited family medicine residency training program to be eligible for ABFM specialty certification.
American Board of Internal Medicine	Training program must achieve ACGME accreditation prior to trainee's completion of the program. In addition, the Program Director must be certified by ABIM, or other ABMS member board if applicable, by the completion of the transition period (2016-2021) to a single accreditation system. Beginning in 2022, only training programs with program directors certified by ABIM, or other ABMS board if applicable, will be eligible for certification by ABIM.
American Board of Medical Genetics and Genomics	There are no AOA-accredited residency programs in Medical Genetics and Genomics. A minimum of one year of GME training in either an ACGME-accredited program or a program in the ACGME pre-accreditation phase with 12 months of direct patient care is required prior to beginning the Medical Genetics and Genomics residency.
American Board of Neurological Surgery	Neurosurgery training is 84 months in total. There are 54 months of "core" Neurosurgery training which must be completed in an ACGME-accredited training program. For the 30 months of research or elective time, there is flexibility depending upon the quality of the clinical or research experience. It is not necessary for this experience to be in an ACGME-accredited program. However, written approval from the ABNS is required for any off site elective experiences. The ABNS works collaboratively with the ACGME when questions arise to insure high quality training.
American Board of Nuclear Medicine	Not applicable. There are no AOA accredited Nuclear Medicine training programs.
American Board of Obstetrics and Gynecology	Training program must achieve ACGME accreditation prior to completion.
American Board of Ophthalmology	All training must be in an ACGME-accredited training program.

ABMS Member Board*	Training and Program Accreditation Status*
American Board of Orthopaedic Surgery	All training must be in an ACGME-accredited training program.
American Board of Otolaryngology – Head and Neck Surgery	All training must be in an ACGME-accredited training program.
American Board of Pathology	Not applicable. There are no AOA accredited training programs in Pathology.
American Board of Pediatrics	All training must be in an ACGME-accredited training program.
American Board of Physical Medicine and Rehabilitation	Through June 30, 2020, the ABPMR will recognize AOA–accredited training as acceptable toward internship-level PM&R residency training. Due to the impact of the Single Accreditation System, the ABPMR will recognize physicians who completed at least 36 months of AOA–accredited PM&R training as eligible for certification in circumstances where ACGME accreditation was granted by the time of program completion. Program completion must have occurred July 1, 2015, and forward to coincide with the Single Accreditation System.
American Board of Plastic Surgery	All training must be in an ACGME-accredited training program.
American Board of Preventive Medicine	PGY-1 year can take place in an AOA accredited program. Years 2 and 3 must be in an ACGME-accredited training program.
American Board of Psychiatry and Neurology	Training program must achieve ACGME accreditation prior to completion.
American Board of Radiology	The resident must have at least 36 months of diagnostic radiology training <u>after</u> the program is accredited by the ACGME to be eligible for the ABR Core exam and subsequent Certifying exam.
American Board of Surgery	The final three years of the basic five-year Surgery residency must be in an ACGME-accredited training program.
American Board of Thoracic Surgery	The last three years of a surgical residency (PGY-3-5) must be completed in an ACGME-accredited program followed by completion of an ACGME-accredited thoracic surgical residency.
American Board of Urology	All training must be in an ACGME-accredited training program.
The above requirements are limited to the training program itself. Please see individual ABMS Member Board websites for comprehensive summary of all requirements for board eligibility.	
*Table Provided by ABMS, Last Revised – March 2021	



Note that the information below was provided by AOA on September 2018 and may change. Refer to the AOA website to confirm the information is current.

Table 2 - AOA Requirements*

Board Certification during Transition to Single GME Accreditation System

The Table below shows AOA training eligibility requirements for specialty certification during the five-year transition period to a single graduate medical education accreditation system. The AOA provides a pathway for osteopathic physicians (be they AOA or ACGME trained) to sit for AOA board examinations in the areas for which it certifies. For AOA programs that achieve ACGME accreditation during the transition, all current osteopathic residents will receive AOA approval following completion of training, which will satisfy the AOA board training eligibility requirements.

During the transition, the ABMS boards will offer certification to osteopathic physicians under specific circumstances. Please see individual ABMS Member Board websites for a comprehensive summary of all requirements for Board eligibility. Note that the rules for entering advanced ACGME training are established by the ACGME. Those rules may allow a trainee to enter advanced ACGME training, but do not guarantee the trainee would be eligible to sit for the ABMS board examination.

This is a general overview. There may be additional specific requirements - contact the specific certifying board for additional eligibility criteria.

AOA Board Certification Requirements* Training Eligibility Criteria for Specialty Certification*	
AOA Member Board	Training Eligibility Requirements for AOA Certification
Allergy and Immunology - Joint Examination	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Anesthesiology	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Dermatology	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Emergency Medicine	Completed an AOA-approved or ACGME-accredited training program. ACGME training must be four years in length.
American Osteopathic Board of Family Physicians	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Internal Medicine	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Neurology and Psychiatry	Completed an AOA-approved or ACGME-accredited training program

American Osteopathic Board of Neuromusculoskeletal Medicine	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Surgery: Neurological Surgery	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Nuclear Medicine	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Obstetrics and Gynecology	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Ophthalmology and Otolaryngology	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Orthopedic Surgery	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Pathology	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Pediatrics	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Physical Medicine and Rehabilitation	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Preventive Medicine	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Surgery: Plastic and Reconstructive Surgery	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Radiology	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Surgery	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Surgery: Thoracic and Cardiovascular Surgery	Completed an AOA-approved or ACGME-accredited training program
American Osteopathic Board of Surgery: Urological Surgery	Completed an AOA-approved or ACGME-accredited training program
*AOA Certification Information from table on AOA Website, Updated - September 21, 2018	



IMPORTANT TO NOTE:

The ACGME provides accreditation to programs, NOT board certification to individuals. Applicants may mistakenly assume that acceptance to an ACGME-accredited program ensures ABMS or AOA board certification eligibility. This is not the case, and program directors **MUST** make this clear to all applicants through a letter that both parties should sign.

DRAFT SAMPLE LETTER: Letter from Program Director to the Applicant

Eligibility for Board Certification to Applicants to the Program

Date:

To: Fellowship Applicants
Re: Eligibility for Board Certification

Dear:

As part of your application and interview for a potential fellowship position in our program, this letter is to notify you that this program is accredited by the Accreditation Council for Graduate Medical Education (ACGME) and you meet the ACGME requirements for matriculation in our program.

Upon graduating from our program, most of our fellowship graduates seek subspecialty board certification from the American Board of _____ or the American Osteopathic Board of _____. Board certification is a separate process from fellowship training and has additional requirements. To qualify for subspecialty board certification, board organizations require that you have completed *all* of your education in an ACGME-accredited residency and received specialty board certification. If *part* of your residency education occurred in a non-ACGME-accredited program, even if it was approved by the American Osteopathic Association or accredited by the Royal College of Physicians and Surgeons of Canada, the College of Family Physicians of Canada, or the Advanced Specialty accreditation by ACGME International (ACGME-I), there is a possibility that you may not be eligible for specialty board certification and therefore will not be eligible for subspecialty board certification at completion of your education.

It is important that you contact the appropriate certifying board to understand your eligibility for board certification before you accept a fellowship position (if offered) at our institution.

Please contact the American Board of _____ at (website or email) or American Osteopathic Board of _____ at (website or email).

I have read this letter and understand the requirements for board certification.

Applicant Name

Applicant Signature/Date

Program Director Name

Program Director Signature/Date



NOTE that the ADS format may change to reflect implementation of updates to the Common Program Requirements.

While the screenshots below indicate “resident” information, the term changes to “fellow” when information for a fellowship program is entered.

* Indicates resident was accepted as a transfer

Based on Academic Year 2014-2015 (residents completing from 9/1/2014 to 8/31/2015).

Resident	Start Date	Actual Date of Completion	Type of Position

* Indicates resident was accepted as a transfer

Based on Academic Year 2013-2014 (residents completing from 9/1/2013 to 8/31/2014).

Resident	Start Date	Actual Date of Completion	Type of Position

* Indicates resident was accepted as a transfer

Based on Academic Year 2012-2013 (residents completing from 9/1/2012 to 8/31/2013).

Resident	Start Date	Actual Date of Completion	Type of Position

* Indicates resident was accepted as a transfer

Based on Academic Year 2011-2012 (residents completing from 9/1/2011 to 8/31/2012).

Resident	Start Date	Actual Date of Completion	Type of Position

* Indicates resident was accepted as a transfer

TRANSFERRED, WITHDRAWN, AND DISMISSED RESIDENTS

List of Residents that Transferred Out Of The Program

Resident	Start Date	End Date	Transferred to Which Specialty	Within or Outside Current Institution	Provided Resident Records to New Program

List of Residents that Withdrew or Were Dismissed From The Program

Resident	Start Date	End Date	Withdrawn or Dismissed	Reason

List of Residents that Completed Training but not prepared to enter independent practice

Resident	Start Date	End Date	Status

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

Note differences for one-year fellowship programs in navy font

III. Fellow Appointments

III.B. The program director must not appoint more fellows than approved by the Review Committee. *(Core)*

III.B.1. All complement increases must be approved by the Review Committee. *(Core)*

[The Review Committee may further specify minimum complement numbers]

Section III.C. below was deleted from the one-year fellowship Common Program Requirements

III.C. Fellow Transfers

The program must obtain verification of previous educational experiences and a summative competency-based performance evaluation prior to acceptance of a transferring fellow, and Milestones evaluations upon matriculation. *(Core)*

[The Review Committee may further specify]

GUIDANCE

III.B. Complement Increases

Complement increases can be permanent or temporary. The Review Committee scrutinizes all requests for permanent increases thoroughly in consideration of the clinical, educational, and other resources available to the program. Programs request temporary increases for many reasons, including remediation, fellow well-being, medical leave, and family leave.

Complement increase requests are handled in different ways by different Review Committees. Discuss complement increases with ACGME Review Committee staff members.

There are a variety of reasons why fellows may need to extend their educational program. Temporary complement increases for reasons of family leave are frequently approved by the Review Committees. Temporary requests for longer than eight weeks for other reasons will require review by the applicable Committee.

Program directors are strongly encouraged to contact their local GME office and the applicable specialty certifying board for guidance on fellow leave, remediation, and any type of extended education, as this varies from one certifying board to another.

III.C. Fellow Transfers

Before accepting a transferring fellow, the “receiving” program director must obtain written or electronic verification of prior education from the program from which the fellow is transferring.

Documentation includes evaluations, rotations completed, procedural/operative experience if applicable, and a summative competency-based performance evaluation.

While a Milestones evaluation cannot be used in the decision to accept a transferring resident, a Milestones evaluation must be completed upon matriculation.

Documentation for Eligibility and Fellow Transfers

The information for all new and transferring fellows must be provided through the ACGME’s Accreditation Data System (ADS).



What does this look like in the Accreditation Data System (ADS)?

While the screenshots that follow indicate “resident” information, note that the term changes to “fellow” when information for a fellowship program is entered.



NOTE that the ADS format may change at times to reflect implementation of revisions to the Common Program Requirements.

* Indicates resident was accepted as a transfer

Based on Academic Year 2014-2015 (residents completing from 9/1/2014 to 8/31/2015).

Resident	Start Date	Actual Date of Completion	Type of Position

* Indicates resident was accepted as a transfer

Based on Academic Year 2013-2014 (residents completing from 9/1/2013 to 8/31/2014).

Resident	Start Date	Actual Date of Completion	Type of Position

* Indicates resident was accepted as a transfer

Based on Academic Year 2012-2013 (residents completing from 9/1/2012 to 8/31/2013).

Resident	Start Date	Actual Date of Completion	Type of Position

* Indicates resident was accepted as a transfer

Based on Academic Year 2011-2012 (residents completing from 9/1/2011 to 8/31/2012).

Resident	Start Date	Actual Date of Completion	Type of Position

* Indicates resident was accepted as a transfer

TRANSFERRED, WITHDRAWN, AND DISMISSED RESIDENTS

List of Residents that Transferred Out Of The Program

Resident	Start Date	End Date	Transferred to Which Specialty	Within or Outside Current Institution	Provided Resident Records to New Program

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REQUIREMENTS

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Text in boxes provide Background and Intent

Common Program Requirement:

IV. Educational Program

The ACGME accreditation system is designed to encourage excellence and innovation in graduate medical education regardless of the organizational affiliation, size, or location of the program.

The educational program must support the development of knowledgeable, skillful physicians who provide compassionate care.

In addition, the program is expected to define its specific program aims consistent with the overall mission of its Sponsoring Institution, the needs of the community it serves and that its graduates will serve, and the distinctive capabilities of physicians it intends to graduate. While programs must demonstrate substantial compliance with the Common and subspecialty-specific Program Requirements, it is recognized that within this framework, programs may place different emphasis on research, leadership, public health, etc. It is expected that the program aims will reflect the nuanced program-specific goals for it and its graduates; for example, it is expected that a program aiming to prepare physician-scientists will have a different curriculum from one focusing on community health.

IV.A. The curriculum must contain the following educational components: (Core)

IV.A.1. a set of program aims consistent with the Sponsoring Institution’s mission, the needs of the community it serves, and the desired distinctive capabilities of its graduates; (Core)

IV.A.1.a) The program’s aims must be made available to program applicants, fellows, and faculty members. (Core)

IV.A.2. competency-based goals and objectives for each educational experience designed to promote progress on a trajectory to autonomous practice in their subspecialty. These must be distributed, reviewed, and available to fellows and faculty members; (Core)

IV.A.3. delineation of fellow responsibilities for patient care, progressive responsibility for patient management, and graded supervision in their subspecialty; ^(Core)

Background and Intent: These responsibilities may generally be described by PGY level and specifically by Milestones progress as determined by the Clinical Competency Committee. This approach encourages the transition to competency-based education. An advanced learner may be granted more responsibility independent of PGY level and a learner needing more time to accomplish a certain task may do so in a focused rather than global manner.

IV.A.4. structured educational activities beyond direct patient care; and, ^(Core)

Background and Intent: Patient care-related educational activities, such as morbidity and mortality conferences, tumor boards, surgical planning conferences, case discussions, etc., allow fellows to gain medical knowledge directly applicable to the patients they serve. Programs should define those educational activities in which fellows are expected to participate and for which time is protected. Further specification can be found in IV.C.

IV.A.5. advancement of fellows' knowledge of ethical principles foundational to medical professionalism. ^(Core)

GUIDANCE

The Common Program Requirements do not list detailed curricular elements for each subspecialty. Those are found in the subspecialty-specific Program Requirements. The overarching goal for the Common Program Requirements related to the educational program is to ensure that programs provide a framework for the following:

1. A comprehensive education for fellows pertinent to the specific aims and mission of the Sponsoring Institution, the program, and the community served.
2. A program that supports the development of knowledgeable, skillful, and compassionate physicians capable of independent practice.

IV.A.1. and IV.A.1.a) describes the requirement for a set of program aims consistent with the Sponsoring Institution’s mission, the needs of the community it serves, and the desired distinctive capabilities of its graduates. These aims must be made available to program applicants, fellows, and faculty members.

As part of the Self-Study process, programs have to develop aims in an effort to add context to the program’s expectations and focus on aspects such as:

1. What types of fellows is the program educating?
2. What are their future roles in the community?

Having aims allows the program to construct curricular elements that address particular career options (clinical practice, research, primary care, or health policy and advocacy). For example, a program in a rural community might focus fellow education on issues relevant to that community, while a program in an institution whose goal may be to produce physician-scientists might provide more education in research. The Program Evaluation Committee (PEC) should play a central role in the development of program aims and ensure that the program is working towards them.

[ACGME Self-Study](#)

The Self-Study is an objective, comprehensive evaluation of the program, with the aim of improving it. Underlying the Self-Study is a longitudinal evaluation of the program and its learning environment, facilitated through sequential annual program evaluations that focus on the required components, with an emphasis on program strengths and self-identified areas for improvement (“self-identified” is used to distinguish this dimension of the Self-Study from Areas For Improvement the Review Committee identifies during accreditation reviews).

To offer context for the Self-Study, there are two concepts: 1) an exploration of program aims; and 2) an assessment of the program’s institutional, local and, as applicable, regional environment. Both are discussed in detail below. The focus on aims and the program’s environmental context is to enhance the relevance and usefulness of the annual program evaluation, and support improvement that goes beyond compliance with the requirements.

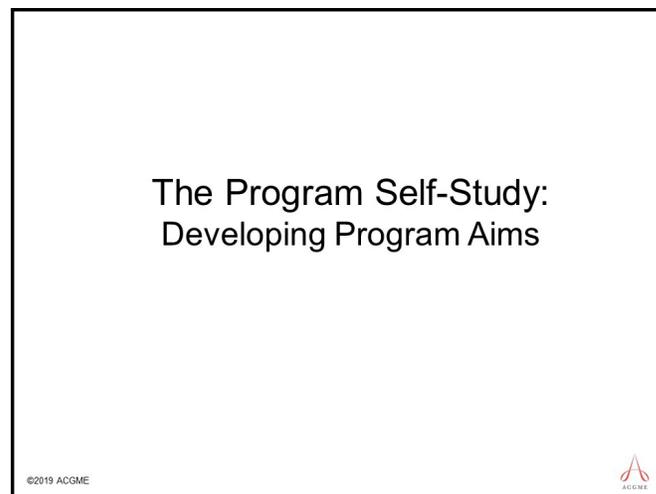
From the Self-Study section of the ACGME website:

The basic component of the Self-Study is an Annual Program Evaluation. Added components include setting program aims and conducting an abbreviated strategic assessment of the program, focusing on strengths, areas for improvement, opportunities, and threats.

The first task of the Self-Study group is a discussion of program aims. Aims are program and institutional leaders' views of key expectations for the program, as well as how the program differentiates itself from other programs in the same specialty/subspecialty. Aims may focus on the types of residents or fellows recruited by the program, or on preparing graduates for particular careers (clinical practice, academics, research, or primary/generalist care). Aims may also include other objectives, such as care for underserved patients, health policy or advocacy, population health, or generating new knowledge.

The Program Self-Study: Developing Program Aims

Review this brief slide presentation on how to set and validate program aims.



Click on the picture above to be directed to the slideshow

Defining Program Aims

- Set aims as part of self-identified annual improvement process
 - Who are our fellows?
 - What do we prepare them for?
 - Physician-scientists
 - Academic practice
 - Leadership and other roles
 - Who are the patients/populations we care for?

Fellow participation is critical

After all, they are the beneficiaries of the educational program

- They have firsthand knowledge of areas that need improvement (they are “in the trenches”).
- Double benefit:
 - Fellows help improve their own education.
 - Fellows help create the program that meets their needs.
- Fellow participation in educational QI efforts can be used to meet the requirement for fellow involvement in quality and safety improvement.

Examples of Program Aims

1. Provide a comprehensive one-year curriculum in micrographic surgery and dermatologic oncology to enable fellows to learn about the study, diagnosis, and surgical treatment of malignancies of the skin and adjacent mucous membranes
2. Educate fellows to be excellent practitioners of pain medicine in a multidisciplinary care team model
3. Train individuals with expertise in population health and serving medically underserved
4. Produce excellent, independent practitioners for academic careers who will be local and national leaders, and for academic careers

Benefits of Defining Program Aims

1. Suggests a relevant dimension of the program
 - a. What kinds of graduates do we produce for what kinds of practice settings and roles?
2. Allows for a more “tailored” approach to creating a learning environment
 - a. Focusing on specific aims can produce highly desirable “graduates” that match patient and health care system needs (Hodges 2010).
3. Enhances the focus on functional capabilities of graduating fellows
 - a. Fits with a Milestones-based approach to assessment

Need to Identify Strengths and Improvements

1. Citations, AFIs, and other information from the ACGME
2. The Annual Program Evaluation
3. Other program/institutional data sources
4. Data from all sources considered for the entire period between Self-Studies/Self-Study site visits

Examples of Opportunities

1. Relationship with Federally Qualified Health Center to start new primary care track
2. Assess/enhance relationship with other programs/departments, such as comprehensive cross specialty patient safety initiative
3. Caring for a socioeconomically disadvantaged population for developing a curriculum about the socioeconomic determinants of health
4. New educational technology to bridge the gap between faculty teaching approaches and the desires of millennial learners

Examples of Threats

1. Reductions in federal support for GME, loss of key faculty members, or loss of participating sites that provide access to important patient populations.
2. Gaps in faculty capabilities
3. Impact of potential cuts in GME financing
4. Clinical burden of faculty members: affects time and energy for teaching and mentoring residents

Role of the Program Evaluation Committee (PEC)

The PEC should participate actively in:

- planning, developing, implementing, and evaluating educational activities
- reviewing and making recommendations for revision of competency-based curriculum goals and objectives (the action plan should be reviewed and approved by the teaching faculty and documented in meeting minutes)
- addressing areas of non-compliance with ACGME requirements reviewing the program annually using evaluations of faculty members, residents/fellows, and others
- preparing a written plan of action
- documenting initiatives to improve performance in the outlined areas
- delineating how the action plan will be measured and monitored

Tracking Improvements in Response to the Self-Study Process

- Design and implement solutions
- Identify individual or group that will be responsible
- Identify and secure resources
- Timeline
- Follow-up is key: ensure all issues addressed
- Documentation to facilitate ongoing tracking
 - Example: A simple spreadsheet recording improvements achieved and ongoing priorities
- Record over multiple years of improvement

In-Text and Additional References

Guralnick, Susan, Tamika Hernandez, Mark Corapi, Jamie Yedowitz-Freeman, Stanislaw Klek, Jonathan Rodriguez, Nicholas Berbari, Kathryn Bruno, Kara Scalice, and Linda Wade. 2015. "The ACGME Self-Study—An Opportunity, Not a Burden." *Journal of Graduate Medical Education* 7, no. 3: 502-5.

<https://doi.org/10.4300/jgme-d-15-00241.1>

Hodges, Brian David. 2010. "A Tea-Steeping or i-Doc Model for Medical Education?" *Academic Medicine* 85. <https://doi.org/10.1097/acm.0b013e3181f12f32>.)



It bears re-emphasizing that while Common Program Requirement IV.A.1. requires that the program develop a set of program aims consistent with its mission and the community it serves, the Review Committees will *not* evaluate the specifics of the program aims for accreditation purposes.

IV.A.2. addresses that there must be competency-based goals and objectives for each educational experience designed to promote progress on a trajectory to autonomous practice in their subspecialty. These must be distributed, reviewed, and available to fellows and faculty members.

Goals and Objectives

The program must design competency-based, level-specific goals and objectives for each educational experience to ensure that faculty members and fellows are aware of the purpose of that experience in meeting the fellows' educational needs.

What are goals and objectives?

- A goal is an overarching principle that guides decision making.
- Objectives are specific, measurable steps that can be taken to meet the goal.

Benjamin Bloom created a taxonomy of measurable verbs that help to describe observable knowledge, skills, attitudes, behaviors, and abilities. The theory of “Bloom’s Taxonomy of Measurable Verbs” is based on the premise that there are observable action levels that can help explicitly define what a student must do to demonstrate learning. (See: [Bloom’s Taxonomy of Measurable Verbs](#))

Bloom's Taxonomy Action Verbs

Definitions	Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
Bloom's Definition	Remember previously learned information.	Demonstrate an understanding of the facts.	Apply knowledge to actual situations.	Break down objects or ideas into simpler parts and find evidence to support generalizations.	Compile component ideas into a new whole or propose alternative solutions.	Make and defend judgments based on internal evidence or external criteria.
Verbs	<ul style="list-style-type: none"> • Arrange • Define • Describe • Duplicate • Identify • Label • List • Match • Memorize • Name • Order • Outline • Recognize • Relate • Recall • Repeat • Reproduce • Select • State 	<ul style="list-style-type: none"> • Classify • Convert • Defend • Describe • Discuss • Distinguish • Estimate • Explain • Express • Extend • Generalized • Give example(s) • Identify • Indicate • Infer • Locate • Paraphrase • Predict • Recognize • Rewrite • Review • Select • Summarize • Translate 	<ul style="list-style-type: none"> • Apply • Change • Choose • Compute • Demonstrate • Discover • Dramatize • Employ • Illustrate • Interpret • Manipulate • Modify • Operate • Practice • Predict • Prepare • Produce • Relate • Schedule • Show • Sketch • Solve • Use • Write 	<ul style="list-style-type: none"> • Analyze • Appraise • Breakdown • Calculate • Categorize • Compare • Contrast • Criticize • Diagram • Differentiate • Discriminate • Distinguish • Examine • Experiment • Identify • Illustrate • Infer • Model • Outline • Point out • Question • Relate • Select • Separate • Subdivide • Test 	<ul style="list-style-type: none"> • Arrange • Assemble • Categorize • Collect • Combine • Comply • Compose • Construct • Create • Design • Develop • Devise • Explain • Formulate • Generate • Plan • Prepare • Rearrange • Reconstruct • Relate • Reorganize • Revise • Rewrite • Set up • Summarize • Synthesize • Tell • Write 	<ul style="list-style-type: none"> • Appraise • Argue • Assess • Attach • Choose • Compare • Conclude • Contrast • Defend • Describe • Discriminate • Estimate • Evaluate • Explain • Judge • Justify • Interpret • Relate • Predict • Rate • Select • Summarize • Support • Value

The information in the table indicates what one would expect for a particular item. For example, under knowledge, an individual remembers previously learned information. For application, individuals can use their knowledge to solve a problem. The words included in the list are concise, explicit, and can be measured.

Common mistakes in creating goals and objectives:

1. Using vague verbs and phrases that cannot be measured. Words to avoid include:
 - believe
 - comprehend
 - know
 - perceive
 - recognize

- understand

Phrases to avoid include:

- appreciation for
- capable of
- familiar with
- knowledge of

2. Avoiding level-specific or competency-based goals and objectives.

A useful mnemonic to use in writing goals and objectives (developed from the 1981 paper “There’s a S.M.A.R.T. Way to Write Management’s Goals and Objectives,” written by George T. Doran):

S - Specific
M - Measurable
A - Attainable
R - Relevant
T - Time-bound

Goals and objectives must be competency-based and level-specific. For example: A first-year fellow in a two-year program must demonstrate the ability to guide and supervise a resident in obtaining a complete history and physical examination and take an active role in the formulation of diagnostic and treatment plans.

Goals and objectives must be distributed, reviewed, and available to fellows and faculty members to ensure an understanding of learning expectations.

IV.A.3. addresses the expectations for delineation of fellow responsibilities for patient care, progressive responsibility for patient management, and graded supervision in their subspecialty.

This is where Milestones evaluations can help. The Clinical Competency Committee should review the Milestones, be educated in Milestones assessment, and use these skills to delineate fellow responsibilities and determine levels of graded supervision in the program. In this process, it is important to remember that fellows have completed specialty education and training.

The Milestones narratives for specialties and subspecialties may appear similar in terms of the level that an individual fellow has achieved. However, the difference lies in the competency being assessed.

For example, an internal medicine *residency* milestone for patient care skill in performing procedures assesses whether the resident “possesses technical skill and has successfully performed all procedures required for certification in the level “ready for unsupervised practice.”

The Milestones for the internal medicine subspecialty of hematology, under patient care – competence in procedures (see screen shot below), also assesses “knowledge of diagnostic testing and procedures.” However, the set of curricular elements are different and are pertinent to the subspecialty.

Hematology Milestones

Patient Care 5: Competence in Procedures:				
<ul style="list-style-type: none"> • Performance of Bone Marrow Biopsies and Aspirations • Assessment and Interpretation of Complete Blood Count • Interpretation of Peripheral Blood Smears • Use of Systemic Therapies through all Therapeutic Routes 				
Level 1	Level 2	Level 3	Level 4	Level 5
Discusses the indications for and assists with all required procedures	Performs all required procedures, with direct supervision	Competently performs all required procedures, with indirect supervision	Proficiently and independently performs all required procedures	Serves as an expert for all required procedures and their complications
Discusses potential procedural complications	Recognizes complications of procedures and enlists help	Manages complications of procedures, with supervision	Anticipates and independently manages complications of procedures	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: <div style="text-align: right;"> Not Yet Completed Level 1 <input type="checkbox"/> Not Yet Assessable <input type="checkbox"/> </div>				

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All rights reserved except the copyright owners grant third parties the right to use the Hematology and Medical Oncology Milestones on a non-exclusive basis for educational purposes.

IV.A.4. addresses requirements for structured educational activities beyond direct patient care.

The elements of this requirement are listed in the Background and Intent: Patient care-related educational activities, such as morbidity and mortality conferences, tumor boards, surgical planning conferences, case discussions, etc., allow fellows to gain medical knowledge directly applicable to the patients they serve. Programs should define those educational activities in which fellows are expected to participate and for which time is protected. Further specification can be found in [IV.C](#).

IV.A.5. addresses the requirements for ensuring advancement of fellows’ knowledge of ethical principles foundational to medical professionalism.

Ethical Principles Foundational to Medical Professionalism

“The good physician knows his patients through and through, and his knowledge is bought dearly. Time, sympathy, and understanding must be lavishly dispensed, but the reward is to be found in that personal bond which forms the greatest satisfaction of the practice of medicine. One of the essential qualities of the clinician is interest in humanity, for the secret of the care of the patient is in caring for the patient.”

Dr. Francis M. Peabody, Boston, 1927

“It is essential, therefore, that physicians understand clearly that to serve the goals of medicine, they have a responsibility to continue to care for their patients when they can no longer prescribe a particular form of treatment or offer the likelihood of a cure.”

*Dr. Michael E. Whitcomb
What Does It Mean to Be a Physician?
Academic Medicine Vol 82, October 2007*

Professionalism is at the core of being a physician. Yet teaching it is difficult and evaluating professionalism presents significant challenges. There are many factors that influence the erosion of professionalism. These include state control, corporate demands, and an overemphasis on income and power. Some argue that the loss of ethics and morals causes this erosion, and therefore propose that medical professionalism cannot be taught separately from ethical principles, morality, and emotional intelligence.

To teach professionalism, the key components must be identified. The American Academy of Pediatrics lists the following important parts of professionalism:

- Honesty/Integrity
- Reliability/Responsibility
- Respect for Others
- Compassion/Empathy
- Self-Improvement
- Self-Awareness/Knowledge of Limits
- Communication/Collaboration
- Altruism/Advocacy

Providing fellows with lists of what comprises professionalism, however, is likely not an effective way to teach this competency. Lists are meaningless and easily forgotten in the absence of context. While important in providing specific concepts, didactic lectures may not have an impact in the long run. Researchers A. Keith W. Brownell and Luc Côté surveyed senior residents on their views about the meaning of professionalism and how they learned about it and determined that the majority learned the most from observing role models (Brownell and Côté 2001).

While good role models and mentors are essential for the education of residents and fellows, there is no way to guarantee their presence. In addition, role modeling as a method of teaching professionalism has been criticized as imprecise and lacking structure. Teaching professionalism is a multi-step process.

It should include a clear definition of the expected behaviors as to what is and is not acceptable. Policies should include process, reporting, due process, remediation, follow-up, and documentation. Assessment of professionalism should include formative and summative feedback. Any negative feedback should include a discussion of what the consequences are, along with a remediation and follow-up plan. Evaluations should

be solicited from multiple sources, including patients and their families, other health care providers, and peers. All evaluations must be reviewed by the Clinical Competency Committee and considered during their deliberations.

Remember that professional behavior is expected of faculty members as well, and it is important to include education regarding ethical principles and professionalism in faculty development. [II.A.4.a\)](#)

Examples of Linking Professionalism Values to Specific Behaviors (Wagner 2007)

Values	Behaviors
Responsibility	Follows through on tasks Arrives on time
Maturity	Accepts blame for failure Does not make inappropriate demands Is not abusive and critical in times of stress
Communication Skills	Listens well Is not hostile, derogatory, sarcastic Is not loud or disruptive
Respect	Maintains patient confidentiality Is patient Is sensitive to physical/emotional needs Is not biased/discriminatory

It is likely that fellows have had some component of professionalism instruction in their curriculum during residency. However, the efforts for education on professionalism should be ongoing and incorporated throughout the fellowship program to ensure a lifelong commitment to this critical aspect of being a physician.

In-Text References

Brownell, A. Keith W., and Luc Côté. 2001. "Senior Residents' Views on the Meaning of Professionalism and How They Learn about It." *Academic Medicine* 76, no. 7: 734–37. <https://doi.org/10.1097/00001888-200107000-00019>.)

Wagner, Jim. 2007. "Examples of Linking Professionalism Values to Specific Behaviors." In "Professionalism in Medicine: Definitions and Considerations for Teaching" by Lynne M. Kirk. *Baylor University Medical Center Proceedings* 20, no. 1: 13-16. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1769526/>

REQUIREMENTS

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Common Program Requirement

IV.B. ACGME Competencies

Background and Intent: The Competencies provide a conceptual framework describing the required domains for a trusted physician to enter autonomous practice. These Competencies are core to the practice of all physicians, although the specifics are further defined by each subspecialty. The developmental trajectories in each of the Competencies are articulated through the Milestones for each subspecialty. The focus in fellowship is on subspecialty-specific patient care and medical knowledge, as well as refining the other competencies acquired in residency.

Guidance

In general terms, a milestone is simply a significant point in development. The Milestones in graduate medical education (GME) provide narrative descriptions of the Core Competencies and subcompetencies along a developmental continuum. Simply stated, the Milestones describe performance levels fellows are expected to demonstrate for skills, knowledge, and behaviors in the six Core Competency domains relative to their subspecialty education and training. They lay out a framework of observable behaviors and other attributes associated with a resident's or fellow's development as a physician.

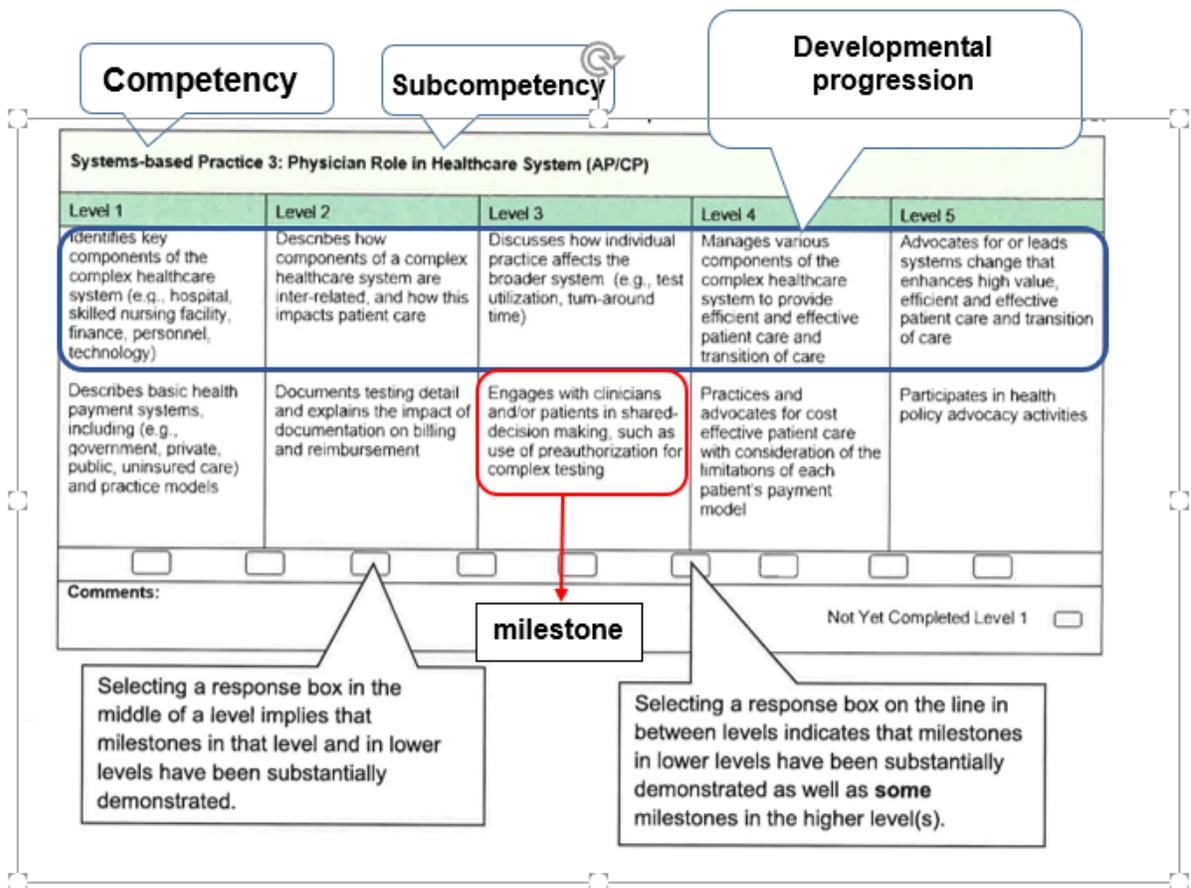
The Milestones describe the learning trajectory within a subcompetency that takes a fellow from a beginner in the subspecialty, to a highly proficient fellow or early practitioner. Milestones are different from many other assessments because there is an opportunity for the learner to demonstrate the attainment of aspirational levels of the subcompetency, and they allow for a shared understanding of the expectations of faculty members for the learner. The Milestones can provide a framework for all GME programs providing some assurance that graduating fellows across the US have attained a high level of competence in their subspecialty.

It is also important to recognize what the Milestones are not. First and foremost, they do not describe or represent a complete description of a clinical discipline. They represent the core of a discipline, but programs will need to use good judgment to fill in the gaps in curriculum and assessment. It is essential that the Milestones do not serve as curricula in and of themselves, but rather guide a thoughtful analysis of curriculum to identify strengths and gaps. Even for those specialties that developed more general subcompetencies, there was an understanding that the Milestones would not cover all areas essential to the unsupervised practice of medicine in that discipline. Second, the Milestones are not tools designed to negatively affect program accreditation. The Milestones are intended for formative purposes to help learners, programs, and the Review Committees improve educational, assessment, and accreditation processes.

The Purpose and Function of the Milestones

User	Function for User
Fellows	<ul style="list-style-type: none">• Provide a descriptive roadmap for education• Provide transparency of performance requirements• Encourage informed self-assessment and self-directed learning• Facilitate better feedback to the learner• Encourage self-directed feedback seeking behaviors
Fellowship Programs	<ul style="list-style-type: none">• Guide curriculum and assessment tool development• Provide meaningful framework for Clinical Competency Committees (e.g., create shared mental model)• Provide more explicit expectations of residents and fellows• Support better systems of assessment

	<ul style="list-style-type: none"> • Enhance opportunity for early identification of underperformers
ACGME	<ul style="list-style-type: none"> • Accreditation: enables continuous monitoring of programs and lengthening of site visit cycles • Public accountability: Milestones are reported at a aggregated national level on competency outcomes • Community of practice for evaluation and research, with focus on continuous improvement
Certification Boards	<ul style="list-style-type: none"> • Enable research to improve certification processes



Several key aspects about the use of the Milestones deserve special attention. First, the Milestones reported to the ACGME were not designed to be used as evaluation forms for specific rotations or experiences, especially short rotations less than three months in length. The Reporting Milestones are designed to guide a synthetic judgment of progress twice a year. However, using language from the Milestones may be helpful as part of a mapping exercise to determine which Competencies are best covered in certain rotation and curricular experiences. Second, the Reporting Milestones can also be used for guided self-assessment and reflection by a fellow in preparation for feedback sessions, and in creating individual learning plans. Fellows should use the

Milestones for self-assessment with input and feedback from a faculty advisor, mentor, or program director. Fellows should not judge themselves on the Milestones in isolation. Milestones feedback is most effective when performed in dialogue between a learner and faculty advisor. Third, the Milestones can be useful in faculty development. They can help faculty members recognize their performance expectations of learners, more explicitly assess the trajectory of skill progression in their specialty, and discern how best to assess a learner's performance. Finally, it is imperative that programs remember that the Milestones are not inclusive of the broader curriculum and limiting assessments to the Milestones could leave many topics without proper and essential assessment and evaluation.

Review resources available to support understanding and implementation of the Milestones in the [Milestones section of the ACGME website](#).

REQUIREMENTS

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Common Program Requirement

IV.B. ACGME Competencies

Background and Intent: The Competencies provide a conceptual framework describing the required domains for a trusted physician to enter autonomous practice. These Competencies are core to the practice of all physicians, although the specifics are further defined by each specialty. The developmental trajectories in each of the Competencies are articulated through the Milestones for each specialty.

- IV.B.1.a) Professionalism Fellows must demonstrate a commitment to professionalism and an adherence to ethical principles. (Core)

GUIDANCE

“The good physician knows his patients through and through, and his knowledge is bought dearly. Time, sympathy and understanding must be lavishly dispensed, but the reward is to be found in that personal bond which forms the greatest satisfaction of the practice of medicine. One of the essential qualities of the clinician is interest in humanity, for the secret of the care of the patient is in caring for the patient.”

Dr. Francis M. Peabody
Boston, 1927

“It is essential, therefore, that physicians understand clearly that to serve the goals of medicine, they have a responsibility to continue to care for their patients when they can no longer prescribe a particular form of treatment or offer the likelihood of a cure.”

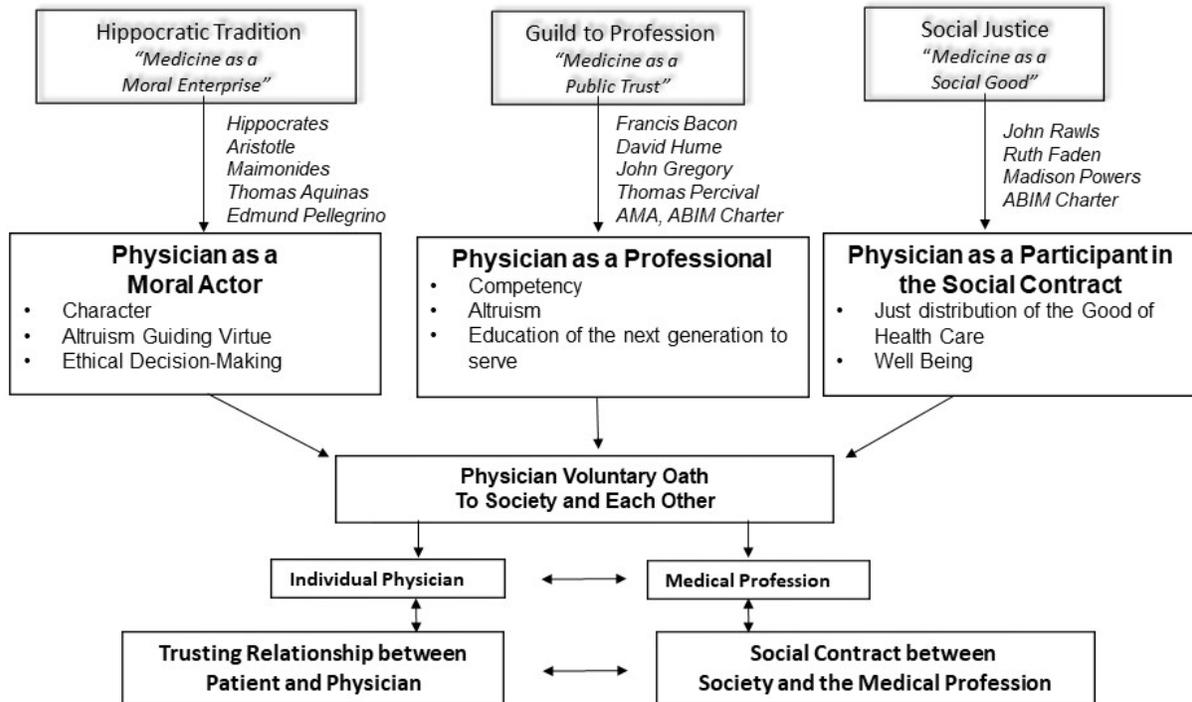
Dr. Michael E. Whitcomb
What does it mean to be a Physician?
Academic Medicine Vol 82, October 2007

Professionalism is at the core of being a physician, yet, teaching it is difficult, and evaluation of professionalism presents significant challenges. There are many factors that influence the erosion of professionalism, including state control, corporate demands, and overemphasis on income and power. Some argue that the loss of ethics and morals underlies this erosion, and therefore propose that medical professionalism cannot be taught separately from ethical principles, morality, and emotional intelligence.

The components of professionalism of physicians is best summarized by the relationship chart created by ACGME PFellow and Chief Executive Officer Dr. Thomas J. Nasca, published in *JAMA* in 2015:

Traditions Contributing to the American Concept of Professionalism

Nasca, T.J. Viewpoint. *JAMA*. 2015. 313(18):1801-1802.



Dr. Nasca states: “The philosophical roots of professionalism include the Hippocratic tradition of medicine as a moral enterprise; the transition of medicine from guild to profession with a commitment to competence, altruism, and public trust; and the responsibility of the profession to prepare the next generation of physicians to serve the public.”

Often neglected in this equation is physician well-being. A physician who is unwell is unlikely able to provide good care.

The American Academy of Pediatrics lists the following important elements of professionalism:

- Honesty/Integrity
- Reliability/Responsibility
- Respect for Others
- Compassion/Empathy
- Self-Improvement
- Self-Awareness/Knowledge of Limits

- Communication/Collaboration
- Altruism/Advocacy

These elements of professionalism must be addressed in the program curriculum. A one-hour lecture provided at Fellow orientation is likely inadequate. Programs have reported more success with simulation, workshops, and case discussions. Some have incorporated education on professionalism into morbidity and mortality conferences and review of medication errors. More importantly, repeated sessions throughout the years of the educational program provide reminders of the elements of professionalism and keep Fellows on track. Since role modeling of professionalism by faculty members is key to the professional behavior of Fellows, it is just as important to incorporate professionalism in faculty development sessions.

Related requirements: II.A.4.a) and II.A.4.a).(1): The program director must be a role model of professionalism.

Examples of linking professionalism values to specific behaviors:

Values	Behaviors
Responsibility	<ul style="list-style-type: none"> • Follows through on tasks • Arrives on time
Maturity	<ul style="list-style-type: none"> • Accepts blame for failure • Does not make inappropriate demands • Is not abusive and critical in times of stress
Communication Skills	<ul style="list-style-type: none"> • Listens well • Is not hostile, derogatory, sarcastic • Is not loud or disruptive
Respect	<ul style="list-style-type: none"> • Maintains patient confidentiality • Is patient • Is sensitive to physical/emotional needs • Is not biased/discriminatory

Jim Wagner, The University of Texas Southwestern Medical School in Kirk L Professionalism in medicine: definitions and considerations for teaching. *Bayl Univ Med Cent*, 2007; 20:13-16

Below is an example of a form used for the evaluation of professionalism. The checklist was created by the American Academy of Pediatrics. The ACGME does not require the use of this form.

Evaluation of Professionalism – American Academy of Pediatrics

Components of Professionalism	Meets Expectations	Needs Improvement	Cannot Assess
1. Honesty/Integrity Is truthful with patients, peers, and in professional work (e.g. documentation, communication, presentations, research)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Reliability/responsibility Is accountable to patients and colleagues. Can be counted on to complete assigned duties and tasks. Accepts responsibility for errors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Respectful of others Talks about and treats all persons with respect and regard for their individual worth and dignity. Is fair and non-discriminatory. Routinely inquires about or expresses awareness of the emotional, personal, family, and cultural influences on patient well-being and their rights and choices of medical Care; is respectful of other members of the health care team. Maintains confidentiality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Compassion/empathy Listens attentively and responds humanely to patient's and family members' concerns; provides appropriate relief of pain, discomfort or anxiety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Self-improvement Regularly contributes to patient care in educational conferences with information from current professional literature, seeks to learn from errors, aspires to excellence through self-evaluation and acceptance of the critiques of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Self-awareness/knowledge of limits Recognizes need for guidance and supervision when faced with new or complex responsibility; Is thoughtful of the impact of one's behavior on others and cognizant of appropriate professional boundaries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Communication/collaboration Works cooperatively and communicates effectively to achieve common patient care and educational goals of all involved health care providers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Altruism/advocacy Adheres to best interest of the patient; puts best interest of the patient above self interest and the interest of other parties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reference:

Brownell AKW and Cote Luc: Senior Fellows' Views on the Meaning of Professionalism and How They Learn About it. Acad Med, 2001; 76:734-737

More than 90 percent of the Fellows surveyed stated that contact with positive role models was their preferred method of learning about professionalism.

The ACGME requirements for the professionalism Competency are specialty specific. To review the requirements for a particular specialty or subspecialty, refer to the Program Requirements and FAQs and Applications page of the specialty section on the ACGME website.

In addition, the Milestones are used to assess the progression of a Fellow in specific competencies and subcompetencies. To access a specialty's or subspecialty's Milestones, go to <https://www.acgme.org/Specialties>. Select the specialty, click on "Milestones" in the right-hand menu on the page, and select from the list of applicable Milestones.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

IV.B. ACGME Competencies

IV.B.1. The program must integrate the following ACGME Competencies into the curriculum: ^(Core)

IV.B.1.b) Patient Care and Procedural Skills

Background and Intent: Quality patient care is safe, effective, timely, efficient, patient-centered, equitable, and designed to improve population health, while reducing per capita costs. (See the Institute of Medicine [IOM]’s *Crossing the Quality Chasm: A New Health System for the 21st Century*, 2001 and Berwick D, Nolan T, Whittington J. *The Triple Aim: care, cost, and quality. Health Affairs.* 2008; 27(3):759-769.). In addition, there should be a focus on improving the clinician’s well-being as a means to improve patient care and reduce burnout among residents, fellows, and practicing physicians.

These organizing principles inform the Common Program Requirements across all Competency domains. Specific content is determined by the Review Committees with input from the appropriate professional societies, certifying boards, and the community.

IV.B.1.b).(1) Fellows must be able to provide patient care that is compassionate, appropriate, and effective for the treatment of health problems and the promotion of health. ^(Core)

[The Review Committee must further specify]

IV.B.1.b).(2) Fellows must be able to perform all medical, diagnostic, and surgical procedures considered essential for the area of practice. ^(Core)

[The Review Committee may further specify]

GUIDANCE

The requirements for the Patient Care and Procedural Skills competencies are subspecialty-specific. For a particular subspecialty, refer to the Program Requirements and FAQs and Applications page of the specialty section on the ACGME website.

For example, [this link](#) brings you to the Program Requirements and FAQs and Applications page of the Otolaryngology - Head and Neck Surgery section of the website, from which you can access the Program Requirements for all subspecialties of otolaryngology - head and neck surgery.

The Milestones for Otolaryngology - Head and Neck Surgery and for the associated subspecialties can be found on the [Milestones page](#) of the Otolaryngology - Head and Neck Surgery section of the website.

Milestones assessment is one of the methods that should be used to evaluate fellows on the components of each Core Competency area. In 2016, the milestones for the Competencies of Interpersonal and Communication Skills, Practice-Based Learning and Improvement, Professionalism, and Systems-based Practice were revised to create a set of harmonized milestones in these areas for all subspecialty programs. It is important to note that the subspecialty Milestones Working Groups have been allowed to edit these to fit the unique needs of each subspecialty.

Reference

Edgar, Laura, Sydney Roberts, and Eric Holmboe. 2018. "Milestones 2.0: A Step Forward." *Journal of Graduate Medical Education* 10, no. 3: 367-69.
<https://doi.org/10.4300/jgme-d-18-00372.1>.

REQUIREMENTS

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Text in boxes provide Background and Intent

Common Program Requirement:

IV.B. ACGME Competencies

IV.B.1. The program must integrate the following ACGME Competencies into the curriculum: *(Core)*

IV.B.1.c) Medical Knowledge

Fellows must demonstrate knowledge of established and evolving biomedical, clinical, epidemiological and social-behavioral sciences, as well as the application of this knowledge to patient care. *(Core)*

[The Review Committee must further specify]

GUIDANCE

The requirements for the Core Competency of Medical Knowledge are subspecialty-specific. For a particular subspecialty, refer to the Program Requirements and FAQs and Applications page of the applicable specialty's section of the ACGME website.

For example, [this link](#) brings you to the Program Requirements and FAQs and Applications page of the Neurology section of the website, from which you can access the Program Requirements for all subspecialties of neurology.

Milestones assessment is one of the methods that should be used to evaluate fellows on the components of each Core Competency area. In 2016, the milestones for the Competencies of Interpersonal and Communication Skills, Practice-based Learning and Improvement, Professionalism, and Systems-based Practice were revised to create a set of harmonized milestones in these areas for all subspecialty programs. It is important to note that the subspecialty Milestones Working Groups have been allowed to edit these to fit the unique needs of each subspecialty.

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REQUIREMENTS

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Text in boxes provide Background and Intent

Common Program Requirement:

IV.B. ACGME Competencies

IV.B.1. The program must integrate the following ACGME Competencies into the curriculum: *(Core)*

IV.B.1.d) Practice-based Learning and Improvement

Fellows must demonstrate the ability to investigate and evaluate their care of patients, to appraise and assimilate scientific evidence, and to continuously improve patient care based on constant self-evaluation and lifelong learning. *(Core)*

Background and Intent: Practice-based learning and improvement is one of the defining characteristics of being a physician. It is the ability to investigate and evaluate the care of patients, to appraise and assimilate scientific evidence, and to continuously improve patient care based on constant self-evaluation and lifelong learning.

The intention of this Competency is to help a fellow refine the habits of mind required to continuously pursue quality improvement, well past the completion of fellowship.

GUIDANCE

As stated in the Background and Intent for this requirement, practice-based learning and improvement is one of the defining characteristics of being a physician. The inculcation of this Core Competency in fellowship education leads to the ability to self-reflect, self-evaluate, and practice lifelong learning.

The Core Competency of practice-based learning and improvement is best learned in an environment that provides fellows with enough information to investigate and evaluate the care of their patients. The environment needs to support open and honest attempts to improve and not punish errors or mistakes as a personal weakness.

To identify strengths, deficiencies, and limitations, fellows should learn to self-reflect on the care they provide to answer the question: “How can I improve care for my patients?” This may include single patients, such as at a case conference where fellows present individual patients for whom they have cared and reflect on how they may improve on that care for a similar patient in the future. A more systematic approach requires that fellows receive information about the outcomes of their care for a larger sample of their patients. It may show how a fellow adheres to a specific protocol or clinical guideline for a defined group of patients. Examples include the number of patients that undergo a detailed history and review of a medication checklist prior to surgery. It is not required that individual fellows have their own projects, but some measures may require institutional assistance to encompass the activity to a larger departmental goal.

Learning and improvement goals can be formulated after a fellow determines what to improve, and may follow a deliberate process such as a Plan-Do-Study-Act cycle under the guidance of a faculty member to systematically analyze the practice. This may be performed in conjunction with the ongoing quality improvement efforts of the Sponsoring Institution.

In addition, fellows constantly receive feedback and suggestions. They may wish to target a certain behavior for improvement over the course of a month or try out suggestions and need to consider how to analyze and incorporate these into practice.

Locating and assimilating evidence may occur for individual patients while a fellow is preparing for upcoming case presentations, or during the actual care of a patient using a Cochrane review or a PubMed search or other clinical references. A fellow may need to learn how the circumstances of an individual patient fit into the larger knowledge base, and how to use published literature to fit the scenario. This may incorporate activities such as literature review for case conferences or journal club, where critical review of literature is demonstrated and learned.

Milestones assessment is one of the methods that should be used to evaluate fellows on the components of each Core Competency area. In 2016, the milestones in the Core Competencies of Interpersonal and Communication Skills, Practice-based Learning and Improvement, Professionalism and Systems-based Practice were revised to create a set of harmonized milestones in these areas for all subspecialty programs. It is important to note that the subspecialty Milestones Working Groups have been allowed to edit these to fit the unique needs of each subspecialty.

References

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- Guralnick, Sarah, Alpesh Amin, Emily Fondahn, Ellen Goldman, Deepa Rani Nandiwada, Helene P. Phu, Sydney Roberts, and Laura Edgar. 2018. "Harmonizing the Approach to Milestone Assessment of Systems-Based Practice." ACGME website. <https://www.acgme.org/globalassets/pdfs/milestones/harmonizingsbp.pdf>
- Marco, Catherine A., Karen Adams, Andrea N. Leep Hunderfund, Danny M. Takanishi Jr, Ronald E. Domen, Christopher R. Thomas, Sydney Roberts, and Laura Edgar. 2018. "Refining the Milestones for Assessment of Professionalism Skills." ACGME website. <https://www.acgme.org/globalassets/pdfs/milestones/harmonizingprof.pdf>
- Morrison, Laura J., Barbara L. Joyce, Lynne E. Meyer, Christopher J. Moreland, Liana Puscas, Linda Regan, Mark B. Stephens, Sydney Roberts, and Laura Edgar. 2018. "Strengthening Interpersonal and Communication Skills Assessment Through Harmonized Milestones." ACGME website. <https://www.acgme.org/globalassets/PDFs/Milestones/HarmonizingICS.pdf>
- Ollendorff, Arthur T., Kathryn M. Andolsek, Ann E. Burke, John H. Choe, Rachel R. Kelz, Steven L. Lewis, Sydney Roberts, and Laura Edgar. 2018. "Harmonizing the Practice-Based Learning and Improvement Milestones." ACGME website. <https://www.acgme.org/globalassets/pdfs/milestones/harmonizingpbli.pdf>
- "Research." ACGME website. <https://www.acgme.org/What-We-Do/Accreditation/Milestones/Research>.

Other Resources

- Bernabeo, Elizabeth, Sarah Hood, William Iobst, Eric Holmboe, and Kelly Caverzagie. 2013. "Optimizing the Implementation of Practice Improvement Modules in Training: Lessons from Educators." *Journal of Graduate Medical Education* 5, no. 1: 74-80. <https://doi.org/10.4300/jgme-d-11-00281.1>.
- "Practice-Based Learning and Improvement: ACGME Core Competencies." NEJM Knowledge, November 18, 2016. <https://knowledgeplus.nejm.org/blog/practice-based-learning-and-improvement/> .

This description of why practice-based learning is important and how it fits into lifelong learning.

“Practice-Based Learning - ACGME Competencies.” University of Maryland Medical Center, n.d. <https://www.umms.org/ummc/pros/gme/acgme-competencies/practice-based-learning>.

An example of the resources compiled at one institution to address this competency of practice-based learning and the key components of:

- [Life-long learning and practice improvement \(self-reflection\)](#)
- [Appraisal and assimilation of scientific literature \(EBM\)](#)
- [Able to implement quality improvement](#)
- [Actively participate in the education of others](#)

REQUIREMENTS

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Common Program Requirement:

IV.B. ACGME Competencies

IV.B.1. The program must integrate the following ACGME Competencies into the curriculum: *(Core)*

IV.B.1.e) Interpersonal and Communication Skills

Fellows must demonstrate interpersonal and communication skills that result in the effective exchange of information and collaboration with patients, their families, and health professionals. *(Core)*

GUIDANCE

The ability to communicate is one of the basic tenets of the physician-patient relationship, and an important component of professionalism. Yet education related to communication skills is frequently neglected. Apart from medical knowledge and the ability to provide good patient care, physicians need communication skills in many aspects of their practice.

1. The physician and the patient:
 - a. History taking and physical examination – the ability to elicit pertinent information, and the capacity to listen attentively to what a patient/family member has to say
 - b. Explaining medical information, such as diagnosis, complications, and treatment (surgical and medical)
 - c. Instructions related to prescriptions: we are all too familiar with patients taking medications incorrectly because of inadequate instructions
 - d. Delivering bad news
 - e. Discharge instructions
 - f. Sensitivity to different cultural and socioeconomic backgrounds
 - g. Respect for privacy and confidentiality
 - h. Obtaining informed consent for procedures or study participation
 - i. End-of-life decisions
2. Physician and physician or other health care workers:
 - a. Consultations
 - b. Sign-outs or hand-offs
 - c. Patient transfers
3. Written and other communication
 - a. Medical records
 - b. Procedure notes
 - c. Consults
 - d. Transfers
 - e. Lectures and presentations

Good communication skills improve patient satisfaction and treatment adherence, and reduce medication errors. Efforts to teach communication skills in medical school and residency/fellowship programs have significantly increased. Many of the models focus on several aspects of communication:

- skills-based: word use, approach to patients and patients' families
- content-based: patient interviewing, obtaining informed consent
- advanced encounters: delivering bad news, disclosing medication errors

- interaction-focused: physician-patient and/or physician-family; interprofessional

Techniques used to teach interpersonal and communication skills include:

- Role play
- Standardized patients
- Simulation
- Real-life experiences, such as during morbidity and mortality review

Milestones assessment is one of the methods that should be used to evaluate fellows on the components of each Core Competency area. In 2016, the milestones in the Core Competencies of Interpersonal and Communication Skills, Practice-based Learning and Improvement, Professionalism, and Systems-based Practice were revised to create a set of harmonized milestones in these areas for all subspecialty programs. It is important to note that the subspecialty Milestones Working Groups have been allowed to edit these to fit the unique needs of each subspecialty.

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<https://www.acgme.org/globalassets/pdfs/milestones/harmonizingpbli.pdf>
- Peterson, Eleanor B., Kimberly A. Boland, Kristina A. Bryant, Tara F. Mckinley, Melissa B. Porter, Katherine E. Potter, and Aaron W. Calhoun. 2016. "Development of a Comprehensive Communication Skills Curriculum for Pediatrics Residents."

Journal of Graduate Medical Education 8, no. 5: 739-46.

<https://doi.org/10.4300/jgme-d-15-00485.1>.

“Research.” ACGME website. <https://www.acgme.org/What-We-Do/Accreditation/Milestones/Research>.

Sullivan, Amy M., Laura K. Rock, Nina M. Gadmer, Diana E. Norwich, and Richard M. Schwartzstein. 2016. “The Impact of Resident Training on Communication with Families in the ICU: Resident and Family Outcomes.” *Annals of the American Thoracic Society*. <https://doi.org/10.1513/annalsats.201508-495oc>.

Wild, Dorothea, Haq Nawaz, Saif Ullah, Christina Via, William Vance, and Paul Petraro. 2018. “Teaching Residents to Put Patients First: Creation and Evaluation of a Comprehensive Curriculum in Patient-Centered Communication.” *BMC Medical Education* 18 (1). <https://doi.org/10.1186/s12909-018-1371-3>.

While many of the efforts in teaching communication skills are successful, there is evidence that success also depends on human variables. The ability to develop effective communication skills is dependent of a number of human factors, including:

- Individual characteristics: sociodemographic, professional and personal experiences, health, burnout, depersonalization, ability to cope, psychological characteristics, and technological demands
- Contextual characteristics: professional and personal environments
- Pre-training communication skills

Additional Reference

Bragard, Isabelle, Isabelle Merckaert, Yves Libert, Nicole Delvaux, Anne-Marie Etienne, Serge Marchal, Christine Reynaert, and Darius Razavi. 2012. “Communication Skills Training for Residents: Which Variables Predict Learning of Skills?” *Open Journal of Medical Psychology* 01 (04): 68–75.

<https://doi.org/10.4236/ojmp.2012.14011>.

Some patient comments regarding negative communication experiences:

“I wish he would face me instead of the computer.”

“She seemed in a hurry, and did not have time to listen to my fears about the surgery.”

“He seemed to be hiding something when he told me about the medication mistake.”

“I felt like I did not matter, my concerns were ignored.”

“He seemed in a hurry to pull the plug on my dad, so he could get on to the next task.”

Following is an example of Internal Medicine Subspecialty Milestones evaluation of Interpersonal and Communication Skills

Version 10/2014

Internal Medicine Subspecialty Milestones: ACGME Report Worksheet

21. Communicates effectively with patients and caregivers. (ICS1)					
Not Yet Assessable	Critical Deficiencies			Ready for unsupervised practice	Aspirational
	<p>Ignores patient preferences for plan of care</p> <p>Makes no attempt to engage patient in shared decision-making</p> <p>Routinely engages in antagonistic or counter-therapeutic relationships with patients and caregivers</p>	<p>Engages patients in discussions of care plans and respects patient preferences when offered by the patient, but does not actively solicit preferences</p> <p>Attempts to develop therapeutic relationships with patients and caregivers but is inconsistently successful</p> <p>Defers difficult or ambiguous conversations to others</p>	<p>Engages patients in shared decision-making in uncomplicated conversations</p> <p>Requires assistance facilitating discussions in difficult or ambiguous conversations</p> <p>Requires guidance or assistance to engage in communication with persons of different socioeconomic and cultural backgrounds</p>	<p>Identifies and incorporates patient preference in shared decision-making in complex patient care conversations and the plan of care</p> <p>Quickly establishes a therapeutic relationship with patients and caregivers, including persons of different socioeconomic and cultural backgrounds</p>	<p>Role-models effective communication and development of therapeutic relationships in both routine and challenging situations</p> <p>Models cross-cultural communication and establishes therapeutic relationships with persons of diverse socioeconomic and cultural backgrounds</p> <p>Assists others with effective communication and development of therapeutic relationships</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

REQUIREMENTS

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Text in boxes provide Background and Intent

Common Program Requirement:

IV.B. ACGME Competencies

IV.B.1. The program must integrate the following ACGME Competencies into the curriculum: *(Core)*

IV.B.1.f) Systems-based Practice

Fellows must demonstrate an awareness of and responsiveness to the larger context and system of health care, including the social determinants of health, as well as the ability to call effectively on other resources to provide optimal health care. *(Core)*

GUIDANCE

Physicians are increasingly dependent on the health care system to support their patients, and need to optimally use the same system for these patients' benefit. At the same time, physicians can provide significant influence on the health care system to ensure appropriate support for patients and their families. Most fellows work passively in these settings, but their curriculum must provide education on how they can actively and positively impact them in their future practice. They should be prepared to answer the question: How can I help to improve the system of care? There are many ways fellows can participate in subspecialty-specific didactics or discussions regarding their practice environment or institution-wide, multi-subspecialty, or multi-disciplinary discussions. Fellows may participate in one or more institutional or program committees seeking to address the issues. The learning activities can be longitudinal or in regularly scheduled workshops.

Milestones assessment is one of the methods that should be used to evaluate the components of each Core Competency area. In 2016, the fellowship milestones in the Core Competencies of Interpersonal and Communication Skills, Practice-based Learning and Improvement, Professionalism, and Systems-based Practice were revised to create a set of harmonized milestones in these areas for all subspecialty programs. It is important to note that the subspecialty Milestones Working Groups have been allowed to edit these to fit the unique needs of each subspecialty.

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- Johnson, Julie K., Stephen H. Miller, and Sheldon D. Horowitz. 2008. "Systems-Based Practice: Improving the Safety and Quality of Patient Care by Recognizing and Improving the Systems in Which We Work." In *Advances in Patient Safety: New Directions and Alternative Approaches (Vol. 2: Culture and Redesign)*. Rockville, MD: Agency for Healthcare Research and Quality (US). <https://www.ncbi.nlm.nih.gov/books/NBK43731/>
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- "Research." ACGME website. <https://www.acgme.org/What-We-Do/Accreditation/Milestones/Research>.
- "Systems-Based Practice: ACGME Core Competencies (Part 4 of 7)." 2016. NEJM Knowledge. November 18, 2016. <https://knowledgeplus.nejm.org/blog/acgme-core-competencies-systems-based-practice/>.
- Wachtel, Ruth E. and Franklin Dexter. 2010. "Curriculum Providing Cognitive Knowledge and Problem-Solving Skills for Anesthesia Systems-Based Practice." *Journal of Graduate Medical Education* 2 (4): 624–32. <https://doi.org/10.4300/jgme-d-10-00064.1>.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

IV.C. Curriculum Organization and Fellow Experiences

IV.C.1. The curriculum must be structured to optimize fellow educational experiences, the length of these experiences, and supervisory continuity. ^(Core)

[The Review Committee must further specify]

GUIDANCE

Requirements for curriculum content and organization and fellow experiences are subspecialty-specific. Programs are required to optimize all educational experiences, the length of the experiences, supervision, and evaluation.

For a particular subspecialty, refer to the Program Requirements and FAQs and Applications page of the applicable specialty's section of the ACGME website.

For example, [this link](#) brings you to the Program Requirements and FAQs and Applications page of the Surgery section of the website, from which you can access the Program Requirements for all subspecialties of surgery.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

IV. Educational Program

IV.C. Curriculum Organization and Resident Experiences

- IV.C.2. The program must provide instruction and experience in pain management if applicable for the specialty, including recognition of the signs of addiction. ^(Core)

[The Review Committee may further specify]

[The Review Committee may specify required didactic and clinical experiences]

GUIDANCE

The education of residents, fellows, and faculty members in prescribing opioids for chronic pain must include the multiple facets of therapy, and not focus on a single aspect of therapy. The importance of this overall approach is best summarized by the introductory paragraph of the Centers for Disease Control and Prevention (CDC) guideline for prescribing opioids for chronic pain (CDC 2016):

Centers for Disease Control and Prevention
Morbidity and Mortality Weekly Report
Recommendations and Reports. Vol 65/No. 1, March 18, 2016
Dowell D, Haegerich TM and Chou R: Division of Unintentional Injury Prevention
National Center for Injury prevention and Control, CDC, Atlanta, Georgia

CDC Guideline for Prescribing Opioids for Chronic Pain – United States, 2016

The guideline provides recommendations for primary care clinicians who are prescribing opioids for chronic pain *outside of active cancer treatment, palliative care, and end-of-life care*.

The CDC guideline addresses:

1. when to initiate or continue opioids for chronic pain;
2. opioid selection, dosage, duration, follow-up, and discontinuation; and,
3. assessing risk and addressing harms of opioid use.

CDC developed the guideline using the Grading of Recommendations Assessment, Development, and Evaluation (GRADE) framework and recommendations are made on the basis of a systematic review of the scientific evidence while considering benefits and harms, values and preferences, and resource allocation. CDC obtained input from experts, stakeholders, the public, peer reviewers, and a federally chartered advisory committee. It is important that patients receive appropriate pain treatment with careful consideration of the benefits and risks of treatment options. This guideline is intended to improve communication between clinicians and patients about the risks and benefits of opioid therapy for chronic pain, improve the safety and effectiveness of pain treatment, and reduce the risks associated with long-term opioid therapy, including opioid use disorder, overdose, and death. CDC has provided a checklist for prescribing opioids for chronic pain (<http://stacks.cdc.gov/view/cdc/38025>) as well as a website (<http://www.cdc.gov/drugoverdose/prescribingresources.html>) (<https://stacks.cdc.gov/view/cdc/99830>) with additional tools to guide clinicians in implementing the recommendation.

The CDC has extensive recommendations for opioid prescribing that can be used as a basis for pain treatment curriculum in fellowship education. In summary, the following are recommendations for prescribing opioids for chronic pain:

Determining When to Initiate or Continue Opioids for Chronic Pain

1. Non-pharmacologic therapy and non-opioid pharmacologic therapy are preferred for chronic pain. Clinicians should consider opioid therapy only if expected benefits for both pain and function are anticipated to outweigh risks to the patient. If opioids are used, they should be combined with nonpharmacologic therapy and nonopioid pharmacologic therapy, as appropriate.
2. Before starting opioid therapy for chronic pain, clinicians should establish treatment goals with all patients, including realistic goals for pain and function, and should consider how therapy will be discontinued if benefits do not outweigh risks. Clinicians should continue opioid therapy only if there is clinically meaningful improvement in pain and function that outweighs risks to patient safety.
3. Before starting and periodically during opioid therapy, clinicians should discuss with patients known risks and realistic benefits of opioid therapy and patient and clinician responsibilities for managing therapy.

Opioid Selection, Dosage, Duration, Follow-Up, and Discontinuation

4. When starting opioid therapy for chronic pain, clinicians should prescribe immediate-release opioids instead of extended-release/long-acting (ER/LA) opioids.
5. When opioids are started, clinicians should prescribe the lowest effective dosage. Clinicians should use caution when prescribing opioids at any dosage, should carefully reassess evidence of individual benefits and risks when increasing dosage to ≥ 50 morphine milligram equivalents (MME)/day, and should avoid increasing dosage to ≥ 90 MME/day or carefully justify a decision to titrate dosage to ≥ 90 MME/day.
6. Long-term opioid use often begins with treatment of acute pain. When opioids are used for acute pain, clinicians should prescribe the lowest effective dose of immediate-release opioids and should prescribe no greater quantity than needed for the expected duration of pain severe enough to require opioids. Three days or less will often be sufficient; more than seven days will rarely be needed.
7. Clinicians should evaluate benefits and harms with patients within one to four weeks of starting opioid therapy for chronic pain or of dose escalation. Clinicians should evaluate benefits and harms of continued therapy with patients every three months or more frequently. If benefits do not outweigh harms of continued opioid therapy, clinicians should optimize other therapies and work with patients to taper opioids to lower dosages or to taper and discontinue opioids.

Assessing Risk and Addressing Harms of Opioid Use

8. Before starting and periodically during continuation of opioid therapy, clinicians should evaluate risk factors for opioid-related harms. Clinicians should incorporate into the management plan strategies to mitigate risk, including

considering offering naloxone when factors that increase risk for opioid overdose, such as history of overdose, history of substance use disorder, higher opioid dosages (≥ 50 MME/day), or concurrent benzodiazepine use, are present.

9. Clinicians should review the patient's history of controlled substance prescriptions using state prescription drug monitoring program (PDMP) data to determine whether the patient is receiving opioid dosages or dangerous combinations that put him or her at high risk for overdose. Clinicians should review PDMP data when starting opioid therapy for chronic pain and periodically during opioid therapy for chronic pain, ranging from every prescription to every three months.

10. When prescribing opioids for chronic pain, clinicians should use urine drug testing before starting opioid therapy and consider urine drug testing at least annually to assess for prescribed medications as well as other controlled prescription drugs and illicit drugs.

11. Clinicians should avoid prescribing opioid pain medication and benzodiazepines concurrently whenever possible.

12. Clinicians should offer or arrange evidence-based treatment (usually medication-assisted treatment with buprenorphine or methadone in combination with behavioral therapies) for patients with opioid use disorder.

At the American Academy of Family Physicians Symposium on March 23-27, 2018, Dr. Tim Munzing asked:

“What are the things that are vitally important when we're seeing patients, and what can we teach our residents to help them when they are considering prescribing opioids or other controlled substances?”

Dr. Munzing then pointed out universal precautions for opioid prescribing:

- Evaluate the need
- Assess the risk
- Select the specific opioid treatment
- Discuss with the patient, get a written agreement and informed consent
- Monitor the patient closely
- Document thoroughly

At the same symposium, Dr. Kara Cummins emphasized a number of red flags that prescribers of opioids should look for, including:

- Early refills
- Medications greater than 100 mg/day
- Multiple concurrent prescribers

- Multiple pharmacies
- Drug combinations such as an opioid, a benzodiazepine and carisoprodol
- Escalating dosing by the prescriber
- Escalating prescriptions by the patient
- Patients driving a long way for an office visit when there is a doctor down the street.
- Multiple family members on the same opiate medication, especially when it is the husband and wife.

Dr. Cummins noted that the education of residents on opioid prescribing should become “part of the DNA of our teaching programs,” adding that the pain management curriculum must include:

- Didactic lectures
- Specific modules that residents have to complete
- Chart reviews and small-group discussions about difficult patients.

The ACGME suggests that the education of residents, fellows, and faculty members regarding opioid prescribing should not be limited to a one-time didactic lecture. This education should be woven into the fabric of residency and fellowship education and training. Below are suggested references for curriculum development, including the CDC guidelines for prescribing opioids for chronic pain.

1. [CDC Guidelines for Prescribing Opioids for Chronic Pain in the United States, 2016](#)
The CDC guidelines for prescribing opioids provide comprehensive information, including background, suggestions, rationale, and review of the literature, as well as recommendations for education of physicians.
2. [Caution: Avoid abrupt decrease or discontinuation of prescribed opioids](#)
The FDA identifies harm reported from sudden discontinuation of opioid pain medicines, and requires label changes to guide prescribers on gradual, individualized tapering. April 9, 2019.
3. [Medications for Opioid Use Disorder. Treatment Improvement Protocol \(TIP\) 63. SAMHSA, 2018](#)
This guide provides comprehensive overview and guidance on issues related to Opioid Use Disorder: signs and symptoms; diagnostic criteria; co-occurrence with other substance use disorders; and prevention and treatment, including opioid withdrawal techniques, pharmacotherapies, tapering opioids, and non-pharmacologic interventions.
4. [Tapering](#)
Tapering prescribed opioid doses to safer levels, or to discontinuation. For patients who need either less opioid medication, or for whom the risk of opioid pharmacotherapy is too great, consideration of a patient-centered tapering protocol may be an appropriate alternative to dose continuation or pharmacotherapy for an

associated Opioid Use Disorder.

5. Articles of Interest

Lembke, Anna, Keith Humphreys, and Jordan Newmark. 2016. "Weighing the Risks and Benefits of Chronic Opioid Therapy." *American Family Physician* 93, no. 12: 982-90. <https://www.ncbi.nlm.nih.gov/pubmed/27304767>.

Salsitz, Edwin A. 2015. "Chronic Pain, Chronic Opioid Addiction: A Complex Nexus." *Journal of Medical Toxicology* 12, no. 1: 54-57. <https://doi.org/10.1007/s13181-015-0521-9>.

6. The ACGME-Accredited Multidisciplinary Subspecialty of Addiction Medicine

[The ACGME Program Requirements for Graduate Medical Education in Addiction Medicine](#) (subspecialty) provide detailed curricular elements related to medical knowledge and patient care that might be useful in defining curricular and didactic substance use disorder experiences for residents and fellows.

7. The Opioid Crisis and Graduate Medical Education

On March 30-31, 2021, the ACGME hosted a virtual [GME Stakeholder Congress](#) on Preparing Residents and Fellows to Manage Pain and Substance Use Disorder. The Congress brought together experts from across the medical education spectrum with the goal of supporting programs in implementing Common Program Requirement IV.C.2. by developing considerations for general and specialty-specific elements of a foundational curriculum for the recognition and treatment of pain and substance use disorder.

- [2021 Opioid Congress Proceedings Paper](#)
- [2021 Opioid Congress Summary of Recommendations](#)
- [2021 Opioid Congress Resources for Preparing Residents/Fellows to Manage Pain and SUD](#)
- [Journal of Graduate Medical Education \(JGME\) News and Views: GME Stakeholders Congress on Preparing Residents and Fellows to Manage Pain and Substance Use Disorder](#)
- [View 2021 Opioid Congress Presentations in Learn at ACGME](#)

The following links lead to videos that are available for free online:

- [Stanford University Online CME Courses](#)
- [MAT Waivered Prescriber Support Initiative Presents: Medications for Opioid Use Disorder](#)

Reference

Dowell Deborah, Tamara M. Haegerich, and Roger Chou. 2016. "CDC Guideline for Prescribing Opioids for Chronic Pain – United States, 2016." *Morbidity and Mortality Weekly Report* 65, RR-1: 1-49.
<http://dx.doi.org/10.15585/mmwr.rr6501e1>



Accreditation Data System (ADS):

The following question is asked on a yearly basis as part of the ADS Annual Update that programs must complete.

What are residents/fellows taught about pain management, including the recognition of the signs of addiction? Check all that apply:

- Non-pharmacologic pain management
- Pharmacologic pain management
- Opioid prescribing
- Recognition of dependence and addiction
- Referral for dependence and addiction treatment
- Treatment of dependence and addiction
- Medication-assisted treatment waiver training
- Experiential training using medication-assisted treatment
- None of the above

REQUIREMENTS

Text in italics are “philosophic” statements
Text in boxes provide Background and Intent

Common Program Requirement

Note differences for one-year fellowship programs in navy font

IV.D. Scholarship

Medicine is both an art and a science. The physician is a humanistic scientist who cares for patients. This requires the ability to think critically, evaluate the literature, appropriately assimilate new knowledge, and practice lifelong learning. The program and faculty must create an environment that fosters the acquisition of such skills through fellow participation in scholarly activities as defined in the subspecialty-specific Program Requirements. Scholarly activities may include discovery, integration, application, and teaching.

The ACGME recognizes the diversity of fellowships and anticipates that programs prepare physicians for a variety of roles, including clinicians, scientists, and educators. It is expected that the program’s scholarship will reflect its mission(s) and aims, and the needs of the community it serves. For example, some programs may concentrate their scholarly activity on quality improvement, population health, and/or teaching, while other programs might choose to utilize more classic forms of biomedical research as the focus for scholarship.

IV.D.2. Faculty Scholarly Activity

IV.D.2.a)

The whole section below from IV.D.2.a) to IV.D.2.b).(2) does not apply one-year fellowships

Among their scholarly activity, programs must demonstrate accomplishments in at least three of the following domains:

(Core)

- Research in basic science, education, translational science, patient care, or population health
- Peer-reviewed grants
- Quality improvement and/or patient safety initiatives
- systematic reviews, meta-analyses, review articles, chapters in medical textbooks, or case reports

- Creation of curricula, evaluation tools, didactic educational activities, or electronic educational materials
- Contribution to professional committees, educational organizations, or editorial boards
- Innovations in education

IV.D.2.b) The program must demonstrate dissemination of scholarly activity within and external to the program by the following methods:

[Review Committee will choose to require either IV.D.2.b).(1) or both IV.D.2.b).(1) and IV.D.2.b).(2)]

Background and Intent: For the purposes of education, metrics of scholarly activity represent one of the surrogates for the program’s effectiveness in the creation of an environment of inquiry that advances the fellows’ scholarly approach to patient care. The Review Committee will evaluate the dissemination of scholarship for the program as a whole, not for individual faculty members, for a five-year interval, for both core and non-core faculty members, with the goal of assessing the effectiveness of the creation of such an environment. The ACGME recognizes that there may be differences in scholarship requirements between different specialties and between residencies and fellowships in the same specialty.

IV.D.2.b).(1) faculty participation in grand rounds, posters, workshops, quality improvement presentations, podium presentations, grant leadership, non-peer-reviewed print/electronic resources, articles or publications, book chapters, textbooks, webinars, service on professional committees, or serving as a journal reviewer, journal editorial board member, or editor; (Outcome)‡

[The Review Committee may further specify]

IV.D.2.b).(2) peer-reviewed publication. (Outcome)

[The Review Committee may further specify]

IV.D.3. Fellow Scholarly Activity

[The Review Committee may further specify]

GUIDANCE

FACULTY SCHOLARSHIP

The requirement for scholarship is closely linked to the program responsibility of ensuring that fellows are provided with a scholarly environment. Scholarly activities must be consistent with the mission and aims of the program.

What does the faculty scholarly activity template look like in the Accreditation Data System (ADS)?



NOTE that the ADS format will change once Common Program Requirements are implemented.

Below are examples of screens showing where to enter faculty members' scholarly activities. Ignore responses.

Anesthesiology - Chicago, IL

[← Back To Faculty Scholarly Activity](#)

Edit Scholarly Info for Elton John MBBS

[✕ Cancel](#)

Did Elton John MBBS have Scholarly Activity for academic year 2018 - 2019:

- Yes
 No

Pub Med IDs

Pub Med Ids (assigned by PubMed) for articles published between 7/1/2018 and 6/30/2019. Pub Med ID (PMID) is a unique number assigned to each PubMed record. The PubMed Central reference number (PMCID) is different from the PubMed reference number (PMID). PubMed Central is an index of full-text papers, while PubMed is an index of abstracts.

PMID 1

Osteopathic Focused

PMID 2

Osteopathic Focused

PMID 3

Osteopathic Focused

PMID 4

Osteopathic Focused

Other Publications

Number of articles without PMIDs, non-peer reviewed publications, peer-reviewed publications which are not recognized by the National Library of Medicine, and activities related to item-writing (eg. board examination questions) between 7/1/2018 and 6/30/2019 that incorporated osteopathic medicine.

Conference Presentations

Number of abstracts, posters, and presentations at international, national, state, or regional meetings between 7/1/2018 and 6/30/2019 that incorporated osteopathic medicine.

Other Presentations

Number of other presentations (grand rounds, invited professorships), materials developed (such as computer-based modules) between 7/1/2018 and 6/30/2019 that incorporated osteopathic medicine.

Edit Scholarly Info for Elton John MBBS

[✕ Cancel](#)

Chapters / Textbooks

Number of chapters or textbooks published between 7/1/2018 and 6/30/2019 that incorporated osteopathic medicine

Grant Leadership

Number of grants for which faculty member had a leadership role (PI, Co-PI, or site director) between 7/1/2018 and 6/30/2019 that incorporated osteopathic medicine.

Leadership or Peer Review Role

Active leadership role (such as serving on committees or governing boards) in international, national, state, or regional medical organizations or served as reviewer or editorial board member for a peer-reviewed journal between 7/1/2018 and 6/30/2019 that incorporated osteopathic medicine.

- Yes
 No

Formal Courses

Responsible for seminars, conference series, or course coordination (such as arrangement of presentations and speakers, organization of materials). This includes developing training modules for medical students, residents, fellows and other health professionals (eg. simulation). Program didactics and/or conferences are not considered formal courses between 7/1/2018 and 6/30/2019 that incorporated osteopathic medicine.

- Yes
 No

Domains

Which of the following domains has this faculty member demonstrated accomplishments in the previous academic year?

Response Required

- Research in basic science, education, translational science, patient care, or population health
 Peer-reviewed Grants
 Quality Improvement and/or patient safety initiatives
 Systematic reviews, meta-analysis, review articles, chapters in medical textbooks, or case reports
 Creation of curricula, evaluation tools, didactic educational activities, or electronic educational materials
 Contribution to professional committees, educational organizations, or editorial boards
 Innovations in education
 None of the above

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FELLOW SCHOLARSHIP

What does the fellow scholarly activity template look like in the Accreditation Data System (ADS)?



NOTE that the ADS format may change to reflect changes to the Common Program Requirements.

Below are examples of screens showing where to enter fellows' scholarly activities.

While the screenshots below indicate "resident" information, the term changes to "fellow" when information for a fellowship program is entered.

Anesthesiology - Chicago, IL

[← Back To Resident Scholarly Activity](#)

Edit Scholarly Info for Hey Tumaku [✕ Cancel](#)

Did Hey Tumaku have Scholarly Activity for academic year 2018 - 2019:

Yes
 No

Pub Med IDs

Pub Med Ids (assigned by PubMed) for articles published between 7/1/2018 and 6/30/2019. List up to 3. Pub Med ID (PMID) is a unique number assigned to each PubMed record. This is generally an 8 character numeric number. The PubMed Central reference number (PMCID) is different from the PubMed reference number (PMID). PubMed Central is an index of full-text papers, while PubMed is an index of abstracts. *If this resident is Osteopathic Designated, use the checkboxes (if applicable) to indicate an article that was focused on osteopathic medicine.*

PMID 1	PMID 2	PMID 3
<input type="text"/>	<input type="text"/>	<input type="text"/>

Chapters / Textbooks

Number of chapters or textbooks published between 7/1/2018 and 6/30/2019

The Chapters/Textbooks Field is Required.

Participated in Research

Participated in funded or non-funded basic science or clinical outcomes research project between 7/1/2018 and 6/30/2019

Yes
 No

Please select Yes or No.

Teaching / Presentations

Lecture, or presentation (such as grand rounds or case presentations) of at least 30 minute duration within the sponsoring institution or program between 7/1/2018 and 6/30/2019

Yes
 No

Please select Yes or No.

[^ back to top](#)

In the Resident/Fellow Scholarly Activity template:

- Provide the information requested.
- If there are no activities in a particular column, say so – do not leave blanks.
- Note the information requested is for ONE YEAR.

Note: The list and instructions below for faculty members' scholarly activities are from a table in ADS:

Scholarly Activity:

PubMedIDs: (Enter up to 4) Pub Med Ids (assigned by PubMed) for articles published between 7/1/XXXX and 6/30/YYYY. Pub Med ID (PMID) is a unique number assigned to each PubMed record. The PubMed Central reference number (PMCID) is different from the PubMed reference number (PMID). PubMed Central is an index of full-text papers, while PubMed is an index of abstracts.

Other Publications: Number of articles without PMIDs, non-peer reviewed publications, peer-reviewed publications which are not recognized by the National Library of Medicine, and activities related to item-writing (e.g., board examination questions) between 7/1/XXXX and 6/30/YYYY.

Conference Presentations: Number of abstracts, posters, and presentations at international, national, state, or regional meetings between 7/1/XXXX and 6/30/YYYY.

Other Presentations: Number of other presentations (grand rounds, invited professorships), materials developed (such as computer-based modules) between 7/1/XXXX and 6/30/YYYY.

Chapters/Textbooks: Number of chapters or textbooks published between 7/1/XXXX and 6/30/YYYY.

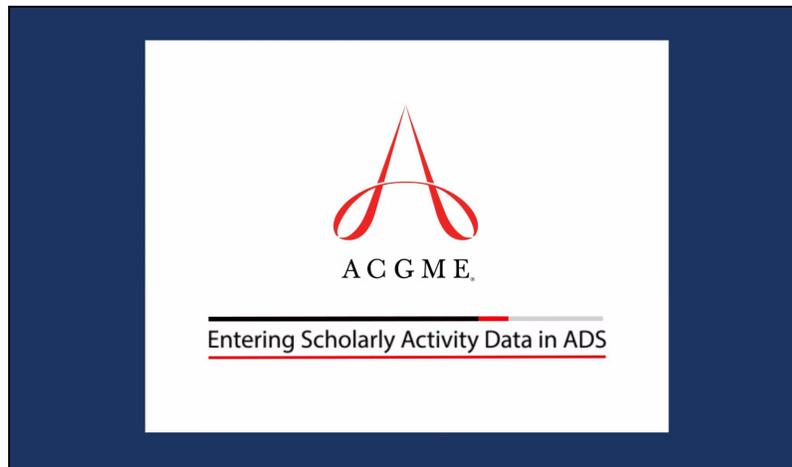
Grant Leadership: Number of grants for which faculty member or fellow had a leadership role (PI, Co-PI, or site director) between 7/1/XXXX and 6/30/YYYY.

Leadership or Peer-Review Role: Active leadership role (such as serving on committees or governing boards) in international, national, state, or regional medical organizations or served as reviewer or editorial board member for a peer-reviewed journal between 7/1/XXXX and 6/30/YYYY.

Formal Courses: Responsible for seminars, conference series, or course coordination (such as arrangement of presentations and speakers, organization of materials). This includes developing training modules for medical students, residents, fellows, and other health professionals (e.g., simulation). Program didactics and/or conferences are not considered formal courses between 7/1/XXXX and 6/30/YYYY.

[Avoiding Common Errors in the ADS Annual Update-Entering Scholarly Activity into ADS Video](#)

Total Viewing Time: 14 minutes



Click on the picture above to be directed to the video

Scholarly activity is used by Review Committees as a *proxy* to demonstrate that:

- faculty members have the skills to analyze and utilize new knowledge
- the program has the ability to teach those skills to residents
- an environment of scholarship exists

“Education must prepare students to be independent, self-reliant human beings. But education, at its best, also must help students go beyond their private interests, gain a more integrative view of knowledge, and relate their learning to the realities of life.”

Ernest Boyer

Having an environment of scholarship:

- Leads to the creation of new knowledge
- Encourages lifelong learning
- Creates a mindset of inquiry
 - Might reduce “jumping on any bandwagon that comes along”
 - Mindful practice: for example – antibiotic stewardship, infection control, and careful consideration of new (and expensive) drugs before use

Boyer’s Models of Scholarship:

- The scholarship of *DISCOVERY*
 - Traditional definition: called “research”
 - Search for new knowledge

- Discovery of new information and new models
- Sharing discoveries through scholarly publication
- The scholarship of *INTEGRATION*
 - Integration of knowledge from different sources
 - Presents overview of findings in a resource topic
 - Bringing findings together from different disciplines to discover convergence
 - Identify trends and see knowledge in new ways
 - Examples: professional development workshops, literature reviews, meta-analysis, quality improvement projects
- The scholarship of *APPLICATION*
 - Discovering ways that new knowledge can be used to solve real world problems
 - New intellectual problems can arise out of the very act of application
 - Examples: translational research, development of community activities that link with academic work, development of centers for study or service, quality improvement projects
- The scholarship of *TEACHING*
 - Search for innovative approaches and best practices to develop skills and disseminate knowledge
 - Examples: courses, innovative teaching materials, educational research, instructional activities, publication of books or other teaching materials; quality improvement projects; digital scholarship, including open education resources (Massively Open Online Course or MOOCs, Khan Academy, digital publishing and providing courses in Blackboard®, Bridge®, and Moodle®)

While there is undeniable value of scholarly activity such as the publication of peer-reviewed journal articles, and presenting basic science research at national conferences, other activities have just as much value. Scholarship is not for its own sake but as a proxy for the creation of a clinical learning environment that encourages an environment of inquiry and an evidence-based, scholarly approach to patient care.

As stated in the philosophical statement above, the following bears repeating:

*Medicine is both an art and a science. The physician is a humanistic scientist who cares for patients. This requires the ability to think critically, evaluate the literature, appropriately assimilate new knowledge, and practice life-long learning. The program and its faculty must create an **environment** that fosters the acquisition of such skills through resident/fellow participation in scholarly activities.*

and...

*It is expected that the **program's scholarship will reflect its mission(s) and aims, and the needs of the community it serves.** For example, some programs may concentrate their scholarly activity on quality improvement, population health, and/or teaching, while other programs might choose to utilize more classic forms of biomedical research as the focus for scholarship.*

It is important to share that the Common Program Requirements Task Force considered this requirement at length and decided that “one size does not fit all.” There is wide variability in programs and the communities they serve, and the Review Committees should take this difference into consideration when they evaluate programs. For example, a program in a remote, rural community might want to focus on primary care education and training, and may not want to or may not have the resources to put together a million-dollar laboratory to study some characteristics of a murine model of disease. Instead, it may want to focus its efforts on improving vaccination rates, or increasing compliance with diabetes care, or dealing with an opioid epidemic in the local community.

Two additional points:

- 1) The Review Committees have been asked to refrain from using frequently asked questions (FAQs) to set the minima for scholarship requirements.

If a program sends fellows for a one-month rotation to a participating site where faculty members have a large amount of scholarly activity, it would not be proper for the program to “claim” and list all the scholarly activity from that participating site as its own. Doing so does not meet substantial compliance with the requirement of creating an environment of scholarship for the fellows. The idea behind this requirement is that fellows are “immersed” in this environment of scholarship and inquiry throughout the educational program. Therefore, scholarly activity listed should be from the primary clinical site.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

IV.E. *Fellowship programs may assign fellows to engage in the independent practice of their core specialty during their fellowship program.*

IV.E.1. If programs permit their fellows to utilize the independent practice option, it must not exceed 20 percent of their time per week or 10 weeks of an academic year. ^(Core)

[This section will be deleted for those Review Committees that choose not to permit the independent practice option. For those that choose to permit this option, the Review Committee may further specify.]

Background and Intent: Fellows who have previously completed residency programs have demonstrated sufficient competence to enter autonomous practice within their core specialty. This option is designed to enhance fellows’ maturation and competence in their core specialty. This enables fellows to occupy a dual role in the health system: as learners in their subspecialty, and as credentialed practitioners in their core specialty. Hours worked in independent practice during fellowship still fall under the clinical and educational work hour limits. See Program Director Guide for more details.

GUIDANCE

As stated in the Background and Intent for these requirements, fellows who have previously completed residency programs have demonstrated sufficient competence to enter autonomous practice within their primary specialty. This option is designed to enhance fellows' maturation and competence in that specialty. This enables fellows to occupy a dual role in the health system: as learners in their subspecialty; and as credentialed practitioners in their primary specialty.

The ACGME does not set regulations regarding billing, and programs interested in more information on billing should consult their institution's legal counsel and fiscal intermediary.

Independent practice as described in the Common Program Requirements is NOT considered moonlighting. It refers to someone who has board certification in the primary specialty and is therefore practicing the primary specialty, and NOT moonlighting as defined by the [US Centers for Medicare and Medicaid Services \(CMS\)](#).

As per the CMS guidelines (on page 5 of the link above): "Services furnished by an intern or resident outside the scope of an approved training program (Moonlighting)." CMS requires that the intern or resident is "fully licensed to practice medicine, osteopathy, dentistry, or podiatry by the State where the services are performed." **There is no mention of board certification.**

Not all Review Committees allow the independent practice option. For information regarding whether certain Review Committees allow the independent practice option, refer to the applicable [subspecialty-specific Program Requirements](#).

If the independent practice option is addressed in IV.E.1. of the Program Requirements for the program's subspecialty (fellowship), there are three important points for consideration by the program director:

1. Fellows may take advantage of the independent practice option *only* if permitted to do so by both the Program Requirements for the subspecialty and by the program in which they are enrolled.
2. Time spent in such independent practice *is* counted as part of the clinical and educational work hours of an individual fellow.
3. It is unlikely that a Review Committee would allow the independent practice option in a subspecialty if doing so may interfere with the requirements for board certification in that subspecialty. Nevertheless, before assigning/allowing the independent practice option, the program director should ensure that doing so will not interfere with the ability of program graduates to meet certification requirements.
4. The independent practice performed in a primary specialty program by a fellow must not negatively affect the education of residents in that specialty program.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

Note differences for one-year fellowship programs in navy font

Common Program Requirement:

V. Evaluation

V.A. Fellow Evaluation

V.A.1. Feedback and Evaluation

Background and Intent: Feedback is ongoing information provided regarding aspects of one’s performance, knowledge, or understanding. The faculty empower fellows to provide much of that feedback themselves in a spirit of continuous learning and self-reflection. Feedback from faculty members in the context of routine clinical care should be frequent, and need not always be formally documented.

Formative and summative evaluation have distinct definitions. Formative evaluation is *monitoring fellow learning* and providing ongoing feedback that can be used by fellows to improve their learning in the context of provision of patient care or other educational opportunities. More specifically, formative evaluations help:

- fellows identify their strengths and weaknesses and target areas that need work
- program directors and faculty members recognize where fellows are struggling and address problems immediately

Summative evaluation is *evaluating a fellow’s learning* by comparing the fellows against the goals and objectives of the rotation and program, respectively. Summative evaluation is utilized to make decisions about promotion to the next level of training, or program completion.

End-of-rotation and end-of-year evaluations have both summative and formative components. Information from a summative evaluation can be used formatively when fellows or faculty members use it to guide their efforts and activities in subsequent rotations and to successfully complete the fellowship program.

Feedback, formative evaluation, and summative evaluation compare intentions with accomplishments, enabling the transformation of a new specialist to one with growing subspecialty expertise.

V.A.1.a) Faculty members must directly observe, evaluate, and frequently provide feedback on fellow performance during each rotation or similar educational assignment. ^(Core)

[The Review Committee may further specify]

Background and Intent: Faculty members should provide feedback frequently throughout the course of each rotation. Fellows require feedback from faculty members to reinforce well-performed duties and tasks, as well as to correct deficiencies. This feedback will allow for the development of the learner as they strive to achieve the Milestones. More frequent feedback is strongly encouraged for fellows who have deficiencies that may result in a poor final rotation evaluation.

V.A.1.b) Evaluation must be documented at the completion of the assignment. ^(Core)

V.A.1.b).(1) and V.A.1.b).(2) were both deleted from the one-year fellowship Common Program Requirements, and replaced with

V.A.1.b).(1) Evaluations must be completed at least every three months. ^(Core)

V.A.1.b).(1) For block rotations of greater than three months in duration, evaluation must be documented at least every three months. ^(Core)

V.A.1.b).(2) Longitudinal experiences such as continuity clinic in the context of other clinical responsibilities must be evaluated at least every three months and at completion. ^(Core)

V.A.1.c) The program must provide an objective performance evaluation based on the Competencies and the subspecialty-specific Milestones, and must: ^(Core)

V.A.1.c).(1) use multiple evaluators (e.g., faculty members, peers, patients, self, and other professional staff members); and, ^(Core)

V.A.1.e) below was deleted from the one-year fellowship Common Program Requirements, making V.A.1.f) into V.A.1.e)
V.A.1.e) At least annually, there must be a summative evaluation of each fellow that includes their readiness to progress to the next year of the program, if applicable. ^(Core)

V.A.1.f)

The evaluations of a fellow's performance must be accessible for review by the fellow. ^(Core)

GUIDANCE

The requirements included in this section are self-explanatory, including descriptions of evaluation frequency and when they should be performed. Evaluation of fellows, faculty members, and the program are listed.

Links:

[V.A.1.d\).\(2\): Individual Learning Plan](#)

[V.A.1. Fellow Evaluation – Feedback and Evaluation](#), including adverse actions, such as probation and termination

[V.A.2. Final Evaluation](#) – includes article on “Milestones not to be used by external entities for high stakes decisions”

[V.A.2.a\) Final evaluation language](#)

[V.A.3. Clinical Competency Committee](#)

[V.B.1. Faculty Evaluation](#)

[V.C.1. Program Evaluation and Program Evaluation Committee](#)

[V.C.1.c\) Program Evaluation and Improvement, aggregate graduate performance](#)

[V.C.2. Self-Study](#)

[V.C.3. Board certification](#)

[V.C.3.f\): Programs must report board certification status annually](#)

V.A.1. Feedback and Evaluation

As stated in the Background and Intent, feedback is essential to continuous learning and self-improvement. Formative evaluation, where faculty members monitor what a fellow is learning in the context of the subspecialty is ongoing. Formative evaluations help fellows identify their strengths and weaknesses, therefore targeting ways to improve. In addition, program directors and faculty members recognize early on where fellows are struggling and can address problems immediately.

Reference

Zelenski, Amy B., Jessica S. Tischendorf, Michael Kessler, Scott Saunders, Melissa M. Macdonald, Bennett Vogelmann, and Laura Zakowski. 2019. “Beyond ‘Read More’: An Intervention to Improve Faculty Written Feedback to Learners.” *Journal of Graduate Medical Education* 11, no. 4: 468-71. <https://doi.org/10.4300/jgme-d-19-00058.1>.

Zelenski et al. stated that high-quality feedback is essential for learner development, and has to be focused on behavior and provide specific next steps and targeted outcomes.

V.A.1.a) Faculty members must directly observe, evaluate, and frequently provide feedback on fellow performance during each rotation or similar educational assignment.

One cannot evaluate what one does not see. There are multiple opportunities for faculty members to observe fellows' performance. Fellowships are different from residencies in the sense that fellows spend their time on a focused field. As such, they have more longitudinal, and more consistent, relationships with program faculty members and other health care personnel. The faculty members in turn develop familiarity with their fellows and can evaluate them in multiple aspects that include clinical performance in patient care and systems-based practice. Communication skills can be assessed, and these include interactions with patients and patients' families (giving bad news, obtaining informed consent), case summaries, verbal case presentations, progress notes, and procedure notes. Requirements V.A.1.b).(1) and (2) specify the frequency for evaluations, which must be performed in a timely manner, and most importantly, reviewed with fellows. It is also important to ensure the use of multiple evaluators that include faculty members, peers, patients, nurses, and others who are in frequent contact with the fellows. In addition, an important aspect of evaluation is the evaluation of self to determine fellows' awareness of their progress.

Fellow progress is best evaluated with the subspecialty Milestones. The Milestones for each subspecialty were developed by program directors and faculty content experts and have been found to be very useful in evaluation of fellows.

A number of guidebooks are available on the [Resources](#) page of the Milestones section of the ACGME website.

From the original *Milestones Guidebook*: "In general terms, a milestone is simply a significant point in development. The Milestones in GME provide narrative descriptors of the Competencies and subcompetencies along a developmental continuum with varying degrees of granularity. Simply stated, the Milestones describe performance levels residents and fellows are expected to demonstrate for skills, knowledge, and behaviors in the six Core Competency domains. They lay out a framework of observable behaviors and other attributes associated with a resident's or fellow's development as a physician."

Milestones assessment is one of the methods that should be used to assess the components of each Core Competency area. In 2016, the milestones in the Interpersonal and Communication Skills, Practice-based Learning and Improvement, Professionalism, and Systems-based Practice competencies were revised to create a set of harmonized milestones in these areas for all subspecialty programs. It is important to note that the subspecialty Milestones Working Groups have been allowed to edit these to fit the unique needs of each subspecialty.

Reference

Edgar, Laura, Sydney Roberts, and Eric Holmboe. 2018. "Milestones 2.0: A Step Forward." *Journal of Graduate Medical Education* 10 (3): 367–69.
<https://doi.org/10.4300/jgme-d-18-00372.1>.

Figure 1a: General Description of Milestone Levels

Milestone Description: Template				
Level 1	Level 2	Level 3	Level 4	Level 5
What are the expectations for a beginning resident?	What are the milestones for a resident who has advanced over entry, but is performing at a lower level than expected at mid-residency?	What are the key developmental milestones mid-residency? What should they be able to do well in the realm of the specialty at this point?	What does a graduating resident look like? What additional knowledge, skills & attitudes have they obtained? Are they ready for certification?	Stretch Goals – Exceeds expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				

V.A.1.c).(2) provide that information to the Clinical Competency Committee (CCC) for its synthesis of progressive fellow performance and improvement toward unsupervised practice.

V.A.3.b).(1) If there is a disagreement in assessment between the program director and the CCC, note V.A.2 and V.A.2.a) The program director must provide a final evaluation for each resident upon completion of the program.

For guidelines to V.A.1.c).(2) and V.A.3.b).(1), refer to the section on the [Clinical Competency Committee](#).

V.A.1.e) At least annually, there must be a summative evaluation of each fellow that includes readiness to progress to the next year of the program, if applicable.

V.A.1.f) The evaluations of a fellow’s performance must be accessible for review by the fellow.

Requirements V.A.1.e) and V.A.1.f) are self-explanatory. It is important that fellows’ evaluations are appropriately documented, reviewed with individual fellows, and made a part of the fellows’ records that are accessible for their review.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

V. Evaluation

V.A. Fellow Evaluation

V.A.1.d).(2) assist fellows in developing individualized learning plans to capitalize on their strengths and identify areas for growth

GUIDANCE

This requirement was written with the intention of ensuring the program director and faculty members help fellows in developing individualized learning plans to capitalize on their strengths and identify any areas that need additional support or effort. Creation of an individualized learning plan has been found to be helpful for fellows in assessing their Milestones progress.

Generally, individualized learning plans include self-assessment and reflection, career goals, development of plans to achieve the goal(s), assessment of progress towards the goal(s), and revising/generating new goals. The individualized learning plan is a living document that must be reviewed to ensure progress and refocus as needed. Goals can be short- or long-term, or both. Individualized learning plans help fellows learn the concepts of lifelong learning and practice-based learning and improvement.

While the references below are from observations of residents, the concepts are the same for and apply to fellows.

Barriers to successful implementation of individualized learning plans:

- Difficulty in self-reflection
- Environmental strain: fatigued, time constraints
- Competing demands: personal and work
- Difficulty with goal generation

Difficulties in developing a plan and plan implementation:

- Not seeing the patient population needed for clinical goals
- Not having the time to consistently looking and reviewing the plan with their mentor
- Created goals that cannot be tracked (lack of objective measures)

References

- Li, Su-Ting T., and Ann E. Burke. 2010. "Individualized Learning Plans: Basics and Beyond." *Academic Pediatrics* 10, no. 5: 289–92.
<https://doi.org/10.1016/j.acap.2010.08.002>.
- Li, Su-Ting T., Debora A. Paterniti, John Patrick T. Co, and Daniel C. West. 2010. "Successful Self-Directed Lifelong Learning in Medicine: A Conceptual Model Derived from Qualitative Analysis of a National Survey of Pediatric Residents." *Academic Medicine* 85, no. 7: 1229–36.
<https://doi.org/10.1097/acm.0b013e3181e1931c>.

The American Board of Pediatrics has long required fellows to have individualized learning plans created with the help of program faculty members. This link is to a [sample individualized learning plan](#) adapted from an instrument developed by Dr. Theodore Sectish (the reference is listed in the sample plan). The ACGME does not require use of this format; it is an example of what one can do.

Individualized Learning Plan

Resident's Name: _____

Instructions: Complete **Section 1** prior to the *Meeting 2 w/ your RM.*

SECTION 1: Self-Assessment Please take this opportunity to reflect on your strengths (i.e., **"I do this well."**) and weaknesses (i.e. **"I could definitely improve."**) in regards to the 6 core competencies. This activity is designed to help you to create a learning plan for the upcoming academic year. Indicate each with a check mark.

[This self-assessment is an adaptation of an instrument developed by Theodore C. Sectish, MD, Director, Residency Training Program in Pediatrics, Stanford University School of Medicine (*Ambulatory Pediatrics Vol 5, No 5, September-October 2005, pages 298-301*).]

Competency	Attributes/Abilities	Strength	Weakness
Patient Care (Clinical Skills)	Gathering essential and accurate info about the patient		
	Making informed diagnostic and therapeutic decisions		
	Developing and carrying out management plans		
	Performing medical procedures		
	Counseling patients and families		
	Providing effective primary care and anticipatory guidance		
Patient Care (Surgical Skills)	Using technology to optimize patient care		
	Pre-op preparation		
	Surgical ability and confidence		
Medical Knowledge	Complication management		
	Knowing the basic and clinical supportive sciences appropriate to ObGyn		
	Critically evaluating and applying current medical info and scientific evidence for patient care		
Practice-Based Learning and Improvement	Using life-long learning skills, including information technology, to improve knowledge, skills and practice		
	Analyzing practice to recognize strengths, deficiencies and limits in knowledge and expertise		
	Using feedback to improve performance		
	Applying evidence to patient care		
	Participating in the education of patients, families, students, residents and other health professionals		
Interpersonal and Communication Skills	Communicating effectively with patients and families		
	Communicating effectively with other health professionals		
	Teamwork		
	Acting in a consultative role to other health professionals		
	Maintaining comprehensive, timely and legible medical records		
Professionalism	Demonstrating respect, compassion, integrity and honesty		
	Demonstrating a responsiveness to the needs of patients and society that supercedes self-interest		
	Demonstrating accountability to patients, society and the profession		
	Adherence to ethical principles		
	Sensitivity to a diverse patient population		
Systems-Based Practice	Knowing types of medical practice and delivery systems		
	Practicing cost-effective health care		
	Advocating for quality patient care and assisting patients in dealing with system complexities		
	Advocating for health promotion and disease prevention		
	Acknowledging medical errors and examining systems to prevent them		

Instructions: Complete **Section 2** in Meeting 2 with your RM.

SECTION 2: Development of Short-Term Learning Goals and Strategies

You **may use** the Self-Assessment activity in **Section 1** to create 3 goals that will help you to strengthen and/or develop your competencies. These short-term (ST) goals should be attainable during this academic year. Your ST goals may be a component of a longer-term goal that you have for the coming year(s). By the end of your 3rd year, you must cover all six competencies in your goals and each year they need to increase in level of difficulty.

Competency (circle competency goal addresses): *PC MK PBL ICS Prof SBP*

Short-Term Goal 1:

Strategies to achieve Goal 1:

Competency (circle competency goal addresses): *PC MK PBL ICS Prof SBP*

Short-Term Goal 2:

Strategies to achieve Goal 2:

Instructions: Complete **Section 3** after Meeting 4 with your RM and prior to Meeting 5 with FM. You will need to briefly assess your progress/achievement of goal and include your evidence of goal achievement.

SECTION 3: Review of Short-Term Learning Goals and Strategies

Achieved Goal NOT Yet Achieved Goal

Your assessment of progress/achievement of Goal 1 (list evidence to substantiate achievement):

Achieved Goal NOT Yet Achieved Goal

Your assessment of progress/achievement of Goal 2 (list evidence to substantiate achievement):

Achieved Goal NOT Yet Achieved Goal

Your assessment of progress/achievement of Goal 3 (list evidence to substantiate achievement):

Competency (circle competency goal addresses): *PC MK PBL ICS Prof SBP*

Short-Term Goal 3:

Strategies to achieve Goal 3:

Competencies addressed by goals (circle all competencies for which you have written goals. By the end of your 3rd year, all 6 competencies should have been covered.)

As a PGY1	As a PGY2	As a PGY3
Patient Care	Patient Care	Patient Care
Medical Knowledge	Medical Knowledge	Medical Knowledge
Practice-Based Learning	Practice-Based Learning	Practice-Based Learning
Interpersonal / Communication Skills	Interpersonal / Communication Skills	Interpersonal / Communication Skills
Professionalism	Professionalism	Professionalism
Systems-Based Practice	Systems-Based Practice	Systems-Based Practice

Resident Signature Date

Mentor Signature Date

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

V. Evaluation

V.A. Fellow Evaluation

V.A.1.d).(3) develop plans for fellows failing to progress, following institutional policies and procedures. ^(Core)

Background and Intent: Learning is an active process that requires effort from the teacher and the learner. Faculty members evaluate a fellow's performance at least at the end of each rotation. The program director or their designee will review those evaluations, including their progress on the Milestones, at a minimum of every six months. Fellows should be encouraged to reflect upon the evaluation, using the information to reinforce well-performed tasks or knowledge or to modify deficiencies in knowledge or practice. Working together with the faculty members, fellows should develop an individualized learning plan.

Fellows who are experiencing difficulties with achieving progress along the Milestones may require intervention to address specific deficiencies. Such intervention, documented in an individual remediation plan developed by the program director or a faculty mentor and the fellow, will take a variety of forms based on the specific learning needs of the fellow. However, the ACGME recognizes that there are situations which require more significant intervention that may alter the time course of fellow progression. To ensure due process, it is essential that the program director follow institutional policies and procedures.

GUIDANCE

DOCUMENTATION IS CRITICAL!

One of the most important functions of the Clinical Competency Committee (CCC) is the use of Milestones assessments and evaluations for early identification of fellows in difficulty. Below is information from studies on remediation and probation. The studies are observations of residents but the concepts are the same for and apply to fellows, except that perhaps the timeline for corrective action may be shorter for one- or two-year fellowships. It is important for fellowship program directors to have a baseline assessment of a fellow's competence at the beginning of the program.

The references that follow are to some studies that address the issue of residents failing to progress:

Yao, David C. Scott M. Wright. 2000. "National Survey of Internal Medicine Residency Program Directors Regarding Problem Residents." *JAMA* 284, no. 9: 1099. <https://doi.org/10.1001/jama.284.9.1099>.

The authors conducted a national survey of internal medicine residency program directors to evaluate the prevalence of residents having difficulty. They use the American Board of Internal Medicine (ABIM) definition of a "problem resident" as one who demonstrates a significant enough problems that requires intervention by someone of authority, usually the program director or chief resident.

They identified that the problem is often manifested in one or more of the ABIM's seven areas that relate to:

1. Clinical competence
2. Medical knowledge
3. Clinical Skills
4. Humanistic qualities
5. Professional attitudes and behaviors
6. Medical care
7. Moral and ethical behavior

Two hundred ninety-eight of 404 residency program directors responded to the survey.

Study outcome measures: prevalence of problem residents, type of problems encountered; factors associated with identification and management of problem residents.

Prevalence (academic year 1998-1999) was 6.9 percent

94 percent of programs had problem residents

Most frequent reported difficulties: medical knowledge, poor clinical judgment

Problem residents rarely identified themselves

The authors concluded that nearly all internal medicine residency programs in the study had problem residents whose presenting characteristics and underlying issues were diverse and complex.

Smith, Jessica, Monica Lypson, Mark Silverberg, Moshe Weizberg, Tiffany Murano, Michael Lukela, and Sally Santen. 2017. "Defining Uniform Processes for Remediation, Probation and Termination in Residency Training." *Western Journal of Emergency Medicine* 18, no. 1: 110–13. <https://doi.org/10.5811/westjem.2016.10.31483>.

The authors state that: "It is important that residency programs identify trainees who progress appropriately, as well as identify residents who fail to achieve educational milestones as expected so they may be remediated. The process of remediation varies greatly across training programs, due in part to the lack of standardized definitions for good standing, remediation, probation and termination."

The authors provided standardized definitions for terms used in remediation, probation and termination related to residency education as listed below:

Informal Remediation

First step in the process when warning signs of problems exist but not so significant that formal remediation is warranted. This is a critical time to start documentation of the process to determine if there is an eventual need to escalate to a formal remediation process. Many programs have developed documentation templates or standard language, and completed forms or email notifications to the resident are placed in the resident's file. Some create confidential notes placed in "shadow files" which are destroyed once the remediation process is completed successfully.

It is important to engage the program director, Clinical Competency Committee, and resident at this stage.

Formal Remediation

The next step in the management of residents in difficulty. This step is implemented when the resident fails to correct identified deficiencies during informal remediation or when the deficiencies are so significant that the step of informal remediation is skipped.

Components of formal remediation:

1. Document the need for formal remediation and inform the resident in writing. It is important that the resident read and sign a formal document. The document must also be signed by the program director.

2. Provide the resident with program and institutional grievance and due process policies.
3. Determine length of time of formal remediation: decided by the program director and the CCC. Do not leave open-ended – there must be a target date.
4. Create a correction plan with expected outcomes – there must be specific targets based on the deficiencies.
5. Include a timeframe for reassessment and the consequences of not meeting the expected outcome within the time frame.
6. All documentation must be placed in the resident's file.
7. Notify the GME office (and DIO)

Probation

Probation is started when a resident fails to correct deficiencies identified during formal remediation. Sometimes a program and the CCC may decide to place a resident in immediate probation if the problems are significant enough.

Some programs set a limit to the period of formal remediation to 6 months, where lack of improvement then leads to probation.

Notes related to probation:

1. Period of probation has to be definite, not open-ended.
2. Must follow due process, especially if non-renewal or termination is being considered.
3. The same points listed in formal remediation need to be followed: dates, target outcome, consequences of not meeting the requirements and documentation.
4. GME office **MUST** be involved. Others include program director, CCC, Department Chair, and faculty members assigned to remediate the resident.
5. The legal department must be involved.
6. Probation must be disclosed in the final verification of graduate medical education training (VGMET) form, employment letters and letters of references.
7. If the resident does not meet the requirements outlined in the letter of probation, the program may choose non-renewal of contract, or termination.

Termination

A resident may be terminated if he/she fails to meet the terms of probation. In some instances, a resident may be terminated immediately if the problem is severe enough.

Again, documentation is crucial.

Those involved in the process of probation must be involved in this process. In addition, if there is a house officer union, a representative of the union needs to be involved.

Termination must be disclosed in the final Verification of Graduate Medical Education Training (VGMET) form, employment letters, and letters of references.

Dupras, Denise M., Randall S. Edson, Andrew J. Halvorsen, Robert H. Hopkins, and Furman S. McDonald. 2012. ““Problem Residents’: Prevalence, Problems and Remediation in the Era of Core Competencies.” *The American Journal of Medicine* 125, no. 4: 421–25. <https://doi.org/10.1016/j.amjmed.2011.12.008>.

The authors studied the prevalence of residents in difficulty, and the problems associated with placing a resident in remediation. They suggested a change of terms from “problem residents” to “residents in difficulty”

The authors conducted a survey of Association of Program Directors in Internal Medicine

372 = 97.1% of 383 US categorical IM programs
268 (72%) completed survey, 197 reported RID
3.5% = 532/15,031, mean of 2.9/program

They noted that factors that correlated with subsequent need for probation/remediation included low:

ITE – In-Training Examination scores
USMLE scores

Residents in difficulty were most frequently identified by faculty (#1), and also by supervising/chief residents, program directors, fellows, and nurses

The most common deficiencies of residents in difficulty identified in this study included:

- Patient care (53%)
- Medical knowledge (48%)
- Organization/prioritization, communication (40%)
- Professionalism (41%)
- Majority (77%) had MULTIPLE deficiencies

The most common contributing factors to residents having difficulty in the study were:

- Depression
- Anxiety
- personality disorders

Some of the less common contributing factors to residents having difficulty included:

- learning disability
- illness
- substance abuse
- divorce

In this study, the authors noted that actions taken by program directors to address residents in difficulty included:

- remediation (including repeating rotation or entire year)
- disciplinary action
- probation
- dismissal

In this study, only 34.5% of program directors retrospectively identified warning signs.

Conclusions:

- Majority of residents in difficulty have deficiencies in multiple competencies
- Medical knowledge and patient care deficiencies much easier to remediate
- Deficiencies in professionalism common (41%)
- Respond poorly to remediation
- Concern: unprofessional behavior in residents predictive of future disciplinary action by specialty boards

Cosco D., D. Dupras, M So, E. Lee, J. Schneider, and R. Edson. 2014. "Look on the Bright Side: Case Studies in Successful Remediation of Problem Learners." *Academic Internal Medicine Insight* 12 (3): 8-9. <https://www.im.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=13a28016-0dc7-80d7-82a4-c597f16697fa>

Cosco et al. studied cases where remediation of problem learners was successful and identified some key steps:

1. Identification of the issue (competency-based)
2. Multiple sources of learner assessment
3. Early feedback and intervention
4. Resident reflection with buy-in
5. Specific remediation goals with outlined consequences for failure to meet goals
6. Frequent follow-up
7. Group effort
8. Thorough documentation

Papadakis, Maxine A., Gerald K. Arnold, Linda L. Blank, Eric S. Holmboe, and Rebecca S. Lipner. 2008. "Performance during Internal Medicine Residency Training and Subsequent Disciplinary Action by State Licensing Boards." *Annals of Internal Medicine* 148, no. 11: 869. <https://doi.org/10.7326/0003-4819-148-11-200806030-00009>.

Papadakis et al. evaluated the incidence of subsequent disciplinary action by state licensing board according to performance during residency training and concluded that poor performance on behavioral and cognitive measures during residency are associated with greater risk for state licensing board actions against practicing physicians at every point on a performance continuum. These findings support the ACGME standards for professionalism and cognitive performance and the development of best practices to remediate these deficiencies.

Lefebvre, Cedric, Kelly Williamson, Peter Moffett, Angela Cummings, Beth Gianopoulos, Elizabeth Winters, and Mitchell Sokolosky. 2018. "Legal Considerations in the Remediation and Dismissal of Graduate Medical Trainees." *Journal of Graduate Medical Education* 10, no. 3: 253–57. <https://doi.org/10.4300/jgme-d-17-00813.1>.

Lefebvre et al. reviewed the legal considerations in placing residents in remediation or dismissing them from the program, and have the following summary points:

1. Sponsoring Institutions and their programs must provide residents and fellows with due process in cases of contract non-renewal, non-promotion, suspension or dismissal
2. Adherence to remediation policy, use of phases of remediation language, and documentation of all phases of remediation are important to optimize outcomes and limit legal liability when dismissal occurs.
3. Programs are generally on solid legal ground when they exercise due process for the remediated resident or fellow, when they take actions based on educational standards and patient safety, and when they only disclose educational records to inquiring parties in good faith.

Courts have consistently declined to consider the tort of educational malpractice.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

V. Evaluation

V.A. Fellow Evaluation

V.A.1.e) At least annually, there must be a summative evaluation of each fellow that includes their readiness to progress to the next year of the program, if applicable. *(Core)*

V.A.1.f) The evaluations of a fellow’s performance must be accessible for review by the fellow *(Core)*

GUIDANCE

V.A.1.e) At least annually, there must be a summative evaluation of each fellow that includes their readiness to progress to the next year of the program, if applicable

As stated in the Background and Intent for feedback and evaluation:

“Summative evaluation is evaluating a fellow’s learning by comparing the fellows against the goals and objectives of the rotation and program. Summative evaluation is utilized to make decisions about promotion to the next level of training, or program completion.”

“End-of-rotation and end-of-year evaluations have both summative and formative components. Information from a summative evaluation can be used formatively when fellows or faculty members use it to guide their efforts and activities in subsequent rotations and to successfully complete the fellowship program.”

“Feedback, formative evaluation, and summative evaluation compare intentions with accomplishments, enabling the transformation of a new specialist to one with growing subspecialty expertise.”

The Clinical Competency Committee (CCC) plays a crucial role in evaluation of fellows. The CCC provides input to the program director following review of multi-source evaluations and progress on the subspecialty-specific Milestones for each fellow in the program.

Programs may combine the summative evaluation with other evaluations, including all related documentation into one form.

Several resources can be found on the [Resources page](#) of the Milestones section of the ACGME website, including the [Clinical Competency Committee Guidebook](#).

V.A.3.b).(1)-(3) Clinical Competency Committee

and

V.A.1.f) The evaluations of a fellow’s performance must be accessible for review by the fellow

Fellows must have access to their evaluations. However, it would be beneficial for fellows to review their evaluations with the program director or a member of the CCC to identify the areas where they excel and what may need improvement. This is particularly true when reviewing Milestones progress.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

V. Evaluation

V.A. Fellow Evaluation

V.A.2. Final Evaluation

V.A.2.a) The program director must provide a final evaluation for each fellow upon completion of the program. *(Core)*

V.A.2.a).(1) The subspecialty-specific Milestones, and when applicable the subspecialty-specific Case Logs, must be used as tools to ensure fellows are able to engage in autonomous practice upon completion of the program. *(Core)*

V.A.2.a).(2) The final evaluation must:

V.A.2.a).(2).(a) become part of the fellow’s permanent record maintained by the institution, and must be accessible for review by the fellow in accordance with institutional policy; *(Core)*

V.A.2.a).(2).(b) verify that the fellow has demonstrated the knowledge, skills, and behaviors necessary to enter autonomous practice; *(Core)*

V.A.2.a).(2).(c) consider recommendations from the Clinical Competency Committee; and, *(Core)*

V.A.2.a).(2).(d) be shared with the fellow upon completion of the program. *(Core)*

GUIDANCE

V.A.2.a) The program director must provide a final evaluation for each fellow upon completion of the program.

V.A.2.a).(1) The subspecialty-specific Milestones, and when applicable the subspecialty-specific Case Logs, must be used as tools to ensure fellows are able to engage in autonomous practice upon completion of the program.

Current fellowship Common Program Requirement V.A.1.e) on Summative Evaluation states that this evaluation must verify the fellow is ready to progress to the next year of the program, if applicable.

Current Fellowship Common Program Requirement V.A.2.a) states that the program director must provide a final evaluation for the fellow upon completion of the program.

V.A.2.a).(1) specifically states that the subspecialty-specific Milestones and subspecialty-specific Case Logs must be part of the final evaluation to ensure the fellows are able to engage in autonomous practice upon completion of the program.

It is important for the program director to affirmatively state in the final evaluation, “I verify that Dr. [fellow name] has demonstrated the knowledge, skills, and behaviors necessary to enter autonomous practice.” Stylistically, it is probably desirable to add the subspecialty, i.e., “...to enter autonomous practice in [subspecialty].”

While Milestones assessments should be used in the determination of an individual fellow’s ability to practice autonomously, the achievement of specific milestones by an individual fellow does not necessarily need to be documented in the final evaluation.

Milestones evaluation is an educational and formative assessment methodology designed to help promote improvement in every specialty and subspecialty graduate medical education program in the United States. The Milestones were not designed or intended for use by external entities, such as state medical licensing boards or credentialing entities, to inform or make high stakes decisions. The ACGME is concerned that programs may artificially inflate individual Milestones assessment data if the Milestones are used for high stakes decisions. Their value would risk being lost as an honest and valuable assessment tool for continuous improvement and professional development.

The specialty- and subspecialty-specific Milestones are educational and formative assessment tools that can be used to help programs determine if fellows are able to engage in independent practice upon completion of the educational program.

Similarly, fellows’ Case Logs, when applicable, can also be used to determine fellows’ readiness for independent practice upon completion of the program.

The Milestones for all specialties and subspecialties can be found on the ACGME website, [here](#).

The Milestones are designed only for use in evaluation of residents or fellows in the context of their participation in ACGME-accredited residency or fellowship programs. The Milestones provide a framework for the assessment of the development of the resident/fellow physician in key dimensions of the elements of physician competence in a specialty or subspecialty. They neither represent the entirety of the dimensions of the six domains of physician competence, nor are they designed to be relevant in any other context.

The “Ready for Unsupervised Practice” (Level 4) milestones are designed as the graduation target but do not represent a graduation requirement. Making decisions about readiness for graduation is the purview of the program director. (See the [Milestones Frequently Asked Questions \(FAQs\)](#) for further discussion of this issue: “Can a resident/fellow graduate if he or she does not reach every milestone?”)

Milestones assessment is one of the methods that should be used to evaluate the components of each Core Competency area. In 2016, the milestones in Interpersonal and Communication Skills, Practice-based Learning and Improvement, Professionalism, and Systems-based Practice were revised to create a set of harmonized milestones in these areas for all subspecialty programs. It is important to note that the subspecialty Milestones Working Groups have been allowed to edit these to fit the unique needs of each subspecialty.

Reference

Edgar, Laura, Sydney Roberts, and Eric Holmboe. 2018. “Milestones 2.0: A Step Forward.” *Journal of Graduate Medical Education* 10 (3): 367–69. <https://doi.org/10.4300/jgme-d-18-00372.1>.



NOTE: Program directors are urged to read the article below as it addresses concerns regarding use of the Milestones in ways for which they were not designed.

[Use of Individual Milestones Data by External Entities for High Stakes Decisions - A Function for Which they Are not Designed or Intended](#)

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

V. Evaluation

V.A. Fellow Evaluation

V.A.1.c).(2) provide that information to the Clinical Competency Committee for its synthesis of progressive fellow performance and improvement toward unsupervised practice. (Core)

V.A.1.d) The program director or their designee, with input from the Clinical Competency Committee, must:

V.A.1.d).(1) meet with and review with each fellow their documented semi-annual evaluation of performance, including progress along the subspecialty-specific Milestones. (Core)

V.A.2.a).(2).(c) consider recommendations from the Clinical Competency Committee; (Core)

V.A.3. A Clinical Competency Committee must be appointed by the program director. (Core)

V.A.3.a) At a minimum the Clinical Competency Committee must include three members, at least one of whom is a core faculty member. Members must be faculty members from the same program or other programs, or other health professionals who have extensive contact and experience with the program’s fellows. (Core)

V.A.3.b) The Clinical Competency Committee must:

V.A.3.b).(1) review all fellow evaluations at least semi-annually; (Core)

V.A.3.b).(2) determine each fellow’s progress on achievement of the subspecialty-specific Milestones; and, (Core)

V.A.3.b).(3) meet prior to the fellows’ semi-annual evaluations and advise the program director regarding each fellow’s progress. (Core)

GUIDANCE

V.A.3. A Clinical Competency Committee must be appointed by the program director.

V.A.3.a) At a minimum, the Clinical Competency Committee must include three members, at least one of whom is a core faculty member. Members must be faculty members from the same program or other programs, or other health professionals who have extensive contact and experience with the program's fellows.

Clinical Competency Committees (CCCs) must have at least three members, and at least one of those three must be a core faculty member. However, some smaller fellowship programs may only have two faculty members. To meet the requirement of at least three members on the CCC, the program may have to include faculty members from another subspecialty. If this is the case, the faculty member from a subspecialty different from that of the fellowship should have extensive contact and experience with the program's fellows. For example, a fellowship program in pediatric pulmonology may have three faculty members, one of whom works exclusively in the basic science laboratory without any clinical responsibilities. It would be reasonable to recruit an additional CCC member from the division of pediatric critical care medicine or the division of allergy and immunology. There is great likelihood such faculty members would have frequent interactions with the program's fellows and may even be supervisors for some of their required rotations.

The requirements are clear with regard to the responsibilities of the CCC.

A guidebook to on the structure and function of the CCC is available on the [Resources page](#) of the Milestones section on the ACGME website.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Note differences for one-year fellowship programs in navy font

Common Program Requirement:

V. Evaluation

V.B. Faculty Evaluation

V.B.1. The program must have a process to evaluate each faculty member’s performance as it relates to the educational program at least annually. *(Core)*

Background and Intent: The program director is responsible for the education program and for whom delivers it. While the term faculty may be applied to physicians within a given institution for other reasons, it is applied to fellowship program faculty members only through approval by a program director. The development of the faculty improves the education, clinical, and research aspects of a program. Faculty members have a strong commitment to the fellow and desire to provide optimal education and work opportunities. Faculty members must be provided feedback on their contribution to the mission of the program. All faculty members who interact with fellows desire feedback on their education, clinical care, and research. If a faculty member does not interact with fellows, feedback is not required. With regard to the diverse operating environments and configurations, the fellowship program director may need to work with others to determine the effectiveness of the program’s faculty performance with regard to their role in the educational program. All teaching faculty members should have their educational efforts evaluated by the fellows in a confidential and anonymous manner. Other aspects for the feedback may include research or clinical productivity, review of patient outcomes, or peer review of scholarly activity. The process should reflect the local environment and identify the necessary information. The feedback from the various sources should be summarized and provided to the faculty on an annual basis by a member of the leadership team of the program.

V.B.1.a) This evaluation must include a review of the faculty member’s clinical teaching abilities, engagement with the educational program, participation in faculty development related to their skills as an educator, clinical performance, professionalism, and scholarly activities. *(Core)*

V.B.1.b) This evaluation must include written, confidential evaluations by the fellows. (Core)

V.B.2. Faculty members must receive feedback on their evaluations at least annually. (Core)

Section V.B.3. below was deleted from the one-year fellowship Common Program Requirements

V.B.3. Results of the faculty educational evaluations should be incorporated into program-wide faculty development plans. (Core)

Background and Intent: The quality of the faculty's teaching and clinical care is a determinant of the quality of the program and the quality of the fellows' future clinical care. Therefore, the program has the responsibility to evaluate and improve the program faculty members' teaching, scholarship, professionalism, and quality care. This section mandates annual review of the program's faculty members for this purpose, and can be used as input into the Annual Program Evaluation.

GUIDANCE

The section of the Common Program Requirements addressing faculty evaluation has several components:

1. Who to evaluate
2. What to evaluate: teaching abilities; engagement with the program; professionalism; and scholarly activity
3. Giving faculty members feedback on their evaluations at least annually
4. Incorporation of the educational evaluations into faculty development plans and into the Annual Program Evaluation

Who to evaluate:

As stated in the Background and Intent, all faculty members who have significant interactions with the fellows must receive feedback.

What to evaluate:

Faculty members should be evaluated based on their role in fellow education, including clinical care; teaching and research in aspects such as clinical productivity; review of patient outcomes; or peer review of scholarly activity. The program director may need to work with others to determine the effectiveness of individual faculty members' performance regarding their role in the educational program. The process should reflect the local environment and identify the necessary information.

As noted in the Background and Intent statement, assessment of the members of the faculty is an important part of improving the teaching program. Feedback to faculty members is important to help individual faculty members measure and increase their contributions to the mission of the program and improve their individual effectiveness as teachers. Assessment should include faculty members' research and scholarly activity, clinical work, and educational activities. The specific requirement for written and confidential evaluations of faculty members is intended to collect the most honest feedback from the fellows, which requires minimizing any possibility for fear of retaliation or intimidation of the fellow as a result of comments made.

V.B.1.b) This evaluation must include written, confidential evaluations by the fellows.

Programs with smaller number of fellows often struggle with maintaining the confidentiality of a fellow's evaluation. The requirement specifies a confidential evaluation and not necessarily an anonymous evaluation. Confidential evaluations may be but are not necessarily anonymous. For a confidential evaluation, the reviewer is not known by the individual being evaluated, but the identity of the evaluator might be known by someone such as the program director or departmental chair. For an anonymous evaluation, the evaluator is not known by anyone, offering a higher level of security. Frequently, the anonymous evaluation is mixed with evaluations done by others to reduce or hopefully eliminate the possibility of guessing the individual source.

The advantages of a confidential evaluation are that someone can respond if needed to an egregious situation if it is reported, and a fellowship director or department chair can place the information in better context. Confidential evaluations only work if the fellows trust their identity will be kept secret, which requires that they have a high degree of trust in the individual who knows their identity. The trusted individual may be the program coordinator who is collecting the evaluations. The coordinator often has an informal relationship with the fellows, which is seen as friendlier or less threatening than the program director. However, the program coordinator must never be allowed to be intimidated by the program director or a faculty member in revealing a fellow's identity in regards to an evaluation. The trusted individual may also be the program director or department chair, who oversees the faculty member. However, these individuals may be more intimidating to a fellow because of their supervisory relationship. If this is the case, the trusted individual needs to be someone else, particularly when the fellow is evaluating the program director and/or the department chair. Another scenario has the trusted individual being someone outside of the program, such as the designated institutional official (DIO), a residency program director, or an individual who reports to a different department.

The advantage of an anonymous evaluation is that it is the most reassuring to the fellow. Anonymous evaluations may be collected via a system that does not identify an individual evaluator. Because it might be possible for faculty members to guess the identity by timing when the evaluation appears, individual comments might be collected throughout the year and batched feedback might be best given at the end of the year. For very small programs, the feedback may need to be collected over two years to accumulate a larger group of evaluations. Another option may be to mix the fellows' evaluations with the evaluations from residents. There are usually more residents than fellows, so a fellow's comments are hidden within the larger number of evaluations. The disadvantage is that if a fellow's comments on something beyond a resident's scope, it may reveal that comment as coming from a fellow. The feedback is also not as useful if the faculty member does not know if the evaluation is from a resident or a fellow, as it could prevent the faculty member from applying the feedback to the education of the residents or the fellows.

Confidentiality is at risk when written evaluation contain details that might identify a specific patient, case, or fellow interaction the faculty member can recall and attribute to the particular fellow. Fellows should be instructed to be general enough to preclude that level of detail. However, being too general may cause the feedback to lose its effectiveness as a quality improvement tool.

Confidential faculty evaluations are a critical piece of information to help improve the program but are a special challenge in small programs. Some of the strategies above may help to collect that information while preserving confidentiality.

Many institutions have “home-grown” versions of faculty evaluation forms. In addition, departments may have annual evaluation forms that address faculty members’ clinical performance, role in education, and scholarship. Following are some examples.

1. Williams, Brent C., Debra K. Litzelman, Stewart F. Babbott, Robert M. Lubitz, and Tim P. Hofer. 2002. “Validation of a Global Measure of Faculty’s Clinical Teaching Performance.” *Academic Medicine* 77, (2): 177–80.
<https://doi.org/10.1097/00001888-200202000-00020>.

Created a Global Rating Scale (GRS) – single-item, five-point global measure of faculty members’ clinical teaching performance previously known to be reliable. Evaluation completed by 98 senior medical residents from four academic institutions; also completed the 26-item Stanford Faculty Development questionnaire for 10 faculty members with whom they had teaching contact during residency.

The GRS correlated highly with measures of seven specific aspects of teaching effectiveness. The scale is reportedly simple to use, readily administered as part of an incentive or reward program, or for review in promotion decisions

2. Mintz, Marcy, Danielle A. Southern, William A. Ghali, and Irene W. Y. Ma. 2015. “Validation of the 25-Item Stanford Faculty Development Program Tool on Clinical Teaching Effectiveness.” *Teaching and Learning in Medicine* 27 (2): 174–81.
<https://doi.org/10.1080/10401334.2015.1011645>.

Domains:

- Learning Climate
- Control of session
- Communication of goals
- Promotes understanding and retention
- Evaluation
- Feedback
- Promotes self-directed learning

3. Kassis, Karyn, Rebecca Wallihan, Larry Hurtubise, Sara Goode, Margaret Chase, and John Mahan. 2017. “Milestone-Based Tool for Learner Evaluation of Faculty Clinical Teaching.” *MedEdPORTAL Publications* 13.
https://doi.org/10.15766/mep_2374-8265.10626.

Created a 10-question evaluation tool to assess clinical teaching skills with descriptive Milestones behavior anchors using a combination of the Stanford Faculty Development Clinical Teaching Model and annual ACGME Resident Survey questions.

Conclusion: The tool provided faculty members with more meaningful teaching evaluations and feedback.

Domains:

Milestone 1: Establishes positive learning domain

Milestone 2: Maintains control of educational session

Milestone 3: Establishes learning goals

Milestone 4: Promotes understanding and retention of knowledge and skills

Milestone 5: Provides formative feedback

Milestone 6: Promotes clinical reasoning

Milestone 7: Promotes evidence-based medicine

Milestone 8: Promotes self-directed learning in learners

Milestone 9: Balances supervision and autonomy

Milestone 10: Displays professionalism

In conclusion, faculty members must receive structured feedback on their evaluations at least once a year. The feedback should include strengths and opportunities for improvement and be considered in planning for faculty development sessions and tracked as part of the Annual Program Evaluation. For example, if fellows' evaluations of faculty members consistently show that faculty members' evaluations of the fellows are not constructive and do not provide information to help the fellows improve, the program director might consider a faculty development session on providing effective and actionable evaluations.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

Note differences for one-year fellowship programs in navy font

V. Evaluation

V.C. Program Evaluation and Improvement

V.C.1. The program director must appoint the Program Evaluation Committee to conduct and document the Annual Program Evaluation as part of the program’s continuous improvement process. *(Core)*

V.C.1.a) The Program Evaluation Committee must be composed of at least two program faculty members, at least one of whom is a core faculty member, and at least one fellow. *(Core)*

V.C.1.b) Program Evaluation Committee responsibilities must include:

V.C.1.b).(1) acting as an advisor to the program director, through program oversight; *(Core)*

V.C.1.b).(2) review of the program’s self-determined goals and progress toward meeting them; *(Core)*

V.C.1.b).(3) guiding ongoing program improvement, including development of new goals, based upon outcomes; and, *(Core)*

V.C.1.b).(4) review of the current operating environment to identify strengths, challenges, opportunities, and threats as related to the program’s mission and aims. *(Core)*

Background and Intent: In order to achieve its mission and train quality physicians, a program must evaluate its performance and plan for improvement in the Annual Program Evaluation. Performance of fellows and faculty members is a reflection of program quality, and can use metrics that reflect the goals that a program has set for itself. The Program Evaluation Committee utilizes outcome parameters and other data to assess the program’s progress toward achievement of its goals and aims.

- V.C.1.c) The Program Evaluation Committee should consider the following elements in its assessment of the program:
- V.C.1.c).(1) curriculum; ^(Core)
 - V.C.1.c).(2) outcomes from prior Annual Program Evaluation(s); ^(Core)
 - V.C.1.c).(3) ACGME letters of notification, including citations, Areas for Improvement, and comments; ^(Core)
 - V.C.1.c).(4) quality and safety of patient care; ^(Core)
 - V.C.1.c).(5) aggregate fellow and faculty:
 - V.C.1.c).(5).(a) well-being; ^(Core)
 - V.C.1.c).(5).(b) recruitment and retention; ^(Core)
 - V.C.1.c).(5).(c) workforce diversity; ^(Core)
 - V.C.1.c).(5).(d) engagement in quality improvement and patient safety; ^(Core)
 - V.C.1.c).(5).(e) scholarly activity; ^(Core)
 - V.C.1.c).(5).(f) ACGME Resident/Fellow and Faculty Surveys (where applicable); and, ^(Core)
 - V.C.1.c).(5).(g) written evaluations of the program. ^(Core)
 - V.C.1.c).(6) aggregate fellow:
 - V.C.1.c).(6).(a) achievement of the Milestones; ^(Core)
 - V.C.1.c).(6).(b) in-training examinations (where applicable); ^(Core)
 - V.C.1.c).(6).(c) board pass and certification rates; and, ^(Core)
 - V.C.1.c).(6).(d) graduate performance. ^(Core)
 - V.C.1.c).(7) aggregate faculty member:
 - V.C.1.c).(7).(a) evaluation; and, ^(Core)
 - V.C.1.c).(7).(b) professional development ^(Core)

In the One-Year Fellowship Common Program Requirements, the whole section above from V.C.1.c)-V.C.1.c).(7).(b) has been replaced with the Section below:

- V.C.1.c) The Program Evaluation Committee should consider the following elements in its assessment of the program:**
- V.C.1.c).(1) fellow performance; ^(Core)**
- V.C.1.c).(2) faculty development; and, ^(Core)**
- V.C.1.c).(3) progress on the previous year’s action plan(s). ^(Core)**
- V.C.1.d) The Program Evaluation Committee must evaluate the program’s mission and aims, strengths, areas for improvement, and threats. ^(Core)
- V.C.1.e) The annual review, including the action plan, must:
- V.C.1.e).(1) be distributed to and discussed with the members of the teaching faculty and the fellows; and, ^(Core)
- V.C.1.e).(2) be submitted to the DIO. ^(Core)

GUIDANCE

Requirements for the Program Evaluation Committee (PEC) have changed in the Common Program Requirements. Each element of the PEC requirements is now categorized as “core,” which means that all programs, regardless of specialty or subspecialty and accreditation status, must comply. The key to this lies in tracking and follow-up.

The PEC must include at least two program faculty members, at least one of whom is a core faculty member, and at least one fellow. Members of the PEC should know the program well and be vested in program well-being and improvement. The fellow member is important because that individual “lives and works” within the context of the program.

What Does the PEC Do?

- The PEC should participate actively in:
 - planning, developing, implementing, and evaluating educational activities of the program
 - reviewing and making recommendations for revision of competency-based curriculum goals and objectives
 - addressing areas of non-compliance with ACGME requirements
 - annually reviewing the program using evaluations of faculty members, fellows, and others
- Some PECs review fellows’ Milestones assessments to determine weak points in curricular elements of the program in order to make necessary changes.
- End product: **Annual Program Evaluation**

The PEC should act as the program’s own “Review Committee,” looking at all the components as listed in the Common Program Requirements.

The Common Program Requirements related to program evaluation and improvement are self-explanatory. They outline the composition and responsibilities of the PEC. The PEC is critical in the annual review of the program because it assesses if the program is meeting its goals and objectives. The PEC needs to meet regularly, and results of discussions of the meetings should be incorporated into the Annual Program Evaluation form, which can be used to inform the Self-Study process.

Note that V.C.1.c).(1) to (3), in **navy font in the requirements noted above** is significantly different for one-year fellowships. The requirements are shortened to address just fellow performance, faculty development, and progress on the previous year’s action plan(s).

V.C.1.c) What does the PEC do?

VI.A.1.a) Patient Safety Fellowship



Suggested template for internal program use in the Annual Program Evaluation. Note that this is a sample and the ACGME does not require its use.

**SAMPLE Template – Annual Program Evaluation
(For Internal PROGRAM Use Only)**

Program:

Date:

Academic Year:

Program Evaluation Committee Membership:

Faculty Members:

1. _____
2. _____
3. _____

Residents/Fellows:

1. _____
2. _____

Resident/Fellow Complement

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Positions Approved							
Current Complement							

Accreditation Status of the Program

- | | |
|---|---|
| <input type="checkbox"/> Continued Accreditation | <input type="checkbox"/> Initial Accreditation |
| <input type="checkbox"/> Continued Accreditation with Warning | <input type="checkbox"/> Initial Accreditation with Warning |
| <input type="checkbox"/> Probationary Accreditation | <input type="checkbox"/> Continued Accreditation without Outcomes |

Current Program Citations

Insert Text from ACGME Letter of Notification (LON)	<i>Current</i> Program Response to Citation
1.	
2.	
3.	

Current Areas for Improvement (AFIs)

Insert Text from ACGME LON	Program Actions to Address Areas for Improvement (AFIs)
1.	
2.	
3.	

Program Aims

Aim(s)	Met (M)/Unmet (U)

Plans for Unmet Goals

1. _____
2. _____
3. _____

Strengths of the Program

1. _____
2. _____
3. _____

Challenges/Threats to the Program

1. _____
2. _____
3. _____

Opportunities for the Program

1. _____
2. _____
3. _____

Program Curriculum

Curricular Element	Action: Modify (M), Add (A), or Delete (D)	Steps Taken	Timeline for Completion

Quality Improvement (QI) and Patient Safety (PS)

QI/PS Activity	Active Role Faculty (F) Resident or Fellow (R)	Has QI/PS Improved in the Past Year? (Yes/No)	Describe Improvement, Including Efforts to Include Faculty Member(s) and Residents/Fellows	Describe QI/PS Activities that Can be Added or Improved

Well-Being and Diversity

Activity	Successes	Needs Improvement
Well-being		
Diversity		
Recruitment		
Retention		

Scholarship

Resident/Fellow/Faculty Scholarly Activities (append lists here)	If applicable, list efforts to increase scholarship

ACGME Annual Resident/Fellow Survey

Areas with Improvement	Areas with Deterioration	Plans to Address Areas of Deterioration if Applicable

ACGME Annual Faculty Survey

Areas with Improvement	Areas with Deterioration	Plans to Address Areas of Deterioration if applicable

Written Evaluations of the Program

Who provides written evaluations of the program?

- Residents/fellows in this program
- Other hospital/clinic/facility personnel
- Residents/fellows in other programs
- Faculty members in other programs
- Faculty members in this program

Areas Identified for Program Improvement	Plans for Program Improvement/Target Date

Aggregate Resident/Fellow Achievement of Milestones

Exceeded National Means	Below National Means	Plans to Improve Milestones Achievement

Aggregate Resident/Fellow Performance on In-Training Examinations (if Applicable)

Performance of Cohort this Year Compared to Prior Year	Subject Areas where Cohort Fell Short of Program Expectations	Plans to Improve Performance in the In-Training Examination

Aggregate Performance of Residents/Fellows and Graduates on Board Certification Examinations in the Specialty/Subspecialty Program

Number Eligible to Take	Number Eligible who Took the Written Examination	How Many of Those Who Took the Exam Passed?

If applicable, how does program plan to improve resident/fellow/graduate performance on the examinations in the board certification process over the next year?

Performance of Program Graduates

In what ways does the program monitor the performance of program graduates?

- Surveys of the graduates, themselves
- Surveys of the partners of the graduates
- Surveys of the employers of the graduates
- Surveys of the practice sites (hospitals, clinics, etc.) of the graduates
- Monitoring of the continuing board certification of the graduates
- Monitoring of state licensing board actions against graduates
- Monitoring of medico-legal actions against graduates
- Program does not monitor program graduates' performance

Areas for Improvement for Performance of Graduates	Plans to Address Areas Identified as Needing Improvement

Faculty Evaluation

By whom are the faculty members in this program evaluated (for their contributions to the educational program)?

- Medical students
- Residents/fellows in this program
- Residents/fellows in other programs
- Peer faculty members in this program
- Peer faculty members in other programs

Areas for Improvement Identified for Faculty Member Contributions to the Program	Plans to Address Areas Identified as Needing Improvement

Faculty Development Activities

List Faculty Development Activities Available in the Past Year	Percent Faculty Participation	If Applicable, How Does Program Plan to Increase Participation in Faculty Development Activities?

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement:

V. Evaluation

V.C. Program Evaluation and Improvement

V.C.2. The program must participate in a Self-Study prior to its 10-Year Accreditation Site Visit. *(Core)*

V.C.2.a) A summary of the Self-Study must be submitted to the DIO.
(Core)

Background and Intent: Outcomes of the documented Annual Program Evaluation can be integrated into the 10-year Self-Study process. The Self-Study is an objective, comprehensive evaluation of the fellowship program, with the aim of improving it. Underlying the Self-Study is this longitudinal evaluation of the program and its learning environment, facilitated through sequential Annual Program Evaluations that focus on the required components, with an emphasis on program strengths and self-identified areas for improvement. Details regarding the timing and expectations for the Self-Study and the 10-Year Accreditation Site Visit are provided in the ACGME Manual of Policies and Procedures. Additionally, a description of the Self-Study process, as well as information on how to prepare for the 10-Year Accreditation Site Visit, is available on the ACGME website.

GUIDANCE

The ACGME will not schedule any programs to begin their Self-Study through July 2022. This deferral period will allow the ACGME to develop a sustainable model for improvement and assurance for its nearly 13,000 accredited programs and allow programs to recover from the impact of COVID-19. [Sponsoring Institution Self-Studies](#) will proceed according to the Institutional Review Committee's announced plan. [Click here](#) for additional FAQs regarding the program Self-Study and 10-Year Accreditation Site Visit.

Self-Study Description

The ACGME program Self-Study was established as a key component of the ACGME's current accreditation model ("the Next Accreditation System"). With the goal of conducting an objective and comprehensive review of the program, the Self-Study is a tool for program self-reflection and strategic planning that uses the Annual Program Review as a foundation on which to build the in-depth, multi-year program evaluation.

Two concepts are fundamental in the development of the Self-Study:

- 1) Determination of the program's aims and mission
- 2) Critical assessment of the institutional, local, regional, and even national environment (context) in which the program operates

These lead to a thoughtful analysis of program strengths, weaknesses, opportunities, and threats that will allow a program to distinguish itself from other programs in the subspecialty (such as highlighting differences between community and urban programs). Ultimately, the goal of the Self-Study is to provide a platform for a forward thinking and systematic approach to making program improvements.

Programs are encouraged to include a broad array of participants in the Self-Study process, including program leadership, fellows, faculty members, and other stakeholders, such as program graduates, institutional and quality improvement personnel, leadership from related programs, or nursing and other health care personnel who interact closely with the program's fellows.

Self-Study and Aims Resources

1. <https://www.acgme.org/What-We-Do/Accreditation/Self-Study>
This page includes the Eight Steps for Conducting the ACGME Program Self-Study
2. [Self-Study Summary](#)
3. [Self-Summary Update](#)
4. [Self-Summary Achievements](#)
These three links include the required Self-Study Documents.

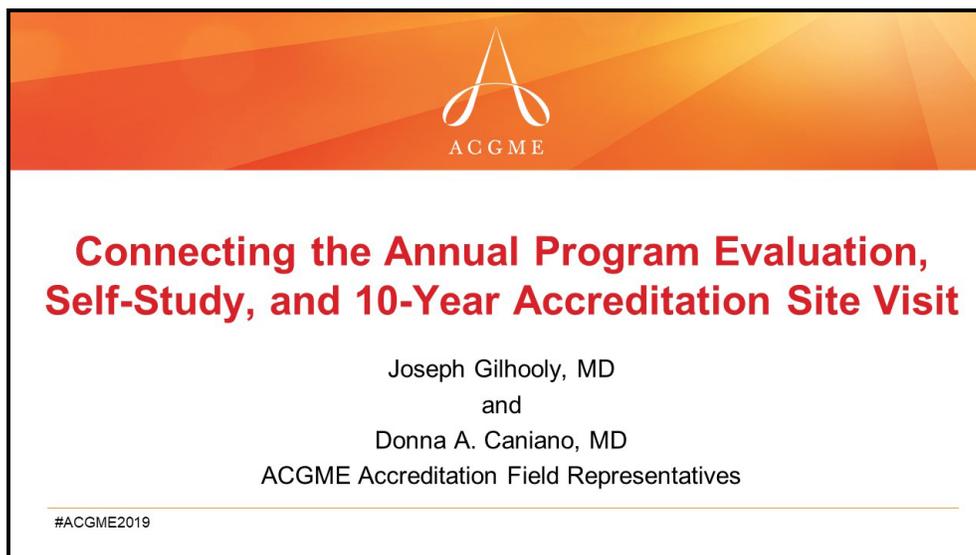
ACGME Field Activities Presentations

[Maximizing the Value of the ACGME Self-Study Process for Your Program: No Need to be Afraid](#) by Dr. John Frohna, Dr. Kim Gifford, Dr. Susan Guralnick, Dr. Alex Rakowsky

[View the webinar and download resources](#) provided by the presenters.

Note: The above link will take you to the Maximizing the Value of the ACGME Self-Study Process for Your Program webinar, in [Learn at ACGME](#), the ACGME's online learning portal. GME community members who have not yet created a free account in Learn at ACGME will need to create to access the course.

Self-Study and Annual Program Evaluation 2021



Click on the picture above to be directed to the presentation

Other Resources

Guralnick, Susan, Tamika Hernandez, Mark Corapi, Jamie Yedowitz-Freeman, Stanislaw Klek, Jonathan Rodriguez, Nicholas Berbari, Kathryn Bruno, Kara Scalice, and Linda Wade. 2015. "The ACGME Self-Study—An Opportunity, Not a Burden." *Journal of Graduate Medical Education* 7, (3): 502–5.
<https://doi.org/10.4300/jgme-d-15-00241.1>.

Philibert, Ingrid. 2017. "The Annual Program Evaluation, Self-Study, and 10-Year Accreditation Site Visit: Connected Steps in Facilitating Program Improvement." 2017. *Journal of Graduate Medical Education* 9, (1): 147–49.

<https://doi.org/10.4300/jgme-d-17-00047.1>.

Philibert, Ingrid, John H. Beernink, Barbara H. Bush, Donna A. Caniano, Andrea Chow, John J. Coyle, Joseph Gilhooly, et al. 2017. "Improvement in Context: Exploring Aims, Improvement Priorities, and Environmental Considerations in a National Sample of Programs Using 'Small Data.'" *Journal of Graduate Medical Education* 9, (6): 791–97. <https://doi.org/10.4300/jgme-d-17-00952.1>.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide Background and Intent

Common Program Requirement

Note differences for one-year fellowship programs in navy font

V. Evaluation

V.C. Program Evaluation and Improvement

V.C.3. *One goal of ACGME-accredited education is to educate physicians who seek and achieve board certification. One measure of the effectiveness of the educational program is the ultimate pass rate.*

The program director should encourage all eligible program graduates to take the certifying examination offered by the applicable American Board of Medical Specialties (ABMS) member board or American Osteopathic Association (AOA) certifying board.

The statement in red font below has been added to the One-Year Fellowship Common Program Requirement V.C.3. [If certification in the subspecialty is not offered by the ABMS and/or the AOA, the certification requirements will be omitted.]

V.C.3.a) For subspecialties in which the ABMS member board and/or AOA certifying board offer(s) an annual written exam, in the preceding three years, the program’s aggregate pass rate of those taking the examination for the first time must be higher than the bottom fifth percentile of programs in that subspecialty. (Outcome)

V.C.3.b) For subspecialties in which the ABMS member board and/or AOA certifying board offer(s) a biennial written exam, in the preceding six years, the program’s aggregate pass rate of those taking the examination for the first time must be higher than the bottom fifth percentile of programs in that subspecialty. (Outcome)

V.C.3.c) For subspecialties in which the ABMS member board and/or AOA certifying board offer(s) an annual oral exam, in the preceding three years, the program’s aggregate pass rate of those taking the examination for the first time must be higher

than the bottom fifth percentile of programs in that subspecialty. (Outcome)

V.C.3.d) For subspecialties in which the ABMS member board and/or AOA certifying board offer(s) a biennial oral exam, in the preceding six years, the program's aggregate pass rate of those taking the examination for the first time must be higher than the bottom fifth percentile of programs in that subspecialty. (Outcome)

V.C.3.e) For each of the exams referenced in V.C.3.a)-d), any program whose graduates over the time period specified in the requirement have achieved an 80 percent pass rate will have met this requirement, no matter the percentile rank of the program for pass rate in that subspecialty. (Outcome)

Background and Intent: Setting a single standard for pass rate that works across subspecialties is not supportable based on the heterogeneity of the psychometrics of different examinations. By using a percentile rank, the performance of the lower five percent (fifth percentile) of programs can be identified and set on a path to curricular and test preparation reform.

There are subspecialties where there is a very high board pass rate that could leave successful programs in the bottom five percent (fifth percentile) despite admirable performance. These high-performing programs should not be cited, and V.C.3.e) is designed to address this.

V.C.3.f) Programs must report, in ADS, board certification status annually for the cohort of board-eligible fellows that graduated seven years earlier. (Core)

Background and Intent: It is essential that fellowship programs demonstrate knowledge and skill transfer to their fellows. One measure of that is the qualifying or initial certification exam pass rate. Another important parameter of the success of the program is the ultimate board certification rate of its graduates. Graduates are eligible for up to seven years from fellowship graduation for initial certification. The ACGME will calculate a rolling three-year average of the ultimate board certification rate at seven years post-graduation, and the Review Committees will monitor it.

The Review Committees will track the rolling seven-year certification rate as an indicator of program quality. Programs are encouraged to monitor their graduates' performance on board certification examinations.

In the future, the ACGME may establish parameters related to ultimate board certification rates.

GUIDANCE

Board pass rate is one outcome that can demonstrate a program is preparing its graduates for independent practice. Replacing the previous requirement of a five-year rolling average with a three-year rolling average makes the data more relevant by including the most recent graduates and a more current time frame in the program. The variability in the board pass rates in programs from year to year (especially with small programs) is taken into account by the individual Review Committees. While a small program may have a relatively larger negative impact on the pass rate based on one fellow failing, the positive impact of those who do pass will also be larger, and it will be easier for the program to improve.

For a program to receive a citation for this requirement, it would:

- 1) have to be in the lowest five percent of all programs in the subspecialty for board pass rate; and,
- 2) have a board pass rate below 80 percent.

That means that if there are 100 programs in a subspecialty, approximately five could receive that citation, but only if their individual board pass rate for graduates is below 80 percent.

The board pass rate for first-time takers will count those who pass in the numerator and those who are taking the exam for the first time in the denominator. Fellowship graduates who do not take the exam, or those who are taking it for the second time (or third, etc.), do not count in the denominator. Fellows who delay taking the examination will be counted in the year they actually take the exam.

The board pass rate for each program is reported to the ACGME directly from the American Board of Medical Specialties (ABMS) member board and the American Osteopathic Association (AOA) board for the pertinent subspecialty. No fellow names or other individual identifiers are reported to the ACGME.

A program might respond to a citation for its board pass rate by:

- 1) evaluating its didactic curriculum to identify weaknesses and make efforts to improve.
- 2) reviewing the annual In-Training Examination results, which can be helpful in identifying content area(s) in which fellows did not perform well. In addition, the In-Training Examination helps identify those fellows who are underperforming in comparison to their peers.
- 3) implementing a structured certifying board examination review, addressing content specifications of the subspecialty board.
- 4) providing some fellows with a more structured plan in an individualized learning plan.

Additionally, it is important for the Program Evaluation Committee (PEC) to review board certification data annually, as well as In-Training Examination performance as part of the Annual Program Review, to determine whether program changes are needed. These might include changes in the didactic curriculum and the inclusion of conferences to address curricular weaknesses.

Note for one-year fellowship programs: If certification in the subspecialty is not offered by the ABMS and/or the AOA, the certification requirements will be omitted.

V.C.3.f) Programs must report, in ADS, board certification status annually for the cohort of board-eligible fellows that graduated seven years earlier.

The ultimate board pass rate of a program's graduates is an important program outcome in addition to the rolling average first-time pass rate noted in Requirements V.3.C.a)-e). Neither should be considered in isolation. Note that most ABMS boards allow up to seven years for a candidate to achieve board certification.

While the most recent three-year rolling average board pass rate may best reflect the preparation of the most recent graduates, the ultimate certification rates likely reflect the ultimate goal of the program to produce graduates who can practice independently and achieve board certification. This requirement is intended to allow the ACGME to gather data on this information to determine its best use. The PEC may also find this information valuable in assessing the program's aims and goals.

The requirement does not specify a minimum for the ultimate certification rate, and programs will not be cited on this requirement unless they fail to provide the data requested. Programs will be deemed non-compliant with this requirement if the data are not collected and accurately reported. If the information is not yet available from the respective certification board, the program may need to look up the certification status of its graduates from seven years ago to enter it into the ACGME's Accreditation Data System.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

VI.A. Patient Safety, Quality Improvement, Supervision, and Accountability

VI.A.1. Patient Safety and Quality Improvement

All physicians share responsibility for promoting patient safety and enhancing quality of patient care. Graduate medical education must prepare residents to provide the highest level of clinical care with continuous focus on the safety, individual needs, and humanity of their patients. It is the right of each patient to be cared for by residents who are appropriately supervised; possess the requisite knowledge, skills, and abilities; understand the limits of their knowledge and experience; and seek assistance as required to provide optimal patient care.

Residents must demonstrate the ability to analyze the care they provide, understand their roles within health care teams, and play an active role in system improvement processes. Graduating residents will apply these skills to critique their future unsupervised practice and effect quality improvement measures.

It is necessary for residents and faculty members to consistently work in a well-coordinated manner with other health care professionals to achieve organizational patient safety goals.

VI.A.1.a) Patient Safety

VI.A.1.a).(1) Culture of Safety

A culture of safety requires continuous identification of vulnerabilities and a willingness to transparently deal with them. An effective organization has formal mechanisms to assess the knowledge, skills, and attitudes of its personnel toward safety in order to identify areas for improvement.

VI.A.1.a).(1).(a) The program, its faculty, residents, and fellows must actively participate in patient safety

systems and contribute to a culture of safety.
(Core)

VI.A.1.a).(1).(b)

The program must have a structure that promotes safe, interprofessional, team-based care. (Core)

VI.A.1.a).(2)

Education on Patient Safety

Programs must provide formal educational activities that promote patient safety-related goals, tools, and techniques. (Core)

Background and Intent: Optimal patient safety occurs in the setting of a coordinated interprofessional learning and working environment.
--

[The Review Committee may further specify]

VI.A.1.a).(3)

Patient Safety Events

Reporting, investigation, and follow-up of adverse events, near misses, and unsafe conditions are pivotal mechanisms for improving patient safety, and are essential for the success of any patient safety program. Feedback and experiential learning are essential to developing true competence in the ability to identify causes and institute sustainable systems-based changes to ameliorate patient safety vulnerabilities.

VI.A.1.a).(3).(a)

Residents, fellows, faculty members, and other clinical staff members must:

VI.A.1.a).(3).(a).(i)

know their responsibilities in reporting patient safety events at the clinical site;
(Core)

VI.A.1.a).(3).(a).(ii)

know how to report patient safety events, including near misses, at the clinical site; and, (Core)

- VI.A.1.a).(3).(a).(iii) be provided with summary information of their institution's patient safety reports. (Core)
- VI.A.1.a).(3).(b) Fellows must participate as team members in real and/or simulated interprofessional clinical patient safety activities, such as root cause analyses or other activities that include analysis, as well as formulation and implementation of actions. (Core)
- VI.A.1.a).(4) Fellow Education and Experience in Disclosure of Adverse Events
- Patient-centered care requires patients, and when appropriate families, to be apprised of clinical situations that affect them, including adverse events. This is an important skill for faculty physicians to model, and for fellows to develop and apply.*
- VI.A.1.a).(4).(a) All fellows must receive training in how to disclose adverse events to patients and families. (Core)
- VI.A.1.a).(4).(b) Fellows should have the opportunity to participate in the disclosure of patient safety events, real or simulated. (Detail)

GUIDANCE

Much of Section VI.A. of the Common Program Requirements, which focuses Patient Safety, Quality Improvement, Supervision, and Accountability, is addressed by the ACGME Clinical Learning Environment Review (CLER) Program. Results of CLER visits and recommendations for creating an environment for safe patient care and quality improvement are summarized in *CLER Issue Brief No. 2*, which can be found on [Resources and Documents page](#) of the CLER section of the ACGME website.

The CLER teams collectively interviewed more than 1,000 executive leaders; nearly 9,000 residents and fellows; approximately 7,750 core faculty members; and 5,600 program directors at ACGME-accredited programs ahead of the publication of this Issue Brief. Overarching themes of these visits included:

- Varying approach, degree, and capacity for engaging residents and fellows in patient safety and health care quality
- Varying degree of implementing GME in terms of these elements
- Varying degree of resources invested in these activities

From *CLER Issue Brief No. 2*:

“The ultimate goal of GME is to provide residents and fellows with the experiences that they need to deliver the safest and highest quality patient care and the opportunities to become well-versed enough in the science and practice of patient safety to lead improvements in patient care throughout their professional career.

In order to achieve this, they need to be able to identify risks to their patients, understand how to prioritize and mitigate those risks in a sustainable way, and know how to lead and role model these skills when they transition to independent practice. Medicine and health care delivery is continually evolving. It is therefore imperative to provide residents and fellows with lifelong skills to recognize system vulnerabilities, and to develop and implement strategies to mitigate these vulnerabilities, so that they are well prepared to meet the challenges of a continually changing health care environment throughout their careers.

The CLER Program findings demonstrate that education about patient safety has been introduced into GME. To date, much of the education has focused on didactic activities with much emphasis on online learning. There are many opportunities for Clinical Learning Environments (CLEs) to provide resident and fellow physicians with experiential learning, such as how to conduct patient safety event inquiries and translate the findings into systems-based improvements that result in better patient care.

The findings also suggest that resident and fellow physicians are beginning to engage in their CLEs’ processes for reporting patient safety events. CLEs have an opportunity to build upon this engagement by increasing resident and fellow involvement in the processes of investigating events and providing feedback that results in creating and

implementing plans to improve care. Lastly, it is important to note that resident and fellow physicians look to their mentors and other members of the health care team to model systems-based patient safety behaviors and lead the way in ongoing efforts to improve patient safety.”

CLER Recommendations for Education in Safe Patient Care, Quality Improvement, and Reporting of Adverse Events are Multi-modal

Culture:

- Non-punitive approaches
- Identification of systems-based underlying causes
- Solutions aimed at correcting the underlying cases rather than pointing fingers at individuals

Didactics:

- Providing an overview of the risks and hazards of health care
- Common patient safety events in particular environments: for example, medication errors in high-risk areas such as the emergency department or intensive care units, or in the operating rooms
- Prevention strategies
- How to report near misses/close calls and adverse events, including how to inform patients and families about an adverse event
- Where to find help when a patient safety event occurs

Experiential Learning

- Morbidity and mortality conferences
- Simulation activities

Why is it so important to teach residents and fellows safe patient care and quality improvement?

Consider that the 32-year-old fellow today has the potential to be practicing beyond 2054. There are several studies indicating that what physicians learn during residency and fellowship stays with them and affects their practice many years after graduation:

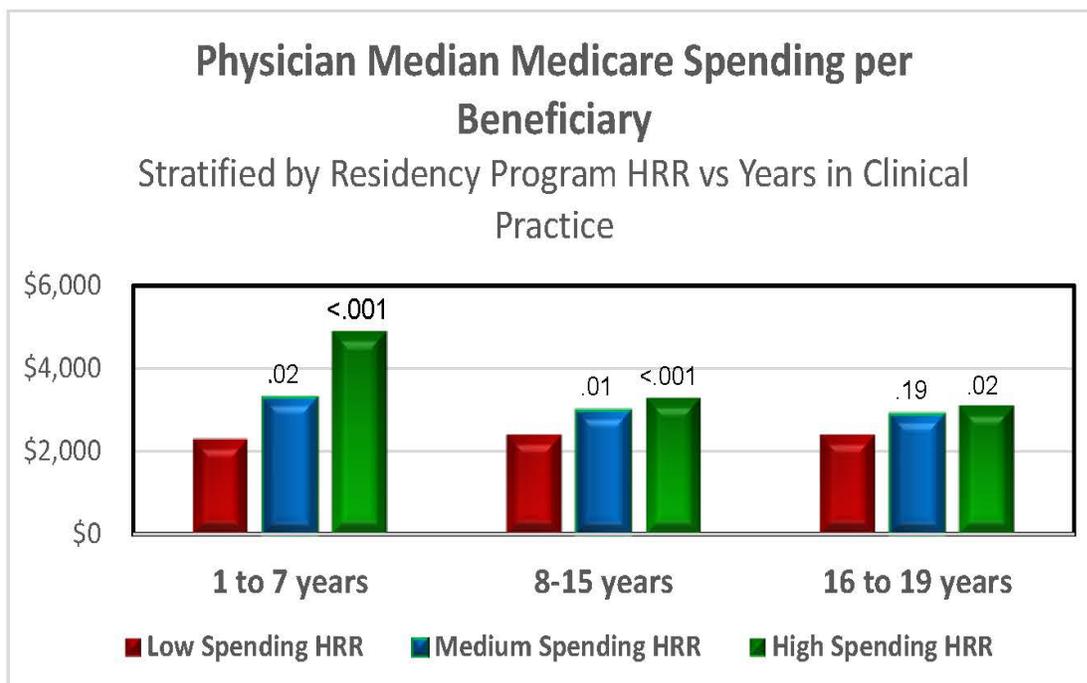
1. Asch, David A. 2009. “Evaluating Obstetrical Residency Programs Using Patient Outcomes.” *JAMA* 302, no. 12: 1277.

<https://doi.org/10.1001/jama.2009.1356>.

Asch et al studied 4,906,169 deliveries by 4,124 physicians from 107 US OB residency programs. The programs were ranked based on FLEX, NBME Parts I, II, III, and USMLE Steps 1, 2, 3 scores. They found that women treated by obstetricians in the bottom quintile programs had one third higher complication rates than those from the top quintile and the effect was durable through 15-17 years after residency.

- Chen, Candice, Stephen Petterson, Robert Phillips, Andrew Bazemore, and Fitzhugh Mullan. 2014. "Spending Patterns in Region of Residency Training and Subsequent Expenditures for Care Provided by Practicing Physicians for Medicare Beneficiaries." *JAMA* 312, no. 22: 2385. <https://doi.org/10.1001/jama.2014.15973>.

Chen et al. evaluated spending patterns in regions of residency and their subsequent expenditures in practice based on multilevel, multivariable analysis of 2011 Medicare claims data from family medicine and internal medicine residents between 1992-2010. The Hospital Referral Regions (HRR) were classified based on expenditures as low-, average-, and high-spending. They determined that spending levels during residency were associated with the same pattern of expenditures for subsequent care they provided.



- Sirovich, Brenda E., Rebecca S. Lipner, Mary Johnston, and Eric S. Holmboe. 2014. "The Association between Residency Training and Internists' Ability to Practice Conservatively." *JAMA Internal Medicine* 174, no. 10: 1640. <https://doi.org/10.1001/jamainternmed.2014.3337>.

Sirovich et al. evaluated the association between residency and an internist's ability to practice conservatively following graduation assessing the responses of 6,639 first-time takers of the American Board of Internal Medicine certifying exam (357 programs). They divided the management options according to Appropriately Conservative Management (ACM) and Appropriately Aggressive Management (AAM) subscales. They defined the correct response as the least or most aggressive management strategy, and found that regardless of overall medical knowledge,

internists trained at HRR (Hospital Referral Region) with lower-intensity medical practice were more likely to recognize when conservative management was appropriate and, more importantly, were capable of choosing an aggressive approach when indicated.

Additional References

- Chan, David K., Thomas H. Gallagher, Richard Reznick, and Wendy Levinson. 2005. "How Surgeons Disclose Medical Errors to Patients: A Study Using Standardized Patients." *Surgery* 138, no. 5: 851–58. <https://doi.org/10.1016/j.surg.2005.04.015>.
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- Gallagher, Thomas H., Jane M. Garbutt, Amy D. Waterman, David R. Flum, Eric B. Larson, Brian M. Waterman, W. Claiborne Dunagan, Victoria J. Fraser, and Wendy Levinson. "Choosing Your Words Carefully." *Archives of Internal Medicine* 166, no. 15 (2006): 1585. <https://doi.org/10.1001/archinte.166.15.1585>.
- Kessler, D. A. 1993. "Introducing MEDWatch. A New Approach to Reporting Medication and Device Adverse Effects and Product Problems." *JAMA* 269, no. 21: 2765–68. <https://jamanetwork.com/journals/jama/article-abstract/406452>
- Leape, Lucian L. 2002. "Reporting of Adverse Events." *New England Journal of Medicine* 347, no. 20: 1633–38. <https://doi.org/10.1056/nejmhpr011493>.
- Nebeker, Jonathan R., Paul Barach, and Matthew H. Samore. 2004. "Clarifying Adverse Drug Events: A Clinicians Guide to Terminology, Documentation, and Reporting." *Annals of Internal Medicine* 140, no. 10: 795. <https://doi.org/10.7326/0003-4819-140-10-200405180-00009>.
- White, Andrew A., Thomas H. Gallagher, Melissa J. Krauss, Jane Garbutt, Amy D. Waterman, W. Claiborne Dunagan, Victoria J. Fraser, Wendy Levinson, and Eric B. Larson. 2008. "The Attitudes and Experiences of Trainees Regarding Disclosing Medical Errors to Patients." *Academic Medicine* 83, no. 3: 250–56. <https://doi.org/10.1097/acm.0b013e3181636e96>.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

VI. The Learning and Working Environment

VI.A.1.b) Quality Improvement

VI.A.1.b).(1) Education in Quality Improvement

A cohesive model of health care includes quality-related goals, tools, and techniques that are necessary in order for health care professionals to achieve quality improvement goals.

VI.A.1.b).(1).(a) Fellows must receive training and experience in quality improvement processes, including an understanding of health care disparities. (Core)

VI.A.1.b).(2) Quality Metrics

Access to data is essential to prioritizing activities for care improvement and evaluating success of improvement efforts.

VI.A.1.b).(2).(a) Fellows and faculty members must receive data on quality metrics and benchmarks related to their patient populations. (Core)

VI.A.1.b).(3) Engagement in Quality Improvement Activities

Experiential learning is essential to developing the ability to identify and institute sustainable systems-based changes to improve patient care.

VI.A.1.b).(3).(a) Fellows must have the opportunity to participate in interprofessional quality improvement activities. (Core)

VI.A.1.b).(3).(a).(i)

This should include activities aimed at reducing health care disparities. ^(Detail)

[The Review Committee may further specify under any requirement in VI.A.1.b)-VI.A.1.b).(3).(a).(i)]

GUIDANCE

Much of Section VI.A. of the Common Program Requirements, which focus on Patient Safety, Quality Improvement, Supervision, and Accountability, is addressed by the ACGME's Clinical Learning Environment Review (CLER) Program. Results of CLER visits and recommendations for creating an environment for safe quality improvement are summarized in *CLER Issue Brief No. 3*, which can be found on the [Resources and Documents page](#) of the CLER section of the ACGME website.

The CLER teams collectively interviewed more than 1,000 executive leaders; nearly 9,000 residents and fellows; approximately 7,750 core faculty members; and 5,600 program directors at ACGME-accredited programs. Overarching themes of these visits included:

- While most residents and fellows indicated that they participate in quality improvement (QI) projects, many of those interviewed appeared to have a limited knowledge of QI concepts and the specific methods and approaches to QI employed by the institution. These include concepts such as a Plan-Do-Study-Act cycle.
- There were a limited number of clinical learning environments that reported an active effort to engage residents and fellows in QI efforts led by the hospital or medical center.
- Many clinical learning environments provided didactic learning, but experiential learning opportunities were uncommon.

From *CLER Issue Brief No. 3*:

“If residents and fellows are to learn to improve the health of the populations they serve, they need to be aware of quality goals, such as those set by regulators, payers, and others outside the [clinical learning environment] CLE (e.g., use of universal protocol, reducing central line associated blood stream infections, catheter-associated urinary tract infections, or potentially avoidable 30-day readmissions). They should also learn to critically evaluate their CLE's own processes of patient care and how those affect patient outcomes.”

Why is it so important to teach residents and fellows safe patient care and quality improvement?

Consider that the 32-year-old resident today has the potential to be practicing beyond 2054. There are several studies indicating that what physicians learn during residency and fellowship stays with them and affects their practice many years after graduation:

1. **Asch, David A. 2009. “Evaluating Obstetrical Residency Programs Using Patient Outcomes.” *JAMA* 302, no. 12: 1277. <https://doi.org/10.1001/jama.2009.1356>.**

Asch et al. studied:

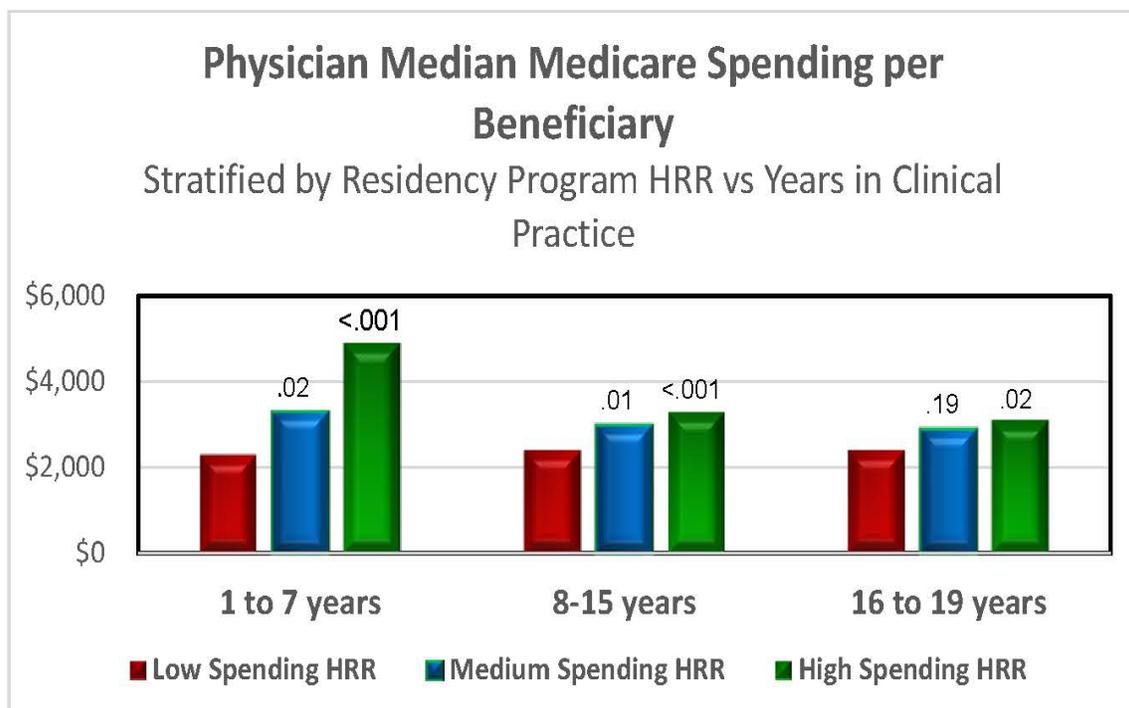
- 4,906,169 deliveries
- 4,124 physicians from 107 US obstetrics and gynecology residency programs
- Program rankings from:
 - FLEX
 - NBME Parts I, II, III
 - USMLE Steps 1, 2, 3
- Women treated by obstetricians in the bottom quintile had one-third higher complication rates than those from the top quintile.
- The effect was durable through 15-17 years after residency

2. **Chen, Candice, Stephen Petterson, Robert Phillips, Andrew Bazemore, and Fitzhugh Mullan. 2014. "Spending Patterns in Region of Residency Training and Subsequent Expenditures for Care Provided by Practicing Physicians for Medicare Beneficiaries." JAMA 312, no. 22: 2385.**

<https://doi.org/10.1001/jama.2014.15973>.

Chen et al. evaluated spending patterns in regions of residency and their subsequent expenditures in practice based on:

- Multilevel, multivariable analysis of 2011 Medicare claims data
- Family medicine, internal medicine residents 1992-2010
- Hospital Referral Region (HRR)
 - Low-spending
 - Average-spending
 - High-spending



They determined that spending levels during residency were associated with the same pattern of expenditures for subsequent care they provided.

3. Sirovich, Brenda E., Rebecca S. Lipner, Mary Johnston, and Eric S. Holmboe. 2014. "The Association between Residency Training and Internists' Ability to Practice Conservatively." *JAMA Internal Medicine* 174, no. 10 (January 2014): 1640. <https://doi.org/10.1001/jamainternmed.2014.3337>.

Sirovich et al. evaluated the association between residency and an internist's ability to practice conservatively following graduation assessing the responses of:

- Responses of 6,639 first-time takers of American Board of Internal Medicine certifying exam (357 programs)
- Appropriately Conservative Management and Appropriately Aggressive Management subscales
- Correct response represented the least or most aggressive management strategy
- Regardless of overall medical knowledge, internists trained at HRR with lower-intensity medical practice were more likely to recognize when conservative management is appropriate and, more importantly, are capable of choosing an aggressive approach when indicated.

Additional References:

- Chan, David K., Thomas H. Gallagher, Richard Reznick, and Wendy Levinson. 2005. "How Surgeons Disclose Medical Errors to Patients: A Study Using Standardized Patients." *Surgery* 138, no. 5: 851–58. <https://doi.org/10.1016/j.surg.2005.04.015>.
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- Gallagher, Thomas H., Jane M. Garbutt, Amy D. Waterman, David R. Flum, Eric B. Larson, Brian M. Waterman, W. Claiborne Dunagan, Victoria J. Fraser, and Wendy Levinson. 2006. "Choosing Your Words Carefully." *Archives of Internal Medicine* 166, no. 15: 1585. <https://doi.org/10.1001/archinte.166.15.1585>.
- Kessler, D. A. 1993. "Introducing MEDWatch. A New Approach to Reporting Medication and Device Adverse Effects and Product Problems." *JAMA* 269, no. 21 (February 1993): 2765–68. <https://jamanetwork.com/journals/jama/article-abstract/406452>
- Leape, Lucian L. 2002. "Reporting of Adverse Events." *New England Journal of Medicine* 347, no. 20: 1633–38. <https://doi.org/10.1056/nejmnehmpr011493>.
- Nebeker, Jonathan R., Paul Barach, and Matthew H. Samore. 2004. "Clarifying Adverse Drug Events: A Clinicians Guide to Terminology, Documentation, and Reporting." *Annals of Internal Medicine* 140, no. 10: 795. <https://doi.org/10.7326/0003-4819-140-10-200405180-00009>.
- White, Andrew A., Thomas H. Gallagher, Melissa J. Krauss, Jane Garbutt, Amy D. Waterman, W. Claiborne Dunagan, Victoria J. Fraser, Wendy Levinson, and Eric B. Larson. 2008. "The Attitudes and Experiences of Trainees Regarding Disclosing Medical Errors to Patients." *Academic Medicine* 83, no. 3: 250–56. <https://doi.org/10.1097/acm.0b013e3181636e96>.

CLER Recommendations for Graduate Medical Education in Health Care Quality

“Didactic approaches are helpful but insufficient, and data from the CLER site visits suggest that residents’ and fellows’ exposure to QI is often fragmented. Learners rarely have the opportunity to work through the full scope of an improvement effort. Instead, they may plan an intervention they never get to test, or implement a change with limited knowledge of the background evidence and no opportunity for follow-up evaluation. Experiential training in all phases of QI is necessary to develop the skills essential to improving health care quality.

QI is both a *systems-based and team-oriented activity*. Well-trained residents and fellows need to learn how to work with an interprofessional team to achieve sustained improvements in health care quality. Most resident-led projects, while expedient for meeting minimum educational standards, are limited in scope and can only expose the learners to some of the most basic elements of QI. Interprofessional, team-based quality improvement efforts, especially those that align with CLE priorities, provide residents and fellows with experiential learning that goes beyond basic QI methods to include developing skills and behaviors in shared leadership, communications, systems-based thinking, change management, and professionalism.

In order to optimize residents’ and fellows’ exposure to QI, at least some portion of their QI experience should address the populations for which they provide direct patient care. This requires timely, easy access to performance data at the level of their own patients so there is personal connection to the care processes and outcomes they are targeting for improvement. Residents and fellows also need access to support for data analysis. When this support is provided in a coordinated manner, the resulting information benefits both the resident, patients, and the CLE.

Optimal QI strategies should include *formal, reliable, and regular structural links between the efforts generated by residents, fellows, and faculty members and the CLE’s staff-led efforts to improve care*. Coordinating resident and fellow QI efforts with those of the organization would benefit patients, tap into a rich resource of innovation, and provide the foundation for life-long QI success.

When CLEs *set expectations and actively work with faculty members* so that they become knowledgeable, skilled, and enthusiastically engaged in the CLE’s QI efforts, it reinforces for residents and fellows the importance of QI to both their training and their future careers in patient care. While the CLER site visits focused principally on the residents and fellows, they need to learn from exemplary behaviors modeled by the faculty members who serve as their mentors.”

“The ultimate goal of GME is to provide residents and fellows with the experiences that they need to deliver the safest and highest quality patient care. To accomplish this, it is essential that they become well-versed in the science and practice of health care QI and apply these skills throughout their professional careers.⁶ In order to achieve this, they

need to be able to engage with other members of patient care teams to continuously assess and improve the quality of care they and their teams provide.”

CLER Recommendations for Education in Safe Patient Care, Quality Improvement, and Reporting of Adverse Events are Multi-Modal:

Culture:

- Non-punitive approaches
- Identification of systems-based underlying causes
- Solutions aimed at correcting the underlying causes rather than pointing fingers at individuals

Didactics:

- Providing an overview of the risks and hazards of health care
- Common patient safety events in particular environments: for example, medication errors in high-risk areas such as the emergency department or intensive care units, or in the operating rooms
- Prevention strategies
- How to report near misses/close calls and adverse events, including how to inform patients and families about an adverse event
- Where to find help when a patient safety event occurs

Experiential Learning

- Morbidity and mortality conferences
- Simulation activities

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

VI. The Learning and Working Environment

VI.A.2. Supervision and Accountability

- VI.A.2.a) *Although the attending physician is ultimately responsible for the care of the patient, every physician shares in the responsibility and accountability for their efforts in the provision of care. Effective programs, in partnership with their Sponsoring Institutions, define, widely communicate, and monitor a structured chain of responsibility and accountability as it relates to the supervision of all patient care.*

Supervision in the setting of graduate medical education provides safe and effective care to patients; ensures each resident’s development of the skills, knowledge, and attitudes required to enter the unsupervised practice of medicine; and establishes a foundation for continued professional growth.

- VI.A.2.a).(1) Each patient must have an identifiable and appropriately credentialed and privileged attending physician (or licensed independent practitioner as specified by the applicable Review Committee) who is responsible and accountable for the patient’s care. (Core)

- VI.A.2.a).(1).(a) This information must be available to fellows, faculty members, other members of the health care team, and patients. (Core)

- VI.A.2.a).(1).(b) Fellows and faculty members must inform each patient of their respective roles in that patient’s care when providing direct patient care. (Core)

- VI.A.2.b) *Supervision may be exercised through a variety of methods. For many aspects of patient care, the supervising physician may be a*

more advanced fellow. Other portions of care provided by the fellow can be adequately supervised by the immediate availability of the supervising faculty member or fellow, either on site or by means of telephonic and/or electronic modalities. Some activities require the physical presence of the supervising faculty member. In some circumstances, supervision may include post-hoc review of fellow-delivered care with feedback.

Background and Intent: Appropriate supervision is essential for patient safety and high-quality teaching. Supervision is also contextual. There is tremendous diversity of fellow patient interactions, education and training locations, and fellow skills and abilities even at the same level of the educational program. The degree of supervision is expected to evolve progressively as a fellow gains more experience, even with the same patient condition or procedure. All fellows have a level of supervision commensurate with their level of autonomy in practice; this level of supervision may be enhanced based on factors such as patient safety, complexity, acuity, urgency, risk of serious adverse events, or other pertinent variables

VI.A.2.b).(1) The program must demonstrate that the appropriate level of supervision in place for all fellows is based on each fellow's level of training and ability, as well as patient complexity and acuity. Supervision may be exercised through a variety of methods, as appropriate to the situation. (Core)

[The Review Committee may specify which activities require different levels of supervision.]

VI.A.2.b).(2) The program must define when physical presence of a supervising physician is required. (Core)

VI.A.2.c) Levels of Supervision

To promote oversight of fellow supervision while providing for graded authority and responsibility, the program must use the following classification of supervision: (Core)

VI.A.2.c).(1) Direct Supervision:

VI.A.2.c).(1).(a) the supervising physician is physically present with the fellow during the key portions of the patient interaction; or, (Core)

[The Review Committee may further specify]

VI.A.2.c).(1).(b) the supervising physician and/or patient is not physically present with the fellow and the supervising physician is concurrently monitoring the patient care through appropriate telecommunication technology. (Core)

[The Review Committee may further specify]

[The RC may choose not to permit VI.A.2.c).(1).(b)]

VI.A.2.c).(2) Indirect Supervision: the supervising physician is not providing physical or concurrent visual or audio supervision but is immediately available to the fellow for guidance and is available to provide appropriate direct supervision. (Core)

VI.A.2.c).(3) Oversight – the supervising physician is available to provide review of procedures/encounters with feedback provided after care is delivered. (Core)

VI.A.2.d) The privilege of progressive authority and responsibility, conditional independence, and a supervisory role in patient care delegated to each fellow must be assigned by the program director and faculty members. (Core)

VI.A.2.d).(1) The program director must evaluate each fellow's abilities based on specific criteria, guided by the Milestones. (Core)

VI.A.2.d).(2) Faculty members functioning as supervising physicians must delegate portions of care to fellows based on the needs of the patient and the skills of each fellow. (Core)

VI.A.2.d).(3) Fellows should serve in a supervisory role to junior fellows and residents in recognition of their progress toward independence, based on the needs of each patient and the skills of the individual resident or fellow. (Detail)

VI.A.2.e) Programs must set guidelines for circumstances and events in which fellows must communicate with the supervising faculty member(s). ^(Core)

VI.A.2.e).(1) Each fellow must know the limits of their scope of authority, and the circumstances under which the fellow is permitted to act with conditional independence. ^(Outcome)

Background and Intent: The ACGME Glossary of Terms defines conditional independence as: Graded, progressive responsibility for patient care with defined oversight.

VI.A.2.f) Faculty supervision assignments must be of sufficient duration to assess the knowledge and skills of each fellow and to delegate to the fellow the appropriate level of patient care authority and responsibility. ^(Core)

GUIDANCE



Questions in the ACGME's Accreditation Data System (ADS) Regarding Back-Up

2. During regular daytime hours, indicate which of the following back-up systems your program has in place when clinical care needs exceed the residents'/fellows' ability.

Check up to 3 options.

- Physicians are immediately available (on site)
- Physicians are available by phone
- Senior Residents or Fellows are immediately available (on site)
- Senior Residents or Fellows are available by phone
- Mid-level Providers are immediately available (on site)
- Mid-level Providers are available by phone
- No back-up system
- Other

(specify below)

3. During nights and weekends, indicate which of the following back-up systems your program has in place when clinical care needs exceed the residents'/fellows' ability.

Check up to 3 options.

- Physicians are immediately available (on site)
- Physicians are available by phone
- Senior Residents or Fellows are immediately available (on site)
- Senior Residents or Fellows are available by phone
- Mid-level Providers are immediately available (on site)
- Mid-level Providers are available by phone
- No back-up system
- Other

(specify below)

Findings of the ACGME's Clinical Learning Environment Review (CLER) Program regarding supervision are reported in *CLER Issue Brief No. 6*, which can be found on the [Resources and Documents page](#) of the CLER section of the ACGME website.

From CLER Issue Brief No. 6:

“Across Clinical Learning Environments (CLEs), nearly all of the residents and fellows reported that they knew what they are allowed to do with and without direct supervision—a median of 100 percent.

In most CLEs (90.3 percent), the nurses interviewed on walking rounds reported that they primarily rely on trust rather than clear and objective methods for determining

whether an individual resident is allowed to perform specific patient procedures without direct supervision.

Appropriate supervision is critical to patient safety. These findings of the CLER visits illustrate the inconsistency of CLEs to provide nurses and other clinical staff members with explicit and accessible systems that provide detailed information on the level of supervision required of residents and fellows when performing patient procedures.

Across most CLEs, residents, fellows, and faculty members reported an overall culture of close supervision within the GME community. CLEs also faced challenges of under- and over-supervision. Many faculty members and program directors perceived that external factors contribute to a culture of over-supervision that impeded resident and fellow readiness for clinical practice after training. The most common reason given for “over-supervision” was related to the CMS billing rules and medical liability.

Across most CLEs, there were residents and fellows who reported that they have personally experienced, or had witnessed peers in clinical situations in which they felt there was inadequate supervision.”

Examples of vulnerabilities mentioned during CLER visits included:

- When there are fewer attending physicians present on site, such as nights, weekends, and holidays
- When the fellow is uncertain about when to seek support from the supervising attending physician
- When the fellow is uncomfortable with contacting a specific supervising attending physician
- When the supervising physician is unavailable because of competing demands of other acute patient care situations and back-up supervision is not readily available

The issue of supervision is a complex one. While supervision is required for patient safety, there is also the need to prepare the next generation of physicians by allowing progressive authority and eventual independent practice. This balance is difficult to achieve.

CLER Conclusions and Next Steps (from the Issue Brief):

“The ultimate goal of GME is to provide resident and fellow physicians with the clinical experiences necessary to acquire the knowledge, skills, and abilities that they need to

deliver the safest and highest quality patient care. In order to achieve this, residents and fellows need appropriate supervision throughout their training. Providing close direct supervision provides the necessary comfort and assurance to minimize issues of patient safety for patients receiving care from residents and fellows in training. However, it is essential that residents and fellows are given the opportunity to provide care under indirect supervision to ensure that they develop into physicians who can practice independent of the training environment, and have the skills to ensure they deliver safe patient care over the 30 or more years of their clinical careers.

Patient care billing requirements, payment policies, and regulatory and accreditation rules may be influencing CLEs and residency programs to place restrictions on the amount of patient care that residents and fellows can perform without direct supervision. When this occurs, it impedes the ability of residents to progress from direct supervision through indirect supervision to successful independent practice at the completion of training. Addressing this set of issues will require a new national discussion to identify the best ways to manage these competing needs to ensure safe high quality care and the best possible GME experience.

The CLER Program findings demonstrate that residents and fellows believe that, in general, they are well supervised and know what they are allowed to do without direct supervision. It should be noted that this cycle of CLER visits was not designed to ascertain whether the residents' and fellows' beliefs about supervision are consistent with the beliefs of other members of the health care team, as well as their patients' views on supervision. The findings suggest that information about the required level of resident and fellow supervision may not be easily accessible to other members of the GME community (e.g., other residents or fellows) or other members of the clinical care team. To optimize patient safety, other members of the patient care team need to know the specific expectations for supervision of each individual resident and fellow, and need to act if there appears to be a need for closer supervision. Based on the findings from the first CLER National Report, it appears that engaging the GME community and the CLE's leadership in joint conversations to address the challenges regarding supervision of residents and fellows has the potential to greatly benefit patient care."



VI.A.2.f): Faculty supervision assignments must be of sufficient duration to assess the knowledge and skills of each resident and to delegate to the resident the appropriate level of patient care authority and responsibility. (Core)

This requirement is critical to successful fellow supervision. Because of many factors and responsibilities heaped on program directors and faculty members, they may be given short assignments of a week or even less. Short supervision assignments likely provide insufficient time for faculty members to get to know a fellow sufficiently to determine the fellow's knowledge and skills, and should therefore be avoided if possible.

There is an added complexity to the supervision requirements, which is the increasing use of telemedicine. There are many models of telemedicine, including in tele-stroke, tele-psychiatry, tele-dermatology, and tele-ophthalmology. In addition, telemedicine has been used for decades in specialties like radiology and emergency medicine. The use of telemedicine is increasingly adapted by institutions because of added patient satisfaction, ability to provide care and follow-up in remote areas, and significant cost savings.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

VI. The Learning and Working Environment

VI.B. Professionalism

VI.B.1. Programs, in partnership with their Sponsoring Institutions, must educate fellows and faculty members concerning the professional responsibilities of physicians, including their obligation to be appropriately rested and fit to provide the care required by their patients. ^(Core)

VI.B.2. The learning objectives of the program must:

VI.B.2.a) be accomplished through an appropriate blend of supervised patient care responsibilities, clinical teaching, and didactic educational events; ^(Core)

VI.B.2.b) be accomplished without excessive reliance on fellows to fulfill non-physician obligations; and, ^(Core)

Background and Intent: Routine reliance on fellows to fulfill non-physician obligations increases work compression for fellows and does not provide an optimal educational experience. Non-physician obligations are those duties which in most institutions are performed by nursing and allied health professionals, transport services, or clerical staff. Examples of such obligations include transport of patients from the wards or units for procedures elsewhere in the hospital; routine blood drawing for laboratory tests; routine monitoring of patients when off the ward; and clerical duties, such as scheduling. While it is understood that fellows may be expected to do any of these things on occasion when the need arises, these activities should not be performed by fellows routinely and must be kept to a minimum to optimize fellow education.

VI.B.2.c) ensure manageable patient care responsibilities. ^(Core)

[The Review Committee may further specify]

Background and Intent: The Common Program Requirements do not define “manageable patient care responsibilities” as this is variable by specialty and PGY

level. Review Committees will provide further detail regarding patient care responsibilities in the applicable specialty-specific Program Requirements and accompanying FAQs. However, all programs, regardless of specialty, should carefully assess how the assignment of patient care responsibilities can affect work compression.

VI.B.3. The program director, in partnership with the Sponsoring Institution, must provide a culture of professionalism that supports patient safety and personal responsibility. ^(Core)

VI.B.4. Fellows and faculty members must demonstrate an understanding of their personal role in the:

VI.B.4.a) provision of patient- and family-centered care; ^(Outcome)

VI.B.4.b) safety and welfare of patients entrusted to their care, including the ability to report unsafe conditions and adverse events; ^(Outcome)

Background and Intent: This requirement emphasizes that responsibility for reporting unsafe conditions and adverse events is shared by all members of the team and is not solely the responsibility of the fellow.

VI.B.4.c) assurance of their fitness for work, including: ^(Outcome)

Background and Intent: This requirement emphasizes the professional responsibility of faculty members and fellows to arrive for work adequately rested and ready to care for patients. It is also the responsibility of faculty members, fellows, and other members of the care team to be observant, to intervene, and/or to escalate their concern about fellow and faculty member fitness for work, depending on the situation, and in accordance with institutional policies.

VI.B.4.c).(1) management of their time before, during, and after clinical assignments; and, ^(Outcome)

VI.B.4.c).(2) recognition of impairment, including from illness, fatigue, and substance use, in themselves, their peers, and other members of the health care team. ^(Outcome)

VI.B.4.d) commitment to lifelong learning; ^(Outcome)

VI.B.4.e) monitoring of their patient care performance improvement indicators; and, ^(Outcome)

- VI.B.4.f) accurate reporting of clinical and educational work hours, patient outcomes, and clinical experience data. ^(Outcome)
- VI.B.5. All fellows and faculty members must demonstrate responsiveness to patient needs that supersedes self-interest. This includes the recognition that under certain circumstances, the best interests of the patient may be served by transitioning that patient's care to another qualified and rested provider. ^(Outcome)
- VI.B.6. Programs, in partnership with their Sponsoring Institutions, must provide a professional, equitable, respectful, and civil environment that is free from discrimination, sexual and other forms of harassment, mistreatment, abuse, or coercion of students, fellows, faculty members, and staff members. ^(Core)
- VI.B.7. Programs, in partnership with their Sponsoring Institutions, should have a process for education of fellows and faculty members regarding unprofessional behavior and a confidential process for reporting, investigating, and addressing such concerns. ^(Core)

GUIDANCE

Links to requirements addressing Professionalism:

1. [II.A.4.a\).\(1\)](#) The program director must be a role model of professionalism
2. [IV.A.5.](#) Educational Program - Professionalism
3. [IV.B. and IV.B.1.](#) Competencies - Professionalism

The Milestones for each specialty/subspecialty also address professionalism. Access the Milestones section of the ACGME website: [Milestones \(acgme.org\)](https://www.acgme.org)

There are many aspects of professionalism, and the assessment of professionalism is included in every set of specialty or subspecialty Milestones. The harmonized milestones for the Core Competency of professionalism can be viewed [here](#).

Professionalism is at the core of being a physician, yet teaching it is difficult. In addition to elements described in Section IV of the Common Program Requirements regarding the educational program and the Core Competencies, professionalism as detailed in Section VI addresses other components.

VI.B.1. Programs, in partnership with their Sponsoring Institutions, must educate fellows and faculty members concerning the professional responsibilities of physicians, including their obligation to be appropriately rested and fit to provide the care required by their patients.

These “professional responsibilities” include an appropriate blend of supervised patient care responsibilities, clinical teaching, and didactic activities. Patient care responsibilities provide fellows experiential learning opportunities that cannot be replicated in other settings.

NOTE: As described in the Background and Intent for this requirement, “routine reliance on fellows to fulfill non-physician obligations increases work compression for fellows and does not provide an optimal educational experience. Non-physician obligations are those duties which in most institutions are performed by nursing and allied health professionals, transport services, or clerical staff. Examples of such obligations include transport of stable patients from the wards or units for routine procedures elsewhere in the hospital; routine blood drawing for laboratory tests; routine monitoring of patients when off the ward; and clerical duties, such as scheduling. While it is understood that fellows may be expected to do any of these things on occasion when the need arises, these activities should not be performed by fellows routinely and must be kept to a minimum to optimize fellow education.”

VI.B.2.c) [The learning objectives of the program must:] ensure manageable patient care responsibilities.

“Manageable patient care responsibilities” are not defined in the Common Program Requirements. This varies by specialty, and more importantly, by PGY level. For specific requirements pertaining to patient number caps and other patient care responsibilities, refer to the specialty-specific Program Requirements on the applicable specialty page, accessible at <https://www.acgme.org/specialties>.

VI.B.3. The program director, in partnership with the Sponsoring Institution, must provide a culture of professionalism that supports patient safety and personal responsibility.

IV.B. and IV.B.a).(1).(a)-(g) Competencies – Professionalism

Professionalism includes an understanding of one’s *personal* role in the management of patients as it relates to the safety and welfare of patients entrusted to the physician’s care. This encompasses the ability to report unsafe conditions and adverse events. Physicians must also take responsibility to ensure they are fit for work. As stated in the Background and Intent: This requirement emphasizes the professional responsibility of faculty members and fellows to arrive for work adequately rested and ready to care for patients. It is also the responsibility of faculty members, fellows, and other members of the care team to be observant, to intervene, and/or to escalate their concern about other fellows’ and faculty members’ fitness for work, depending on the situation, and in accordance with institutional policies. This includes:

- Management of time before, during, and after clinical assignments
- Recognition of impairment (illness, fatigue, substance use) in themselves, their peers, and other members of the health care team
- Commitment to lifelong learning
- Monitoring patient care performance
- Accurate reporting of clinical and educational work hours (formerly referred to as duty hours), patient outcomes, and clinical experience data



Common Program Requirement Questions in the ACGME's Accreditation Data System (ADS) (disregard marked selections)

4. Indicate which methods the program uses to ensure that hand-over processes facilitate both continuity of care and patient safety?

Check all that apply.

- Hand-over form (a stand alone or part of an electronic medical record system)
- Paper hand-over form
- Hand-over tutorial (web-based or self-directed)
- Scheduled face-to-face handoff meetings
- Direct (in person) faculty supervision of hand-over
- Indirect (via phone or electronic means) hand-over supervision
- Senior resident/fellow supervision of junior residents/fellows
- Hand-over education program (lecture-based)
- Other

(specify below)

5. Indicate the ways that your program educates residents/fellows to recognize the signs of fatigue and sleep deprivation.

Check all that apply.

- Didactics/Lecture
- Computer based learning modules
- Grand rounds
- Small group seminars or discussion
- Simulated patient encounters
- On-the-job training
- One-on-one experiences with faculty and attending
- Other

(specify below)

6. Does the program or institution offer options to residents/fellows who may be too fatigued to safely return home?

- Yes No

7. If yes, what are all the options?

Check all that apply.

- Money for taxi
- Money for public transportation
- One-way transportation service (such as a dedicated facility bus service)
- Transportation service which includes option to return to the hospital or facility the next day
- Reliance on other staff or residents/fellows to provide transport
- Sleeping rooms available post call
- Other

(specify below)

8. Are residents/fellows at the PGY-2-level or above permitted to moonlight?

- Yes No

9. If yes, under what circumstances?

10. What is the maximum number of consecutive nights of night float assigned to any resident/fellow in the program?

11. On the most demanding rotation, what is the frequency of in house call?

If residents/fellows at different levels are given different frequencies of in-house call, please choose the most frequent schedule.

- Every second night
 Every third night
 Every fourth night
 No in-house call - Not Applicable
 Other

(specify below)

14. As program director, I attest that the resident/fellow rotations are scheduled to meet the work week limit of 80 hours.

- Yes No

15. What are your program's top priorities for improving the learning and working environment for residents/fellows during the current academic year?

Check up to 4 options.

- Enhancing peer and social support networks
 Increasing access to medical/dental health services
 Increasing access to counseling/mental health services
 Encouraging healthy lifestyle
 Addressing workload/work compression
 Promoting resilience
 Teaching relaxation and/or mindfulness
 Improving faculty mentoring and support
 Offering peer counseling, Balint or Balint-like groups
 Other

(specify below)

VI.B.5. All fellows and faculty members must demonstrate responsiveness to patient needs that supersedes self-interest. This includes the recognition that under certain circumstances, the best interests of the patient may be served by transitioning that patient's care to another qualified and rested provider.

The requirement of "responsiveness to patient needs that supersedes self-interest" may be misinterpreted as referring to continuing to provide patient care in the face of illness and fatigue, with the sense that one "just has to keep going." This is not, however, in the best interest of the patient. Fatigue and illness can contribute to medical and procedural errors. Therefore, fellows should be aware that when they are ill or fatigued, it would be best to transition patient care responsibilities to another qualified and rested provider.

VI.B.6. Programs, in partnership with their Sponsoring Institutions, must provide a professional, equitable, respectful, and civil environment that is free from

discrimination, sexual and other forms of harassment, mistreatment, abuse, or coercion of students, fellows, faculty members, and staff members.

VI.B.7. Programs, in partnership with their Sponsoring Institutions, should have a process for education of fellows and faculty regarding unprofessional behavior and a confidential process for reporting, investigating, and addressing such concerns.

The above requirements are self-explanatory.



Common Program Requirement question in ADS:

Describe the process for residents/fellows to deal with and/or report problems and concerns to the Program Director, faculty, GME Office, Sponsoring Institution, etc. (The answer must describe the mechanism by which individual residents can address concerns in a confidential and protected manner as well as steps taken to minimize fear of intimidation or retaliation.)

The ACGME Clinical Learning Environment Review (CLER) Program findings on professionalism are reported in *CLER Issue Brief No. 8*, which can be found on the [Resources and Documents page](#) of the CLER section of the ACGME website.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

VI. The Learning and Working Environment

VI.C. Well-Being

Psychological, emotional, and physical well-being are critical in the development of the competent, caring, and resilient physician and require proactive attention to life inside and outside of medicine. Well-being requires that physicians retain the joy in medicine while managing their own real-life stresses. Self-care and responsibility to support other members of the health care team are important components of professionalism; they are also skills that must be modeled, learned, and nurtured in the context of other aspects of fellowship education and training.

Fellows and faculty members are at risk for burnout and depression. Programs, in partnership with their Sponsoring Institutions, have the same responsibility to address well-being as other aspects of resident competence. Physicians and all members of the health care team share responsibility for the well-being of each other. For example, a culture which encourages covering for colleagues after an illness without the expectation of reciprocity reflects the ideal of professionalism. A positive culture in a clinical learning environment models constructive behaviors, and prepares residents with the skills and attitudes needed to thrive throughout their careers.

Background and Intent: The ACGME is committed to addressing physician well-being for individuals and as it relates to the learning and working environment. The creation of a learning and working environment with a culture of respect and accountability for physician well-being is crucial to physicians’ ability to deliver the safest, best possible care to patients. The ACGME is leveraging its resources in four key areas to support the ongoing focus on physician well-being: education, influence, research, and collaboration. Information regarding the ACGME’s ongoing efforts in this area is available on the ACGME website.

As these efforts evolve, information will be shared with programs seeking to develop and/or strengthen their own well-being initiatives. In addition, there are many activities that programs can utilize now to assess and support physician well-being. These include culture of safety surveys, ensuring the availability of counseling services, and attention to the safety of the entire health care team.

VI.C.1. The responsibility of the program, in partnership with the Sponsoring Institution, to address well-being must include:

VI.C.1.a) efforts to enhance the meaning that each fellow finds in the experience of being a physician, including protecting time with patients, minimizing non-physician obligations, providing administrative support, promoting progressive autonomy and flexibility, and enhancing professional relationships; ^(Core)

VI.C.1.b) attention to scheduling, work intensity, and work compression that impacts fellow well-being; ^(Core)

VI.C.1.c) evaluating workplace safety data and addressing the safety of fellows and faculty members; ^(Core)

Background and Intent: This requirement emphasizes the responsibility shared by the Sponsoring Institution and its programs to gather information and utilize systems that monitor and enhance fellow and faculty member safety, including physical safety. Issues to be addressed include, but are not limited to, monitoring of workplace injuries, physical or emotional violence, vehicle collisions, and emotional well-being after adverse events.

*VI.C.1.d) policies and programs that encourage optimal fellow and faculty member well-being; and, ^(Core)

Background and Intent: Well-being includes having time away from work to engage with family and friends, as well as to attend to personal needs and to one's own health, including adequate rest, healthy diet, and regular exercise.

VI.C.1.d).(1) Fellows must be given the opportunity to attend medical, mental health, and dental care appointments, including those scheduled during their working hours. ^(Core)

Background and Intent: The intent of this requirement is to ensure that fellows have the opportunity to access medical and dental care, including mental health care, at times that are appropriate to their individual circumstances. Fellows must be provided

with time away from the program as needed to access care, including appointments scheduled during their working hours.

- VI.C.1.e) attention to fellow and faculty member burnout, depression, and substance abuse. The program, in partnership with its Sponsoring Institution, must educate faculty members and residents in identification of the symptoms of burnout, depression, and substance abuse, including means to assist those who experience these conditions. Fellows and faculty members must also be educated to recognize those symptoms in themselves and how to seek appropriate care. The program, in partnership with its Sponsoring Institution, must: ^(Core)

Background and Intent: Programs and Sponsoring Institutions are encouraged to review materials in order to create systems for identification of burnout, depression, and substance abuse. Materials and more information are available on the Physician Well-being section of the ACGME website <http://www.acgme.org/What-We-Do/Initiatives/Physician-Well-Being>.

- VI.C.1.e).(1) encourage fellows and faculty members to alert the program director or other designated personnel or programs when they are concerned that another fellow, resident, or faculty member may be displaying signs of burnout, depression, substance abuse, suicidal ideation, or potential for violence; ^(Core)

Background and Intent: Individuals experiencing burnout, depression, substance abuse, and/or suicidal ideation are often reluctant to reach out for help due to the stigma associated with these conditions, and are concerned that seeking help may have a negative impact on their career. Recognizing that physicians are at increased risk in these areas, it is essential that fellows and faculty members are able to report their concerns when another fellow or faculty member displays signs of any of these conditions, so that the program director or other designated personnel, such as the department chair, may assess the situation and intervene as necessary to facilitate access to appropriate care. Fellows and faculty members must know which personnel, in addition to the program director, have been designated with this responsibility; those personnel and the program director should be familiar with the institution's impaired physician policy and any employee health, employee assistance, and/or wellness programs within the institution. In cases of physician impairment, the program director or designated personnel should follow the policies of their institution for reporting.

- VI.C.1.e).(2) provide access to appropriate tools for self-screening; and, ^(Core)

VI.C.1.e).(3) provide access to confidential, affordable mental health assessment, counseling, and treatment, including access to urgent and emergent care 24 hours a day, seven days a week. ^(Core)

Background and Intent: The intent of this requirement is to ensure that fellows have immediate access at all times to a mental health professional (psychiatrist, psychologist, Licensed Clinical Social Worker, Primary Mental Health Nurse Practitioner, or Licensed Professional Counselor) for urgent or emergent mental health issues. In-person, telemedicine, or telephonic means may be utilized to satisfy this requirement. Care in the Emergency Department may be necessary in some cases, but not as the primary or sole means to meet the requirement.

VI.C.2. There are circumstances in which fellows may be unable to attend work, including but not limited to fatigue, illness, family emergencies, and parental leave. Each program must allow an appropriate length of absence for fellows unable to perform their patient care responsibilities. ^(Core)

VI.C.2.a) The program must have policies and procedures in place to ensure coverage of patient care. ^(Core)

VI.C.2.b) These policies must be implemented without fear of negative consequences for the fellow who is or was unable to provide the clinical work. ^(Core)

Background and Intent: Fellows may need to extend their length of training depending on length of absence and specialty board eligibility requirements. Teammates should assist colleagues in need and equitably reintegrate them upon return.

GUIDANCE

Tools and Resources for institutions and programs to support physician well-being are located at <https://www.acgme.org/What-We-Do/Initiatives/Physician-Well-Being/Resources/>

- Tools and Resources
- Identifying and Addressing Burnout
- Promoting Well-Being
- Assessing and Addressing Emotional and Psychological Distress/Depression/Suicide
- Improving the Learning and Working Environment
- Coping with Tragedy
- Other Institutional/Partner Sites and Resources

VI.C.1.d).(1) Fellows must be given the opportunity to attend medical, mental health, and dental care appointments, including those scheduled during their working hours.



Common Program Requirement Questions in ADS

Do residents/fellows have access to:

Appropriate tools for self-screening of well-being?

- No
- Yes

Confidential, affordable mental health assessment, counseling, and treatment, including access to urgent and emergent care 24 hours a day, seven days a week?

- No
- Yes

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

VI. The Learning and Working Environment

VI.D. Fatigue Mitigation

VI.D.1. Programs must:

VI.D.1.a) educate all faculty members and fellows to recognize the signs of fatigue and sleep deprivation; ^(Core)

VI.D.1.b) educate all faculty members and fellows in alertness management and fatigue mitigation processes; and, ^(Core)

VI.D.1.c) encourage fellows to use fatigue mitigation processes to manage the potential negative effects of fatigue on patient care and learning. ^(Detail)

Background and Intent: Providing medical care to patients is physically and mentally demanding. Night shifts, even for those who have had enough rest, cause fatigue. Experiencing fatigue in a supervised environment during training prepares fellows for managing fatigue in practice. It is expected that programs adopt fatigue mitigation processes and ensure that there are no negative consequences and/or stigma for using fatigue mitigation strategies.

This requirement emphasizes the importance of adequate rest before and after clinical responsibilities. Strategies that may be used include, but are not limited to, strategic napping; the judicious use of caffeine; availability of other caregivers; time management to maximize sleep off-duty; learning to recognize the signs of fatigue, and self-monitoring performance and/or asking others to monitor performance; remaining active to promote alertness; maintaining a healthy diet; using relaxation techniques to fall asleep; maintaining a consistent sleep routine; exercising regularly; increasing sleep time before and after call; and ensuring sufficient sleep recovery periods.

VI.D.2. Each program must ensure continuity of patient care, consistent with the program’s policies and procedures referenced in VI.C.2–VI.C.2.b), in the event that a fellow may be unable to perform their patient care responsibilities due to excessive fatigue. ^(Core)

VI.D.3.

The program, in partnership with its Sponsoring Institution, must ensure adequate sleep facilities and safe transportation options for fellows who may be too fatigued to safely return home. ^(Core)

GUIDANCE

Results of the ACGME's Clinical Learning Environment Review (CLER) Program visits and recommendations relating to fatigue management, mitigation, and duty hours (now called "clinical work and education hours") are summarized in *CLER Issue Brief No. 7*, which can be found on the [Resources and Documents page](#) of the CLER section of the ACGME website.

There are several points noted in this *CLER Issue Brief*:

1. In general, clinical learning environments have developed and implemented some form of fatigue management for fellows, including those required by ACGME accreditation standards (e.g., adherence to work hour restrictions, availability of call rooms, and education on fatigue management), as well as other strategies (such as offering taxi rides when a fellow is too tired to drive home).
2. In many clinical learning environments, residents, fellows, faculty members, and nurses have reported observing learner fatigue related to factors other than the number of hours worked (e.g., periods of high patient volume or high-acuity patient care).
 - a. Many faculty members and program directors focused on work hours and did not consider other contributing factors outside of work, such as a new baby, sick family member, financial difficulties, or other stressors that could impact a fellow's fatigue, irrespective of the hours worked.
3. In many clinical learning environments, faculty members have reported a significant increase in their own fatigue.
4. Many faculty members and program directors have perceived that there could be increased risk to patients due to frequent hand-offs prompted by institutional efforts to comply with work hour requirements.
5. In most clinical learning environments, there were program directors who were aware of patient safety events that had occurred at the clinical learning environment that were related to fellow fatigue. Executive leadership, graduate medical education (GME) leadership, and patient safety leadership at these sites were not always aware of these events.
6. Across many clinical learning environment, residents and fellows reported that they frequently completed their documentation in the electronic health record at home and did not always count this time when reporting their work hours.

Most clinical learning environments have met their responsibilities to follow work hour requirements and implemented the basic strategies required for ACGME accreditation. Nevertheless, residents, fellows, faculty members, and nurses still report instances of learner fatigue. Fatigued practitioners can place patients at risk for medical errors, and also jeopardize their own health (e.g., car accidents, burnout). Fatigue management is about both patient safety and practitioner well-being. Moreover, “fatigue” can also be a precursor to burnout or a marker for depression. Clinical learning environments should be encouraged to educate and train residents, fellows, faculty members, and other clinical staff members to consider such factors—and not only work hours—in determining an individual’s “fitness for work.”

For meaningful change to occur and be sustained, clinical learning environments have to promote a culture that focuses on prevention, early detection, and meaningful mitigation of fatigue. An appropriate culture promotes a positive response when a person acknowledges being fatigued—encouraging the person to engage back-up systems. Similarly, a supportive culture celebrates asking for help when fatigued as a sign of good clinical judgment and strength rather than of weakness. A well-functioning system would include a low threshold for fellows to report fatigue and easy mechanisms to invoke a back-up system to support or relieve them of their clinical activities until rested. To overcome widespread fellow reluctance to using these solutions, they must be viewed as both accessible and non-punitive—protecting both the fatigued individual and other team members who may need to assume additional clinical responsibilities until the fatigued individual is rested.

These findings demonstrate there are substantive opportunities to improve patient safety if clinical learning environments engage their frontline clinical practitioners, including the GME community, in envisioning how to more effectively prevent and manage fatigue and its impact on patient safety in their health care environments.

Additional Resource

This presentation, via duke.edu, addresses fatigue mitigation education:

<https://sites.duke.edu/thelifecurriculum/2014/05/08/the-life-curriculum/>

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

VI. The Learning and Working Environment

VI.E. Clinical Responsibilities, Teamwork, and Transitions of Care

VI.E.1. Clinical Responsibilities

The clinical responsibilities for each fellow must be based on PGY level, patient safety, fellow ability, severity and complexity of patient illness/condition, and available support services. *(Core)*

[Optimal clinical workload may be further specified by each Review Committee]

Background and Intent: The changing clinical care environment of medicine has meant that work compression due to high complexity has increased stress on fellows. Faculty members and program directors need to make sure Fellows function in an environment that has safe patient care and a sense of fellow well-being. Some Review Committees have addressed this by setting limits on patient admissions, and it is an essential responsibility of the program director to monitor fellow workload. Workload should be distributed among the fellow team and interdisciplinary teams to minimize work compression.

VI.E.2. Teamwork

Fellows must care for patients in an environment that maximizes communication. This must include the opportunity to work as a member of effective interprofessional teams that are appropriate to the delivery of care in the specialty and larger health system. *(Core)*

[The Review Committee may further specify]

VI.E.3. Transitions of Care

VI.E.3.a) Programs must design clinical assignments to optimize transitions in patient care, including their safety, frequency, and structure. *(Core)*

- VI.E.3.b) Programs, in partnership with their Sponsoring Institutions, must ensure and monitor effective, structured hand-over processes to facilitate both continuity of care and patient safety. ^(Core)
- VI.E.3.c) Programs must ensure that fellows are competent in communicating with team members in the hand-over process.
^(Outcome)
- VI.E.3.d) Programs and clinical sites must maintain and communicate schedules of attending physicians and fellows currently responsible for care. ^(Core)
- VI.E.3.e) Each program must ensure continuity of patient care, consistent with the program's policies and procedures referenced in VI.C.2-VI.C.2.b), in the event that a fellow may be unable to perform their patient care responsibilities due to excessive fatigue or illness, or family emergency. ^(Core)

GUIDANCE

The emphasis of Section VI.E. of the Common Program Requirements addressing Clinical Responsibilities, Teamwork, and Transitions of Care is on team-based care and transitions of care.

The ACGME's Clinical Learning Environment Review (CLER) Program's *CLER Issue Brief No. 5* addresses care transitions, and can be found on the [Resources and Documents page](#) of the CLER section of the ACGME website.

As with all the CLER Issue Briefs, this one is preceded by a narrative. In this instance, a chief resident expresses frustration over a nursing home transfer of a critically ill patient with an acute abdomen about whose very complicated prior medical and surgical history she had absolutely no information. This lack of knowledge by the receiving physician posed significant risks to the care of the patient. This narrative highlights the risks of communication failure when patients are transferred from one service to another, or from one institution to another.

Findings described in this *CLER Issue Brief*:

1. In general, clinical learning environments are working to standardize and improve their processes for transitioning patients from the acute hospital setting to post-acute care. Fellows were occasionally engaged in these efforts.
2. Across clinical learning environments, executive leadership, quality and patient safety leaders, residents, fellows, faculty members, and program directors varied in the degree to which they were aligned in the transitions in care they identified as vulnerable to patient safety.
3. Most clinical learning environments did not appear to have a standardized approach to facilitating fellow hand-offs at change-of-duty that included the essential elements of safe, reliable transitions of care.
4. Across clinical learning environments, a limited number of programs appeared to use formal criteria to assess fellows' skills in change-of-duty hand-offs. It was uncommon for programs to consistently engage faculty members in observing fellow hand-offs.

The following is a list of elements that should be common to all hand-offs, as noted in *CLER Issue Brief No. 5*:

1. The creation of “to-do” lists
2. The use of “if-then” statements
3. The ability and expectation for the receiver of information to ask questions
4. “Read-back” at the end of a patient hand-off
5. Setting of expectations for when it is essential to move the hand-off to the patient’s bedside

From the Issue Brief:

“In order to ensure safe patient care, residents, fellows, and faculty members need to be able to work with the other members of the health care team to identify and address challenges to consistent and reliable transitions in care. These practices are essential since health care will likely increase over time in complexity, with more providers and ways in which care is managed for each patient creating even more risks to a patient during transitions unless deliberate actions are taken to mitigate them.”

What Is a Hand-Off?

A hand-off is commonly defined as an activity for the transfer of patient information and knowledge along with authority and responsibility, from one clinician or team of clinicians to another clinician or team of clinicians during transitions of care across the continuum.

The Joint Commission defines hand-off as a “transfer and acceptance of patient care responsibility achieved through effective communication. It is a real-time process of passing patient-specific information from one caregiver to another or from one team of caregivers to another for the purpose of ensuring the continuity and safety of the patient’s care.”

The Joint Commission lists the following critical elements of a hand-off:

- Sender contact information
- Illness assessment, including severity
- Patient summary, including events leading up to illness of admission, hospital course, ongoing assessment, and plan of care
- To-do action list
- Contingency plans
- Allergy list

- Code status
- Medication list
- Dated laboratory tests
- Dated vital signs

Inadequate hand-offs can result in a real potential for patient harm, from minor to severe.

There are numerous efforts across specialties, institutions, and regulatory organizations to improve hand-offs. The following links provide examples and information related to hand-offs:

1. The American College of Obstetricians and Gynecologists provided a committee opinion on communication strategies for patient hand-offs:
<https://www.acog.org/clinical/clinical-guidance/committee-opinion/articles/2012/02/communication-strategies-for-patient-handoffs>
2. Agency for Healthcare Research and Quality:
<https://psnet.ahrq.gov/primers/primer/9/Handoffs-and-Signouts>
3. Standardization of Inpatient Handoff Communication – from the American Academy of Pediatrics Committee on Hospital Care
<https://pediatrics.aappublications.org/content/138/5/e20162681>

Additional References

- Abraham, Joanna, Thomas G. Kannampallil, and Vimla L. Patel. 2008. "Bridging Gaps in Handoffs: A Continuity of Care Based Approach." *Journal of Surgical Education* 65, no. 6: 476-485.
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- Wohlauer, Max V., Vineet M. Arora, Leora I. Horwitz, Ellen J. Bass, Sean E. Mahar, and Ingrid Philibert. 2012. "The Patient Handoff." *Academic Medicine* 87, no. 4: 411–18. <https://doi.org/10.1097/acm.0b013e318248e766>.

REQUIREMENTS

Text in italics are “philosophic” statements

Text in boxes provide background and Intent

Common Program Requirement:

VI. The Learning and Working Environment

VI.F. Clinical Experience and Education

Programs, in partnership with their Sponsoring Institutions, must design an effective program structure that is configured to provide fellows with educational and clinical experience opportunities, as well as reasonable opportunities for rest and personal activities.

Background and Intent: In the new requirements, the terms “clinical experience and education,” “clinical and educational work,” and “clinical and educational work hours” replace the terms “duty hours,” “duty periods,” and “duty.” These changes have been made in response to concerns that the previous use of the term “duty” in reference to number of hours worked may have led some to conclude that residents’ duty to “clock out” on time superseded their duty to their patients.

VI.F.1. Maximum Hours of Clinical and Educational Work per Week

Clinical and educational work hours must be limited to no more than 80 hours per week, averaged over a four-week period, inclusive of all in-house clinical and educational activities, clinical work done from home, and all moonlighting. (Core)

Background and Intent: Programs and fellows have a shared responsibility to ensure that the 80-hour maximum weekly limit is not exceeded. While the requirement has been written with the intent of allowing fellows to remain beyond their scheduled work periods to care for a patient or participate in an educational activity, these additional hours must be accounted for in the allocated 80 hours when averaged over four weeks.

Scheduling

While the ACGME acknowledges that, on rare occasions, a fellow may work in excess of 80 hours in a given week, all programs and fellows utilizing this flexibility will be required to adhere to the 80-hour maximum weekly limit when averaged over a four-week period. Programs that regularly schedule fellows to work 80 hours per week

and still permit fellows to remain beyond their scheduled work period are likely to exceed the 80-hour maximum, which would not be in substantial compliance with the requirement. These programs should adjust schedules so that fellows are scheduled to work fewer than 80 hours per week, which would allow fellows to remain beyond their scheduled work period when needed without violating the 80-hour requirement. Programs may wish to consider using night float and/or making adjustments to the frequency of in-house call to ensure compliance with the 80-hour maximum weekly limit.

Oversight

With increased flexibility introduced into the Requirements, programs permitting this flexibility will need to account for the potential for fellows to remain beyond their assigned work periods when developing schedules, to avoid exceeding the 80-hour maximum weekly limit, averaged over four weeks. The ACGME Review Committees will strictly monitor and enforce compliance with the 80-hour requirement. Where violations of the 80-hour requirement are identified, programs will be subject to citation and at risk for an adverse accreditation action.

Work from Home

While the requirement specifies that clinical work done from home must be counted toward the 80-hour maximum weekly limit, the expectation remains that scheduling be structured so that fellows are able to complete most work on site during scheduled clinical work hours without requiring them to take work home. The new requirements acknowledge the changing landscape of medicine, including electronic health records, and the resulting increase in the amount of work fellows choose to do from home. The requirement provides flexibility for fellows to do this while ensuring that the time spent by fellows completing clinical work from home is accomplished within the 80-hour weekly maximum. Types of work from home that must be counted include using an electronic health record and taking calls from home. Reading done in preparation for the following day's cases, studying, and research done from home do not count toward the 80 hours. Fellow decisions to leave the hospital before their clinical work has been completed and to finish that work later from home should be made in consultation with the fellow's supervisor. In such circumstances, fellows should be mindful of their professional responsibility to complete work in a timely manner and to maintain patient confidentiality.

During the public comment period many individuals raised questions and concerns related to this change. Some questioned whether minute by minute tracking would be required; in other words, if a fellow spends three minutes on a phone call and then a few hours later spends two minutes on another call, will the fellow need to report that time. Others raised concerns related to the ability of programs and institutions to verify the accuracy of the information reported by fellows. The new requirements are not an attempt to micromanage this process. Fellows are to track the time they spend on clinical work from home and to report that time to the program. Decisions regarding whether to report infrequent phone calls of very short duration will be left to the individual fellow. Programs will need to factor in time fellows are spending on

clinical work at home when schedules are developed to ensure that fellows are not working in excess of 80 hours per week, averaged over four weeks. There is no requirement that programs assume responsibility for documenting this time. Rather, the program's responsibility is ensuring that fellows report their time from home and that schedules are structured to ensure that fellows are not working in excess of 80 hours per week, averaged over four weeks.

VI.F.2. Mandatory Time Free of Clinical Work and Education

VI.F.2.a) The program must design an effective program structure that is configured to provide fellows with educational opportunities, as well as reasonable opportunities for rest and personal well-being. (Core)

VI.F.2.b) Fellows should have eight hours off between scheduled clinical work and education periods. (Detail)

VI.F.2.b).(1) There may be circumstances when fellows choose to stay to care for their patients or return to the hospital with fewer than eight hours free of clinical experience and education. This must occur within the context of the 80-hour and the one-day-off-in-seven requirements. (Detail)

Background and Intent: While it is expected that fellow schedules will be structured to ensure that fellows are provided with a minimum of eight hours off between scheduled work periods, it is recognized that fellows may choose to remain beyond their scheduled time, or return to the clinical site during this time-off period, to care for a patient. The requirement preserves the flexibility for fellows to make those choices. It is also noted that the 80-hour weekly limit (averaged over four weeks) is a deterrent for scheduling fewer than eight hours off between clinical and education work periods, as it would be difficult for a program to design a schedule that provides fewer than eight hours off without violating the 80-hour rule.

VI.F.2.c) Fellows must have at least 14 hours free of clinical work and education after 24 hours of in-house call. (Core)

Background and Intent: Fellows have a responsibility to return to work rested, and thus are expected to use this time away from work to get adequate rest. In support of this goal, fellows are encouraged to prioritize sleep over other discretionary activities.

VI.F.2.d) Fellows must be scheduled for a minimum of one day in seven free of clinical work and required education (when averaged over four weeks). At-home call cannot be assigned on these free days. (Core)

Background and Intent: The requirement provides flexibility for programs to distribute days off in a manner that meets program and fellow needs. It is strongly recommended that fellows' preference regarding how their days off are distributed be considered as schedules are developed. It is desirable that days off be distributed throughout the month, but some fellows may prefer to group their days off to have a "golden weekend," meaning a consecutive Saturday and Sunday free from work. The requirement for one free day in seven should not be interpreted as precluding a golden weekend. Where feasible, schedules may be designed to provide fellows with a weekend, or two consecutive days, free of work. The applicable Review Committee will evaluate the number of consecutive days of work and determine whether they meet educational objectives. Programs are encouraged to distribute days off in a fashion that optimizes fellow well-being, and educational and personal goals. It is noted that a day off is defined in the ACGME Glossary of Terms as "one (1) continuous 24-hour period free from all administrative, clinical, and educational activities." us 24-hour period free from all administrative, clinical, and educational activities."

VI.F.3. Maximum Clinical Work and Education Period Length

VI.F.3.a) Clinical and educational work periods for fellows must not exceed 24 hours of continuous scheduled clinical assignments. (Core)

VI.F.3.a).(1) Up to four hours of additional time may be used for activities related to patient safety, such as providing effective transitions of care, and/or resident education. (Core)

VI.F.3.a).(1).(a) Additional patient care responsibilities must not be assigned to a resident during this time. (Core)

Background and Intent: The additional time referenced in VI.F.3.a).(1) should not be used for the care of new patients. It is essential that the fellow continue to function as a member of the team in an environment where other members of the team can assess fellow fatigue, and that supervision for post-call fellows is provided. This 24 hours and up to an additional four hours must occur within the context of 80-hour weekly limit, averaged over four weeks.

VI.F.4. Clinical and Educational Work Hour Exceptions

VI.F.4.a) In rare circumstances, after handing off all other responsibilities, a fellow, on their own initiative, may elect to remain or return to the clinical site in the following circumstances:

VI.F.4.a).(1) to continue to provide care to a single severely ill or unstable patient; (Detail)

VI.F.4.a).(2) humanistic attention to the needs of a patient or family; or, ^(Detail)

VI.F.4.a).(3) to attend unique educational events. ^(Detail)

VI.F.4.b) These additional hours of care or education will be counted toward the 80-hour weekly limit. ^(Detail)

Background and Intent: This requirement is intended to provide fellows with some control over their schedules by providing the flexibility to voluntarily remain beyond the scheduled responsibilities under the circumstances described above. It is important to note that a fellow may remain to attend a conference, or return for a conference later in the day, only if the decision is made voluntarily. Fellows must not be required to stay. Programs allowing fellows to remain or return beyond the scheduled work and clinical education period must ensure that the decision to remain is initiated by the fellow and that fellows are not coerced. This additional time must be counted toward the 80-hour maximum weekly limit.

VI.F.4.c) A Review Committee may grant rotation-specific exceptions for up to 10 percent or a maximum of 88 clinical and educational work hours to individual programs based on a sound educational rationale.

VI.F.4.c).(1) In preparing a request for an exception, the program director must follow the clinical and educational work hour exception policy from the *ACGME Manual of Policies and Procedures*. ^(Core)

VI.F.4.c).(2) Prior to submitting the request to the Review Committee, the program director must obtain approval from the Sponsoring Institution's GMEC and DIO. ^(Core)

Background and Intent: The provision for exceptions for up to 88 hours per week has been modified to specify that exceptions may be granted for specific rotations if the program can justify the increase based on criteria specified by the Review Committee.

As in the past, Common Program Requirements (Fellowship) ©2018 Accreditation Council for Graduate Medical Education (ACGME) Page 45 of 46
Review Committees may opt not to permit exceptions. The underlying philosophy for this requirement is that while it is expected that all fellows should be able to train within an 80-hour work week, it is recognized that some programs may include rotations with alternate structures based on the nature of the specialty. DIO/GMEC approval is required before the request will be considered by the Review Committee.

VI.F.5. Moonlighting

VI.F.5.a) Moonlighting must not interfere with the ability of the fellow to achieve the goals and objectives of the educational program, and must not interfere with the fellow's fitness for work nor compromise patient safety. ^(Core)

VI.F.5.b) Time spent by fellows in internal and external moonlighting (as defined in the ACGME Glossary of Terms) must be counted toward the 80-hour maximum weekly limit. ^(Core)

Background and Intent: For additional clarification of the expectations related to moonlighting, please refer to the Common Program Requirement FAQs (available at <http://www.acgme.org/What-We-Do/Accreditation/Common-Program-Requirements>).

VI.F.6. In-House Night Float

Night float must occur within the context of the 80-hour and one-day-off-in-seven requirements. ^(Core)

[The maximum number of consecutive weeks of night float, and maximum number of months of night float per year may be further specified by the Review Committee.]

Background and Intent: The requirement for no more than six consecutive nights of night float was removed to provide programs with increased flexibility in scheduling.

VI.F.7. Maximum In-House On-Call Frequency

Fellows must be scheduled for in-house call no more frequently than every third night (when averaged over a four-week period). ^(Core)

VI.F.8. At-Home Call

VI.F.8.a) Time spent on patient care activities by fellows on at-home call must count toward the 80-hour maximum weekly limit. The frequency of at-home call is not subject to the every-third-night limitation, but must satisfy the requirement for one day in seven free of clinical work and education, when averaged over four weeks. ^(Core)

VI.F.8.a).(1) At-home call must not be so frequent or taxing as to preclude rest or reasonable personal time for each fellow. ^(Core)

VI.F.8.b)

Fellows are permitted to return to the hospital while on at-home call to provide direct care for new or established patients. These hours of inpatient patient care must be included in the 80-hour maximum weekly limit. ^(Detail)

[The Review Committee may further specify under any requirement in VI.F.-VI.F.8.b)]

Background and Intent: This requirement has been modified to specify that clinical work done from home when a fellow is taking at-home call must count toward the 80-hour maximum weekly limit. This change acknowledges the often significant amount of time fellows devote to clinical activities when taking at-home call, and ensures that taking at-home call does not result in fellows routinely working more than 80 hours per week. At-home call activities that must be counted include responding to phone calls and other forms of communication, as well as documentation, such as entering notes in an electronic health record. Activities such as reading about the next day's case, studying, or research activities do not count toward the 80hour weekly limit. In their evaluation of residency/fellowship programs, Review Committees will look at the overall impact of at-home call on resident/fellow rest and personal time.

GUIDANCE

Section VI.F. of the Common Program Requirements addresses Clinical Experience and Education. In the current requirements, the terms “clinical experience and education,” “clinical and educational work,” and “clinical and educational work hours” replace the terms “duty hours,” “duty periods,” and “duty.” These changes were made in response to concerns that use of the term “duty” in reference to number of hours worked may have led some to conclude that fellows’ duty to “clock out” on time superseded their duty to their patients.

The hours of clinical and educational work have received much attention and debate over the past few decades. There have been multiple iterations of the work hour requirements, each set generating significant controversy.

In a letter regarding duty hour limits in *Health Affairs* in 2008, ACGME President and Chief Executive Officer Dr. Thomas J. Nasca stated that, “the goal is not creating a better way to ‘watch the clock,’ but rather, ensuring that conditions conducive to resident learning, socialization to the medical profession, and safe and effective patient care consistently occur. This is what ACGME aims to achieve in its efforts to refine the standards and accreditation approach related to duty hours in the coming months.”

Reference

Nasca, Thomas J., and Ingrid Philibert. 2008. “Resident Duty-Hour Limits.” *Health Affairs* 27, no. 5: 1484–84. <https://doi.org/10.1377/hlthaff.27.5.1484>.

VI.F.1. Maximum Hours of Clinical and Educational Work per Week

The language in the requirements bears repeating: *Clinical and educational work hours must be limited to no more than 80 hours per week, averaged over a four-week period*, inclusive of all in-house clinical and educational activities, clinical work done from home, and all moonlighting.

Programs that regularly schedule fellows to work 80 hours per week and still permit them to remain beyond their scheduled work period will undoubtedly exceed the 80-hour maximum, which would not be in substantial compliance with the requirement. The Common Program Requirement for the 80-hour maximum workweek (averaged over a four-week period) was approved on March 10, 2017 and became effective and subject to citation July 1, 2017.



The ACGME Review Committees will strictly monitor and enforce compliance with the 80-hour requirement. Where violations of the 80-hour requirement are identified, programs will be subject to citation and at risk for an adverse accreditation action.

In a letter to the community on January 9, 2019, Dr. Nasca emphasized the need to meet this requirement:

“As we start off the New Year, this letter is a reminder of the importance of creating a clinical learning environment that focuses on a culture of patient safety in residency and fellowship programs year round. An important component of creating that environment is compliance with the Maximum Hours of Clinical and Educational Work per Week requirement (Common Program Requirement VI.F.1.) that went into effect in July 2017. This ACGME Common Program Requirement states that “Clinical and educational work hours must be limited to no more than 80 hours per week, averaged over a four-week period, inclusive of all in-house clinical and educational activities, clinical work done from home, and all moonlighting. ^(Core)”

In 2016, the ACGME requested position statements on resident and fellow work hours from every specialty society and program directors’ association. Without exception, specialty societies affirmed their support for the 80-hour standard, when averaged over four weeks, while requesting greater flexibility for programs and residents and fellows within those maximum hours. The ACGME provided the requested increased flexibility, but emphasized that non-compliance from the 80-hour rule would not be tolerated. In other words, with increased flexibility as introduced into the Requirements, programs will need to account for the potential for residents and fellows to remain beyond their assigned work periods when developing schedules, to avoid exceeding the 80-hour maximum weekly limit, averaged over four weeks. This responsibility rests with the program and it’s Sponsoring Institution.

The Background and Intent for this requirement provides direction to programs and Sponsoring Institutions in this regard:

*“Programs that regularly schedule residents to work 80 hours per week and still permit residents/fellows to remain beyond their scheduled work period are likely to exceed the 80-hour maximum, **which would not be in substantial compliance with the requirement.** [emphasis added] These programs should adjust schedules so that residents/fellows are scheduled to work fewer than 80 hours per week, which would allow residents/fellows to remain beyond their scheduled work period when needed without violating the 80-hour requirement. Programs may wish to consider using night float and/or making adjustments to the frequency of in-house call to ensure compliance with the 80-hour maximum weekly limit.”*

As stated in the Background and Intent on oversight responsibilities: *“The ACGME Review Committees will strictly monitor and enforce compliance with the 80-hour requirement. Where violations of the 80-hour requirement are identified, programs will be subject to citation and at risk for an adverse accreditation action.”*

In June 2018, the ACGME Board of Directors reaffirmed its strict interpretation of the 80-hour rule. Accordingly, Review Committees will be issuing citations where violations of the 80-hour limit are identified.

Some studies indicate that working more than 80 hours per week has adverse effects:

1. David Ouyang and his colleagues (2016) conducted a retrospective cohort study to determine whether housestaff working more than 80 hours per week had an impact on patient care in an inpatient general medicine service. Of the 4,767 hospitalizations reviewed, 41 percent were cared for by housestaff who worked more than 80 hours per week. These patients had a significantly higher length of stay, and a higher rate of ICU transfer. There was no association between hours worked with in-hospital mortality or 30-day readmission rates.
2. Desai and colleagues (2018) conducted a study of 63 internal medicine programs to determine if there were differences between residents who adhered to the 2011 ACGME duty hour policies compared to those who worked under more flexible policies that had no limits on shift length or mandatory time off between shifts. It is interesting to note that the interns in the flexible hours programs were less satisfied with their educational experience (includes educational quality and overall well-being), but their program directors were more satisfied with overall educational quality, including having time for bedside teaching. (.

References

Ouyang, David, Jonathan H. Chen, Gomathi Krishnan, Jason Hom, Ronald Witteles, and Jeffrey Chi. 2016. "Patient Outcomes When Housestaff Exceed 80 Hours per Week." *The American Journal of Medicine* 129, no. 9. <https://doi.org/10.1016/j.amjmed.2016.03.023>.

Desai, Sanjay V., David A. Asch, Lisa M. Bellini, Krisda H. Chaiyachati, Manqing Liu, Alice L. Sternberg, James Tonascia, et al. 2018. "Education Outcomes in a Duty-Hour Flexibility Trial in Internal Medicine." *New England Journal of Medicine* 378, no. 16: 1494–1508. <https://doi.org/10.1056/nejmoa1800965>.

VI.F.2. Mandatory Time Free of Clinical Work and Education

Background and Intent: While it is expected that fellow schedules will be structured to ensure that fellows are provided with a minimum of eight hours off between scheduled work periods, it is recognized that fellows may choose to remain beyond their scheduled time, or return to the clinical site during this time-off period, to care for a patient. The requirement preserves the flexibility for fellows to make those choices. It is also noted that the 80-hour weekly limit (averaged over four weeks) is a deterrent for scheduling fewer than eight hours off between clinical and education work periods, as it would be difficult for a program to design a schedule that provides fewer than eight hours off without violating the 80-hour rule. The requirements in this category are self-explanatory.

VI.F.2.b) Fellows should have eight hours off between scheduled clinical work and education periods.

VI.F.2.b).(1) There may be circumstances when fellows choose to stay to care for their patients or return to the hospital with fewer than eight hours free of clinical experience and education. This must occur within the context of the 80-hour and the one-day-off-in-seven requirements.

VI.F.2.c) Fellows must have at least 14 hours free of clinical work and education after 24 hours of in-house call.

VI.F.2.d) Fellows must be scheduled for a minimum of one day in seven free of clinical work and required education (when averaged over four weeks). At-home call cannot be assigned on these free days.

VI.F.3.a) Clinical and educational work periods for fellows must not exceed 24 hours of continuous scheduled clinical assignments.

VI.F.3.a).(1) Up to four hours of additional time may be used for activities related to patient safety, such as providing effective transitions of care, and/or fellow education.

VI.F.3.a).(1).(a) Additional patient care responsibilities must not be assigned to a fellow during this time.

VI.F.4. Clinical and Educational Work Hour Exceptions

These exceptions are intended to provide fellows with some control over their schedules by providing the flexibility to voluntarily remain beyond the scheduled responsibilities under the circumstances described above. It is important to note that a fellow may remain to attend a conference, or return for a conference later in the day, only if the decision is made voluntarily. Fellows must not be required to stay. Programs allowing fellows to remain or return beyond the scheduled work and clinical education period must ensure that the decision to remain is initiated by the fellow and that fellows are not coerced. This additional time must be counted toward the 80-hour maximum weekly limit.

VI.F.4.a) In rare circumstances, after handing off all other responsibilities, a fellow on their own initiative, may elect to remain or return to the clinical site in the following circumstances:

VI.F.4.a).(1) to continue to provide care to a single severely ill or unstable patient;

**VI.F.4.a).(2) humanistic attention to the needs of a patient or family;
or,**

VI.F.4.a).(3) to attend unique educational events.

VI.F.4.b) These additional hours of care or education will be counted toward the 80-hour weekly limit.

VI.F.4.c) A Review Committee may grant rotation-specific exceptions for up to 10 percent or a maximum of 88 clinical and educational work hours to individual programs based on a sound educational rationale.

VI.F.4.c).(1) In preparing a request for an exception, the program director must follow the clinical and educational work hour exception policy from the *ACGME Manual of Policies and Procedures*.

VI.F.4.c).(2) Prior to submitting the request to the Review Committee, the program director must obtain approval from the Sponsoring Institution's GMEC and DIO.

The provision for exceptions for up to 88 hours per week has been modified to specify that exceptions may be granted for specific rotations if the program can justify the increase based on criteria specified by the Review Committee. As in the past, Review Committees may opt not to permit exceptions. The underlying philosophy for this requirement is that while it is expected that all fellows should be able to work and learn within an 80-hour work week, it is recognized that some programs may include rotations with alternate structures based on the nature of the specialty. Designated institutional official/Graduate Medical Education Committee approval is required before the request will be considered by the Review Committee.

VI.F.5. Moonlighting

VI.F.5.a) Moonlighting must not interfere with the ability of the fellow to achieve the goals and objectives of the educational program, and must not interfere with the fellow's fitness for work nor compromise patient safety.

VI.F.5.b) Time spent by fellows in internal and external moonlighting (as defined in the *ACGME Glossary of Terms*) must be counted toward the 80-hour maximum weekly limit.

The requirements for moonlighting are self-explanatory. The moonlighting hours must be counted toward the 80-hour maximum weekly limit.

VI.F.8. At-Home Call

There are a number of requirements related to home call:

- Time spent on patient care activities by residents at home call must count towards the 80-hour maximum.

- It is not subject to the every-third-night limitation, but must meet the requirement for one day in seven off.
- It must not be so frequent that it precludes rest or reasonable personal time.
- Activities such as reading about the next day's case, studying, or research activities do not count toward the 80-hour weekly limit.

One of the most common misconceptions regarding this requirement is that fellows are required to record every single minute they are spending on home call answering phone calls, providing documentation, and completing other clinical activities. This is not the expectation. However, program directors must ensure that time spent on home call is reasonable.

Appendix

Appendix 1.

A Literature Review on Topics Related to Diversity, Equity and Inclusion

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Minority Representation in the Physician Workforce

In total, the literature shows that individuals from populations underrepresented in medicine (URiM) continue to make up a disproportionately smaller percentage of the physician workforce compared to their representation in the US population. Whites and certain Asian American groups comprise greater proportions of medical students, residents, and faculty than African Americans, Native Americans and Latinx Americans, respectively. African American males are particularly underrepresented in medicine and represent only a third of all African American physicians in training. In addressing this disparity in education, a challenge is the medical education “pathway,” with minority individuals, particularly African American men, accounting for a disproportionately smaller percentage of individuals enrolled in and completing postsecondary education. To complete the pathway metaphor, minorities have greater deviation from the pathway that occurs in all phases of education, with attrition rates above 15 percent for underrepresented minority students, over three-fold that of others. Underrepresented students are lost because of inadequate preparation for college and lower performance on standardized examinations. Cohn et al. 2003 showed the direct correlation between MCAT performance and parental income for medical school matriculants in part explaining the differential for underrepresented minority students. However, once matriculated, underrepresented students have higher attrition than others during medical school. Proportionately, more minority students go unmatched when applying for residency. And once in residency, underrepresented minority students withdraw and are dismissed at disproportionately higher rates. Thus, efforts to recruit underrepresented minorities have to be paired with efforts to retain them at all levels.

Efforts to increase minority representation in medicine focused on education-pathway interventions, such as the Association of American Medical Colleges’ *Project 3000 by 2000*. Its goal was to have 3,000 underrepresented minorities in the nation’s first-year medical school classes by the year 2000. However, shortly after its inception, efforts to challenge affirmative action in a number of states took place in the mid- to late-1990s. As a consequence, minority representation in some areas in medicine went relatively unchanged for much of the past four decades. In graduate medical education, the relative percentage of African American, Latinx, and Native American residency graduates has held flat for the past 15 years despite the expansion in the number of medical schools and class size nationally.

Experience of Women and Minority Learners and Faculty

Regardless of the type of minority status, including racial/ethnic and sex/gender, members of minorities report overt discrimination, having to contend with different levels of expectations in the training environment, and social isolation. Many minority residents perceive that they are punished more harshly for the same transgressions as other learners. Many learners suffer from imposter syndrome wherein they internalize social signals in the environment that they do not belong. This can be reinforced by subtle events, termed “microaggressions” (low-level, covert acts of aggression), “microinsults,” and “microinvalidations.” Often bystanders, including faculty members, peers, and colleagues observe these events, but ignore, minimize, or are afraid to address these occurrences instead of intervening. Programs, in partnership with their Sponsoring Institution, are charged in requirement I.C. with making the workforce inclusive, which may suggest specific training of the community in ways to minimize these occurrences

and what bystanders may do when they encounter such events. Allyship training, trauma mitigation training, implicit bias training, and anti-racism/sexism training may be helpful in creating more inclusive learning environments. As mentioned, social isolation and feeling a lack of a support system are other common themes in the reports of the experience of all types of minority participants in medical education. Recent studies still show a considerable degree of gender identity concealment for sexual and gender minority students and residents. Forming groups with common interests or supporting diversity committees within a program may help to increase a sense of belonging for residents who are at risk of social marginalization.

Women now make up a sizable proportion of medical students. While female students learn how to confront and respond to inappropriate behavior from male patients, these students do not feel equipped to respond to the unprofessional behavior of male supervisors, resulting in feelings of guilt and resignation over time that such events will be a part of their professional experience. Women and underrepresented minorities continue to make up a lower percentage of tenured faculty in academic medicine, with males at the highest percentage. There are pay differences, lower academic progression and promotion rates for female and minority faculty members. Women from underrepresented minority groups and PhDs perceive a double disadvantage. While women currently make up one-half of medical school graduates, women, along with individuals of color, continue to be underrepresented in leadership positions, with one consequence being a lack of leadership role models for women and minority individuals. When women and minority faculty members are given leadership positions, these frequently are “minority-focused,” “nurturing,” or “advocacy” roles.

In 2007, Dyrbye and colleagues reported a lower prevalence of burnout and depressive symptoms in minority medical students, in general; however this was different for minority students who reported a race-related incident that adversely affected their medical school experience. Such students were more likely to demonstrate burnout and low-quality of life indices. Burned out learners may perform at a lower level and their performance, even in the absence of the biased assessment they already fear, will reflect poorer performance. In some studies, minority medical students report a lower sense of personal accomplishment. The intersection between inclusivity and performance is important for programs and Sponsoring Institutions to assess because the attrition from medical education described for minority individuals may be directly related to the learning environment.

Despite emphasis on a diverse learning environment, some learners from underrepresented minorities question whether their programs truly value having a diverse group of learners and faculty members. Many learners report they believe a lack of diversity on their own campus was a barrier to recruiting and retaining minority candidates, and commented on the institution’s limited social, academic, and financial support, as well as inadequate efforts to recruit minority students.

Impact of Minority Physicians on the Health of Minority Patients

There is considerable literature to support the position that underrepresented minority physicians serve a disproportionately large percentage of minority and poor patients compared to non-underrepresented physicians. Additionally, several important studies over a sustained

period have indicated that racial and ethnic concordance between patient and physician results in increased trust, better patient adherence to medical advice, increased patient satisfaction, and improved communication between the patient and physician. Mistrust of physicians and the medical establishment is a real phenomenon that causes certain minority patients to act in violation of their own self-interest and either postpone care, fail to adhere to medical advice or seek alternative medical solutions for imminently treatable disease.

Recent work by Alsan et al. 2018 has shown that several health care outcomes are improved when there is racial concordance between patient and physician, such as increased time spent with patients, writing longer notes, an increased propensity for patients to return for follow-up appointments, and increased therapeutic success. Projections from this analysis have offered a way to improve health in minority communities through workforce solutions. The expressed desire to practice in underserved and minority communities among minority physicians-in-training is far greater than that of other comparable individuals. Practice patterns after completion of graduate medical education support the actualization of this desire.

However, education and training a more diverse health care workforce has salutary effects on other learners in the educational environment aside from the mere provision of access to minority individuals. Cohen et al. in 2002 wrote that health care professionals cannot become culturally competent solely by reading textbooks and listening to lectures. They must be educated in environments that are emblematic of the diverse society they will be called upon to serve. Evidence supports the finding that physicians who learn and train in a more diverse clinical learning environment feel more comfortable in caring for minority patients than those who learn and train in less diverse cohorts of learners. The deficit of underrepresented minority individuals in graduate medical education today is so extremely disproportionate relative to the societal need that a workforce solution seeking only to produce more minority physicians as a single approach will be insufficient. Therefore, the need to provide inclusive learning environments where all learners can benefit from the diverse knowledge of their colleagues is essential to prepare physicians of the future. Cultural and structural competence are important in supporting physicians to provide culturally sensitive and appropriate care to all patients, regardless of their minority status.

The Liaison Committee on Medical Education recognized the importance of providing diverse learners in the healthcare workforce a number of years ago when it set forth a provision to diversify undergraduate medical education with an accreditation standard that mirrors the new ACGME Common Program Requirement. The target was the entry of early learners onto the pathway leading to a career in medicine. This has fostered creative approaches to engage communities and students at all premedical levels to consider and prepare for a career in medicine. Graduate medical education has frequently stood on the sidelines rather than actively engaging with its undergraduate medical colleagues in helping create a pathway into medicine for diverse learners. Programs that have not actively considered diversity as a factor in determining what makes a program useful to their communities now have the impetus to strive to identify learners who will contribute to eliminating health disparities.

Organization of the Bibliography

This annotated bibliography of the literature on diversity, equity, and inclusion in medical education and teaching settings was compiled by the ACGME in early 2018. The bibliography seeks to offer a broad view across different segments of individuals in medical education and medicine or are viewed, or who view themselves, as minorities. This includes racial and ethnic minorities, sex/gender minorities, and women in some contexts. The organization of the bibliography is intended to highlight the different dimensions of this sizable body of literature. Sections are arrayed in reverse chronological order, with the newest articles first, to show the historical evolution of these topics. The bibliography opens with a section on meta-analyses, and systematic and narrative reviews on all topics in the remainder of the compilation. Bolding of selected text in the abstracts was added by the curator to emphasize important findings.

For the sections on affirmative action, representation of minority individuals in medical education, the experience of the minority physicians in the medical environment, and efforts to promote diversity and inclusion in medical education and in teaching settings, the bibliography is comprehensive and encompasses all published original research, policy discussions, and descriptions of programs. For the related subjects of cultural competence and sensitivity, and on health disparities related to race/ethnicity or other minority status, the bibliography includes key literature to explain the interdependence of these topics with diversity, equity, and inclusion.

Systematic Reviews

Hasnain M, Massengale L, Dykens A, Figueroa E. Health disparities training in residency programs in the United States. *Fam Med.* 2014 Mar;46(3):186-91. Review.

BACKGROUND AND OBJECTIVES: The objective was to review and summarize extant literature on US-based graduate medical education programs to guide the development of a health disparities curriculum.

METHODS: The authors searched Medline using PubMed, Web of Science, and Embase for published literature about US-based graduate medical education programs focusing on training residents to care for underserved and vulnerable populations and to address health disparities. Articles were reviewed and selected per study eligibility criteria and summarized to answer study research questions.

RESULTS: Of 302 initially identified articles, 16 (5.4%) articles met study eligibility criteria. A majority, 15 (94%), of reported programs were from primary care; one (6.25%) was from surgery. **Eight (50%) programs reported longitudinal training; seven (44%) reported block experiences, while one (6.25%) described a one-time Internet-based module. Four (25%) programs required residents to develop and complete a research project, and six (37.5%) included community-based clinical training. All 16 programs utilized some form of evaluation to assess program impacts.**

CONCLUSIONS: There are few published reports of graduate medical education programs in the United States that focus on preparing residents to address health disparities. Reported programs are mostly from primary care disciplines. Programs vary in curricular elements, using a wide variety of training aims, learner competencies, learning activities, and evaluation

methods. This review highlights the need for published reports of educational programs aimed at training residents in health disparities and underserved medicine to include the evidence for effectiveness of various training models.

Rodriguez JE, Campbell KM, Fogarty JP, Williams RL. Underrepresented minority faculty in academic medicine: a systematic review of URM faculty development. Fam Med. 2014 Feb;46(2):100-4.

BACKGROUND AND OBJECTIVES: Retention and recruitment of minority faculty members continues to be a concern of medical schools because there is higher attrition and talent loss among this group. While much has been written, there has not been a systematic review published on this topic. This is the first study to use evidence-based medicine (EBM) criteria and apply it to this issue.

METHODS: The authors searched MEDLINE, Web of Knowledge, ProQuest, and Google Scholar for papers relating to the recruitment and retention of minority faculty. They graded the evidence using the EBM criteria as defined by the American Academy of Family Physicians. The same criteria were applied to extract evidence-based observations of problems in recruitment and retention for minority faculty.

RESULTS: Of the 548 studies identified and reviewed, 11 met inclusion criteria for this literature review. **This article presents the data from the reviewed papers that described or evaluated minority faculty development programs. Faculty development programs in 15 different institutions showed mentoring and faculty development for minority faculty could increase retention, academic productivity, and promotion rates for this group.**

CONCLUSIONS: For medical schools to be successful in retention and recruitment of minority medical school faculty, specific programs need to be in place. Overall evidence is strong that faculty development programs and mentoring programs increase retention, productivity, and promotion for this group of medical faculty. This paper is a call to action for more faculty development and mentorship programs to reduce the disparities that exist between minority faculty and all other faculty members.

Beech BM, Calles-Escandon J, Hairston KG, Langdon SE, Latham-Sadler BA, Bell RA. Mentoring programs for underrepresented minority faculty in academic medical centers: a systematic review of the literature. Acad Med. 2013 Apr;88(4):541-9.

PURPOSE: Mentoring is critical for career advancement in academic medicine. However, underrepresented minority (URM) faculty often receive less mentoring than their nonminority peers. The authors conducted a comprehensive review of published mentoring programs designed for URM faculty to identify "promising practices."

METHOD: Databases (PubMed, PsycINFO, ERIC, PsychLit, Google Scholar, Dissertations Abstracts International, CINHALL, Sociological Abstracts) were searched for articles describing URM faculty mentoring programs. The RE-AIM framework (Reach, Effectiveness, Adoption, Implementation, and Maintenance) formed the model for analyzing programs.

RESULTS: The search identified 73 citations. Abstract reviews led to retrieval of 38 full-text articles for assessment; 18 articles describing 13 programs were selected for review. The reach of these programs ranged from 7 to 128 participants. Most evaluated programs on the basis of the number of grant applications and manuscripts produced or satisfaction with program content. Programs offered a variety of training experiences, and adoption was relatively high, with minor changes made for implementing the intended content. Barriers included time-restricted funding, inadequate evaluation due to few participants, significant time commitments from mentors, and difficulty in addressing institutional challenges faced by URM faculty. Program sustainability was a concern because programs were supported through external funds, with minimal institutional support.

CONCLUSIONS: Mentoring is an important part of academic medicine, particularly for URM faculty who often experience unique career challenges. Despite this need, relatively few publications exist to document mentoring programs for this population. Institutionally supported mentoring programs for URM faculty are needed, along with plans for program sustainability.

Racial/Ethnic Diversity in Medical Education

Raphael JL, Giardino AP, Harris T, Tran XG, Yoon J, Phillips JL. Perceptions Revisited: Pediatric Chief Resident views on Minority Housestaff Recruitment and Retention in Pediatric Residency Programs. J Natl Med Assoc. 2014 Summer;106(1):58-68.

PURPOSE: This study examined institutional strategies among pediatric residency programs for recruitment and retention of underrepresented minorities (URM) residents.

PROCEDURES: A questionnaire developed by the authors in a 1992 study was modified and then mailed to 185 pediatric chief residents at non-military pediatric training programs in the United States. Descriptive statistics (means and frequency) were calculated for each question. There were three rounds of mailings and a telephone follow-up.

MAIN FINDING: The response rate was 39% (n=73). Thirty-eight percent reported that URM resident recruitment and retention was a priority for their program directors, 37% reported that it was a priority for themselves, 25% reported it was a priority for the hospital administration, and 36% reported that they were not sure about the priority of URM resident recruitment and retention within their organization. Sixty-seven percent stated that their resident selection committees do not have defined recruitment goals, 6% indicated that their committees have specifically defined recruitment goals, and 27% were not sure.

CONCLUSIONS: Despite numerous initiatives from government agencies, medical institutions, and institutions of higher education, a critical gap remains among institutions in their recruitment efforts for URM at the level of residency training. The findings suggest that pediatric chief residents may not be adequately educated or primed regarding the importance of recruitment and retention of URM. As individuals involved with both medical training and hospital hierarchy, they are uniquely positioned to influence and carry out program goals and objectives.

Marrast L, Zallman L, Woolhandler S, Bor D, McCormick D. Minority physicians' role in the care of underserved patients: diversifying the physician workforce may be key in addressing health disparities. JAMA Internal Medicine. Feb 2014;174(2):289-291.

Disparities in access to care persist despite efforts to improve care for underserved patients: racial and ethnic minorities, the uninsured, the poor, Medicaid recipients, and non-English speakers. A shortage of physicians practicing in communities where disadvantaged patients live is a major contributor.

Minority and non-English-speaking populations in the United States have grown markedly during the past 2 decades, and minorities may be a majority by 2050. While the Patient Protection and Affordable Care Act will expand insurance coverage for low-income, uninsured individuals, concern remains about the supply of physicians to care for these newly insured populations. If nonwhite physicians care for a large proportion of the underserved, then increasing the racial and ethnic diversity of the physician workforce may help. A prior nationally representative study indicated that in 1987, nonwhite physicians disproportionately cared for underserved and sicker patients; to the authors' knowledge, these data have not been updated since. Given the demographic changes and impending implementation of the Patient Protection and Affordable Care Act, this question has renewed relevance.

Experience of Minority Individuals in Medical Education

Morrison E, Grbic D. Dimensions of Diversity and Perception of Having Learned From Individuals From Different Backgrounds: The Particular Importance of Racial Diversity. Acad Med. 2015 Jul;90(7):937-45.

PURPOSE: Selective higher education institutions that take race into account in admissions decisions must be able to demonstrate that their policy is justified by a compelling governmental interest, is narrowly tailored, and is the least restrictive means for achieving that interest. The authors thus investigate whether, among medical students, the association between racial diversity (as distinct from other forms of diversity) and learning from individuals from different backgrounds is unique.

METHOD: The authors examined six dimensions of diversity, including racial/ethnic diversity, among the 2010, 2011, and 2012 cohorts of fourth-year medical students in the United States. They also examined students' responses to two Medical Student Graduation Questionnaire items pertaining to learning from individuals from different backgrounds. They modeled the association between each of the school-level dimensions of diversity and the student-level responses to having learned from others with different backgrounds, and they assessed whether associations vary across different groups of students.

RESULTS: Racial/ethnic diversity is unique in its very strong association with student perceptions of having learned from others who are different. The association between racial/ethnic diversity and student perceptions of having learned from others who are different is especially strong for members of historically underrepresented minority groups.

CONCLUSIONS: Compared with other forms of diversity, racial/ethnic diversity has a unique association with students' perceptions of learning from others who are different. This association

is of particular relevance to admissions and diversity policies in an era of strict scrutiny of these policies.

Rodríguez JE, Campbell KM, Pololi LH. Addressing disparities in academic medicine: what of the minority tax? BMC Med Educ. 2015 Feb 1;15:6.

BACKGROUND: The proportion of black, Latino, and Native American faculty in U.S. academic medical centers has remained almost unchanged over the last 20 years. Some authors credit the "minority tax"-the burden of extra responsibilities placed on minority faculty in the name of diversity. This tax is in reality very complex, and a major source of inequity in academic medicine.

DISCUSSION: The "minority tax" is better described as an Underrepresented Minority in Medicine (URMM) faculty responsibility disparity. This disparity is evident in many areas: diversity efforts, racism, isolation, mentorship, clinical responsibilities, and promotion. The authors examine the components of the URMM responsibility disparity and use information from the medical literature and from human resources to suggest practical steps that can be taken by academic leaders and policymakers to move toward establishing faculty equity and thus increase the numbers of black, Latino, and Native American faculty in academic medicine.

Datta J, Miller BM. International students in United States' medical schools: does the medical community know they exist? Med Educ Online. 2012;17. Epub 2012 Jun 4.

BACKGROUND: Matriculation of international students to United States' (US) medical schools has not mirrored the remarkable influx of these students to other US institutions of higher education.

METHODS: While these students' numbers are on the rise, the visibility for their unique issues remains largely ignored in the medical literature.

RESULTS: These students are disadvantaged in the medical school admissions process due to financial and immigration-related concerns, and academic standards for admittance also continue to be significantly higher compared with their US-citizen peers. Furthermore, it is simply beyond the mission of many medical schools - both public and private - to support international students' education, especially since federal, state-allocated or institutional funds are limited and these institutions have a commitment to fulfill the healthcare education needs of qualified domestic candidates. In spite of these obstacles, a select group of international students do gain admission to US medical schools and, upon graduation, are credentialed equally as their US-citizen counterparts by the Accreditation Council for Graduate Medical Education (ACGME). However, owing to their foreign citizenship, these students have visa requirements for post-graduate training that may adversely impact their candidacy for residency placement.

CONCLUSION: By raising such issues, this article aims to increase the awareness of considerations pertinent to this unique population of medical students. The argument is also made to support continued recruitment of international students to US medical schools in spite of these impediments. These students are not only qualified to tackle the rigors of a US medical

education, but also enrich the cultural diversity of the medical student body. Moreover, these graduates could effectively complement the efforts to augment US physician workforce diversity while contributing to healthcare disparity eradication, minority health issues, and service in medically underserved areas.

Ku MC, Li YE, Prober C, Valantine H, Girod SC. Decisions, decisions: how program diversity influences residency program choice. J Am Coll Surg. 2011 Aug;213(2):294-305. Epub 2011 Jun 8.

BACKGROUND: Recent studies suggest that students' feelings of fit with a residency program substantially influence students' ranking of the program. As diversity issues become increasingly focal concerns, the authors investigate how perception of gender and racial diversity of a program influences students' rankings of the program. They focus on students pursuing surgical specialties and ask whether diversity concerns are more prominent among applicants to surgical programs than among applicants to nonsurgical programs.

STUDY DESIGN: The authors invited all interviewees at all residency programs at the Stanford University School of Medicine to participate in the study in the spring of 2009. Nineteen residency programs, amounting to 1,657 residency interviewees, participated. Sixty-eight percent (n = 1,132) responded to the survey.

RESULTS: Women and under-represented minority applicants differ in their assessments from male and non-under-represented minority applicants because women applying to surgical programs and under-represented minority students are less likely than others to perceive their prospective programs as diverse. However, perceived program diversity is an important factor that positively influences the program ranking decision for women and minorities pursuing surgical training.

CONCLUSIONS: Surgical training programs that promote gender and racial diversity will likely be more successful in attracting women and minority students because women and minorities are especially sensitive to program diversity in both their perceptions and rankings of programs. Promoting women and minorities within programs and connecting women and minority applicants to outreach programs and mentors is pertinent to the recruitment of these traditionally under-represented groups to surgical programs.

Dyrbye LN, Power DV, Massie FS, Eacker A, Harper W, Thomas MR, Szydlo DW, Sloan JA, Shanafelt TD. Factors associated with resilience to and recovery from burnout: a prospective, multi-institutional study of US medical students. Med Educ. 2010 Oct;44(10):1016-26.

CONTEXT: Burnout is prevalent among medical students and is a predictor of subsequent serious consideration of dropping out of medical school and suicide ideation. Understanding of the factors that protect against burnout is needed to guide student wellness programs.

METHODS: A total of 1321 medical students attending five institutions were studied longitudinally (2006-2007). The surveys included standardized instruments to evaluate burnout, quality of life, fatigue, and stress. Additional items explored social support, learning climate, life

events, employment status and demographics. Students who did not have burnout at either time-point (resilient students) were compared with those who indicated burnout at one or both time-points (vulnerable students) using a Wilcoxon-Mann-Whitney test or Fisher's exact test. Similarly, the differences between those who recovered and those who were chronically burned out were also compared in students with burnout at the first time-point. Logistic regression modelling was employed to evaluate associations between the independent variables and resiliency to and recovery from burnout.

RESULTS: Overall, 792 (60.0%) students completed the burnout inventory at both time-points. No differences in demographic characteristics were observed between resilient (290/792 [36.6%]) and vulnerable (502/792 [63.4%]) students. Resilient students were less likely to experience depression, had a higher quality of life, were less likely to be employed, had experienced fewer stressful life events, reported higher levels of social support, perceived their learning climate more positively and experienced less stress and fatigue (all $p < 0.05$) than vulnerable students. On multivariable analysis, perceiving student education as a priority for faculty staff, experiencing less stress, not being employed and being a minority were factors independently associated with recovery from burnout.

CONCLUSIONS: Modifiable individual factors and learning climate characteristics including employment status, stress level and perceptions of the prioritizing of student education by faculty members relate to medical students' vulnerability to burnout.

Dyrbye LN, Thomas MR, Eacker A, Harper W, Massie FS Jr, Power DV, Huschka M, Novotny PJ, Sloan JA, Shanafelt TD. Race, ethnicity, and medical student well-being in the United States. Arch Intern Med. 2007 Oct 22;167(19):2103-9.

BACKGROUND: Little is known about the training experience of minority medical students. The authors explore differences in the prevalence of burnout, depressive symptoms, and quality of life (QOL) among minority and nonminority medical students as well as the role race/ethnicity plays in students' experiences.

METHODS: Medical students (N = 3080) at 5 medical schools were surveyed in 2006 using validated instruments to assess burnout, depression, and QOL. Students were also asked about the impact of race/ethnicity on their training experience.

RESULTS: The response rate was 55%. Nearly half of students reported burnout (47%) and depressive symptoms (49%). Mental QOL scores were lower among students than among the age-matched general population (43.1 vs 47.2; $P < .001$). Prevalence of depressive symptoms was similar regardless of minority status, but more nonminority students had burnout (39% vs 33%; $P < .03$). Minority students were more likely to report that their race/ethnicity had adversely affected their medical school experience (11% vs 2%; $P < .001$) and cited racial discrimination, racial prejudice, feelings of isolation, and different cultural expectations as causes. Minority students reporting such experiences were more likely to have burnout, depressive symptoms, and low mental QOL scores than were minority students without such experiences (all $P < .05$).

CONCLUSIONS: Symptoms of distress are prevalent among medical students. While minorities appear to be at lower risk for burnout than nonminority students, race does contribute to the

distress minority students do experience. Additional studies are needed to define the causes of these perceptions and to improve the learning climate for all students.

Dyrbye LN, Thomas MR, Huschka MM, Lawson KL, Novotny PJ, Sloan JA, Shanafelt TD. A multicenter study of burnout, depression, and quality of life in minority and nonminority US medical students. Mayo Clin Proc. 2006 Nov;81(11):1435-42.

OBJECTIVE: To determine the well-being of minority medical students in a multicenter sample of US medical students.

PARTICIPANTS AND METHODS: All 1098 medical students at 3 medical schools in Minnesota were surveyed in April 2004. Validated instruments were used to assess burnout, depression, and quality of life (QOL). Students were also asked about the prevalence of significant personal life events in the previous 12 months and strategies used to cope with stress.

RESULTS: Although symptoms of depression and overall burnout were similar among minority and nonminority students, minority students were more likely to have a low sense of personal accomplishment ($P=.02$) and lower QOL in a number of domains (all $P<$ or $=.05$). These differences persisted on multivariate analysis that controlled for demographic characteristics and recent life events. Minority students were also more likely to have a child ($P=.01$), originate from outside Minnesota ($P<.001$), and experience a major personal illness in the last 12 months ($P=.03$).

CONCLUSION: As a group, the minority medical students in this survey had a lower sense of personal accomplishment and QOL than nonminority students. Additional studies are needed to provide insight regarding the causes of these inequities and the unique challenges faced by minority medical students. Efforts to improve minority students' well-being, QOL, and learning experience may help prevent attrition among minority medical students and promote diversification in the physician workforce.

Work Experiences/Career Progression for Women and Minorities in Medicine

Nunez-Smith M, Pilgrim N, Wynia M, Desai MM, Bright C, Krumholz HM, Bradley EH. Health care workplace discrimination and physician turnover. J Natl Med Assoc. 2009 Dec;101(12):1274-82.

OBJECTIVE: The authors examined the association between physician race/ ethnicity, workplace discrimination, and physician job turnover.

METHODS: Cross-sectional, national survey conducted in 2006-2007 of practicing physicians ($n = 529$) randomly identified via the American Medical Association Masterfile and the National Medical Association membership roster. The authors assessed the relationships between career racial/ethnic discrimination at work and several career-related dependent variables, including 2 measures of physician turnover, career satisfaction, and contemplation of career change. They used standard frequency analyses, odds ratios and chi2 statistics, and multivariate logistic regression modeling to evaluate these associations.

RESULTS: Physicians who self-identified as non-majority were significantly more likely to have left at least 1 job because of workplace discrimination (black, 29%; Asian, 24%; other race, 21%; Hispanic/Latino, 20%; white, 9%). In multivariate models, having experienced racial/ethnic discrimination at work was associated with high job turnover (adjusted odds ratio, 2.7; 95% CI, 1.4-4.9). Among physicians who experienced workplace discrimination, only 45% of physicians were satisfied with their careers (vs 88% among those who had not experienced workplace discrimination, p value < .01), and 40% were contemplating a career change (vs 10% among those who had not experienced workplace discrimination, p value < .001).

CONCLUSION: Workplace discrimination is associated with physician job turnover, career dissatisfaction, and contemplation of career change. These findings underscore the importance of monitoring for workplace discrimination and responding when opportunities for intervention and retention still exist.

Nunez-Smith M, Curry LA, Berg D, Krumholz HM, Bradley EH. Healthcare workplace conversations on race and the perspectives of physicians of African descent. J Gen Intern Med. 2008 Sep;23(9):1471-6. Epub 2008 Jul 10.

BACKGROUND: Although experts recommend that healthcare organizations create forums for honest dialogue about race, there is little insight into the physician perspectives that may influence these conversations across the healthcare workforce.

OBJECTIVE: To identify the range of perspectives that might contribute to workplace silence on race and affect participation in race-related conversations within healthcare settings.

DESIGN: In-person, in-depth, racially concordant qualitative interviews.

PARTICIPANTS: Twenty-five physicians of African descent practicing in the 6 New England states.

APPROACH: Line-by-line independent coding and group negotiated consensus to develop codes structure using constant comparative method.

MAIN RESULTS: Five themes characterize perspectives of participating physicians of African descent that potentially influence race-related conversations at work: 1) Perceived race-related healthcare experiences shape how participating physicians view healthcare organizations and their professional identities prior to any formal medical training; 2) Protecting racial/ethnic minority patients from healthcare discrimination is a top priority for participating physicians; 3) Participating physicians often rely on external support systems for race-related issues, rather than support systems inside the organization; 4) Participating physicians perceive differences between their interpretations of potentially offensive race-related work experiences and their non-minority colleagues' interpretations of the same experiences; and 5) Participating physicians are uncomfortable voicing race-related concerns at work.

CONCLUSIONS: Creating a healthcare work environment that successfully supports diversity is as important as recruiting diversity across the workforce. Developing constructive ways to discuss race and race relations among colleagues in the workplace is a key step towards creating a supportive environment for employees and patients from all backgrounds.

Nunez-Smith M, Curry LA, Bigby J, Berg D, Krumholz HM, Bradley EH. Impact of race on the professional lives of physicians of African descent. Ann Intern Med. 2007 Jan 2;146(1):45-51.

BACKGROUND: Increasing the racial and ethnic diversity of the physician workforce is a national priority. However, insight into the professional experiences of minority physicians is limited. This knowledge is fundamental to developing effective strategies to recruit, retain, and support a diverse physician workforce.

OBJECTIVE: To characterize how physicians of African descent experience race in the workplace.

DESIGN: Qualitative study based on in-person and in-depth racially concordant interviews using a standard discussion guide.

SETTING: The 6 New England states in the United States.

PARTICIPANTS: 25 practicing physicians of African descent representing a diverse range of primary practice settings, specialties, and ages.

MEASUREMENTS: Professional experiences of physicians of African descent.

RESULTS: 1) Awareness of race permeates the experience of physicians of African descent in the health care workplace; 2) race-related experiences shape interpersonal interactions and define the institutional climate; 3) responses to perceived racism at work vary along a spectrum from minimization to confrontation; 4) the health care workplace is often silent on issues of race; and 5) collective race-related experiences can result in "racial fatigue," with personal and professional consequences for physicians.

Examples included:

- Participants reported constant awareness of their racial minority status in the workplace.
- Physicians described negative patient care experiences – “Patients rejecting my care is... fairly overt.”
- All physicians described feeling invisible at work or routinely being mistaken for maintenance, housekeeping, and food service employees (not just by patients but also by coworkers).
- In addition, physicians of African descent reported that they were held to higher performance standards than non-minority peers.
- Feeling undervalued
- Not being in leadership positions or tracks leading to those positions.
- Mentors presumed that they wanted to work directly in underserved communities of color rather than pursue academic careers or leadership positions.
- Involuntarily “cast” into race-based roles: minority physician recruitment, serving on diversity committees, intervening in difficult situations with minority colleagues or trainees (sometimes physicians were pleased to contribute, others viewed this as offensive and isolating)
- “At work... whenever they want to diversify something, they call me. When they don’t need that, when they would need someone purely for individual intellectual capacity, I am not the first person they think of.”

- Racial fatigue – “It is a burden to carry this burden. My burden is to deal with the pressure of whatever stereotypes people may have about race... and it is a daily stress at work. It’s exhausting.”
- Racial fatigue contributed to professional dissatisfaction and unexpected changes in career trajectory. Participants changed residency programs, specialties, geographic location, etc. in search of more supportive work environments.
- The relevance of race is generally not acknowledged, and informal and formal structures to discuss race in the workplace are typically non-existent.

LIMITATIONS: The study was restricted to New England and may not reflect the experiences of physicians in other geographic regions. The findings are meant to be hypothesis-generating and require additional follow-up studies.

CONCLUSIONS: The issue of race remains a pervasive influence in the work lives of physicians of African descent. Without sufficient attention to the specific ways in which race shapes physicians' work experiences, health care organizations are unlikely to create environments that successfully foster and sustain a diverse physician workforce.

Programs to Promote Diversity in Medical Education

Tunson J, Boatright D, Oberfoell S, Bakes K, Angerhofer C, Lowenstein S, Zane R, King R, Druck J. Increasing Resident Diversity in an Emergency Medicine Residency Program: A Pilot Intervention With Three Principal Strategies. Acad Med. 2016 Jul;91(7):958-61.

PROBLEM: Much work remains to be done to align the diversity of the health care workforce with the changing racial and ethnic backgrounds of patients, especially in the field of emergency medicine.

APPROACH: In academic year (AY) 2012-2013, to increase the number of underrepresented minority (URM) candidates who were interviewed and matched, the Denver Health Residency in Emergency Medicine program (DHREM) initiated a focused pilot intervention with three principal strategies: (1) a scholarship-based externship program, (2) a funded second-look event, and (3) increased involvement and visibility of URM faculty in the interview and recruitment process.

OUTCOMES: One year after implementation of the pilot intervention, the percentage of URMs among all applicants invited to interview at the DHREM doubled (7.1% [20/282] in AY 2011-2012, 7.0% [24/344] in AY 2012-2013, and 14.8% [58/393] in AY 2013-2014) (95% confidence interval [CI] = 5-10, 4-11, and 11-19, respectively). Of all DHREM interviewees in AY 2013-2014, 17.6% (49/279) (95% CI = 12-23) were URMs, nearly a threefold increase from AY 2012-2013 (6.2% [14/226], 95% CI = 3-10). In AY 2013-2014, 23.5% (4/17) (95% CI = 7-50) of all new DHREM residents were URMs, compared with 5.9% (1/17) in AY 2011-2012 and 5.6% (1/18) in AY 2012-2013 (95% CI = 0-29 and 0-27, respectively).

NEXT STEPS: Additional studies are needed to determine whether these results are sustainable and generalizable to other residency programs in emergency medicine and other specialties.

Lin SY, Francis HW, Minor LB, Eisele DW. Faculty diversity and inclusion program outcomes at an academic otolaryngology department. Laryngoscope. 2016 Feb;126(2): 352-6. Epub 2015 Jul 7.

OBJECTIVES/HYPOTHESIS: To describe a 10-year diversity initiative to increase the number of women and underrepresented minorities in an academic department of otolaryngology-head and neck surgery.

STUDY DESIGN: Retrospective review.

METHODS: A multifaceted approach was undertaken to recruit and retain women and underrepresented minority (URM) faculty: creation of a climate of diversity, aggressive recruitment, achievement of parity of salary at rank regardless of gender or minority status, provision of mentorship to women and URM faculty, and increasing the pipeline of qualified candidates. Primary outcomes measures included number of women and URM faculty, academic rank, and salary.

RESULTS: From 2004 to 2014, the percentage of women clinical faculty increased from 5.8% to 23.7%; women basic science faculty increased from 11.1% to 37.5%. The number of women at associate professor rank increased from 0 to eight. During this period, underrepresented minority faculty increased in number from two to four; URM full professors increased in number from 0 to 1. In 2004, women earned 4% to 12% less than their male counterparts; there were no salary differences for URM. In 2014, salary was equal by rank and subspecialty training independent of gender or minority status.

CONCLUSION: A comprehensive diversity and inclusion initiative has increased representation of women and URM faculty in an academic department of otolaryngology-head and neck surgery. However, there continue to be opportunities to further increase diversity.

Pachter LM, Kodjo C. New Century Scholars: A Mentorship Program to Increase Workforce Diversity in Academic Pediatrics. Acad Med. 2015 Jul;90(7):881-7.

This article describes a program aimed to increase workforce diversity and underrepresented minority (URM) representation in academic pediatric medicine. The New Century Scholars (NCScholars) program is a core program in the Academic Pediatric Association, the largest national organization for academic pediatric generalists. The program selects URM pediatric (or medicine-pediatrics) residents who are interested in academic careers and provides each NCScholar with a junior and senior mentor, as well as travel grants to the Pediatric Academic Societies annual meeting where activities specific to the program are held, and provides ongoing mentorship and career counseling support. The authors discuss the origination, operation, and changes to the program over the first 10 years of its existence, as well as outcome data for the participants in the program. To date, 60 of the 63 NCScholars have finished residency and/or have made post-residency plans, and 38 of these URM pediatricians (63%) have entered academic careers. The authors suggest that this type of mentorship program for URM pediatric trainees can be used as a model for other specialties and medical organizations.

Faculty Development and Mentoring for Women and Minority Faculty

Palermo AG, Soto-Greene ML, Taylor VS, Cornbill R, Johnson J, Mindt MR, Byrd D, Butts GC, Herbert-Carter J, Fry-Johnson YW, Smith QT, Rust G, Strelnick AH. Diversity in academic medicine no. 5 successful programs in minority faculty development: overview. Mt Sinai J Med. 2008 Dec 1;75(6):523-32.

Despite recent drastic cutbacks in federal funding for programs to diversify academic medicine, many such programs survive and continue to set examples for others of how to successfully increase the participation of minorities underrepresented in the health care professions and, in particular, how to increase physician and non-physician minority medical faculty. This article provides an overview of such programs, including those in historically black colleges and universities, minority-serving institutions, research-intensive private and public medical schools, and more primary care-oriented public medical schools. Although the models for faculty development developed by these successful schools overlap, each has unique features worthy of consideration by other schools seeking to develop programs of their own. The ingredients of success are discussed in detail in another article in this theme issue of the Mount Sinai Journal of Medicine, "Successful Programs in Minority Faculty Development: Ingredients of Success."

Cultural Competency, Sensitivity and Humility

Marshall JK, Cooper LA, Green AR, Bertram A, Wright L, Matusko N, McCullough W, Sisson SD. Residents' Attitude, Knowledge, and Perceived Preparedness Toward Caring for Patients from Diverse Sociocultural Backgrounds. Health Equity. 2017 Feb 1;1(1):43-49.

Purpose: Training residents to deliver care to increasingly diverse patients in the United States is an important strategy to help alleviate racial and ethnic disparities in health outcomes. Cross-cultural care training of residents continues to present challenges. This study sought to explore the associations among residents' cross-cultural attitudes, preparedness, and knowledge about disparities to better elucidate possible training needs.

Methods: This cross-sectional study used web-based questionnaires from 2013 to 2014. Eighty-four internal medicine residency programs with 954 residents across the United States participated. The main outcome was perceived preparedness to care for sociocultural diverse patients.

Results: Regression analysis showed attitude toward cross-cultural care (beta coefficient [β]=0.57, 95% confidence interval [CI]: 0.49-0.64, $p < 0.001$) and report of serving a large number of racial/ethnic minorities ($\beta = 0.90$, 95% CI: 0.56-1.24, $p < 0.001$), and low-socioeconomic status patients ($\beta = 0.74$, 95% CI: 0.37-1.10, $p < 0.001$) were positively associated with preparedness. Knowledge of disparities was poor and did not differ significantly across postgraduate year (PGY)-1, PGY-2, and PGY-3 residents (mean scores: 56%, 58%, and 55%, respectively; $p = 0.08$).

Conclusion: Residents' knowledge of health and healthcare disparities is poor and does not improve during training. Residents' preparedness to provide cross-cultural care is directly associated with their attitude toward cross-cultural care and their level of exposure to patients

from diverse sociocultural backgrounds. Future studies should examine the role of residents' cross-cultural care-related attitudes on their ability to care for diverse patients.

Ambrose AJ, Lin SY, Chun MB. Cultural competency training requirements in graduate medical education. J Grad Med Educ. 2013 Jun;5(2):227-31.

BACKGROUND: Cultural competency is an important skill that prepares physicians to care for patients from diverse backgrounds.

OBJECTIVE: The authors reviewed Accreditation Council for Graduate Medical Education (ACGME) program requirements and relevant documents from the ACGME website to evaluate competency requirements across specialties.

METHODS: The program requirements for each specialty and its subspecialties were reviewed from December 2011 through February 2012. The review focused on the three competency domains relevant to culturally competent care: professionalism, interpersonal and communication skills, and patient care. Specialty and subspecialty requirements were assigned a score between 0 and 3 (from least specific to most specific). Given the lack of a standardized cultural competence rating system, the scoring was based on explicit mention of specific keywords.

RESULTS: A majority of program requirements fell into the low- or no-specificity score (1 or 0). This included 21 core specialties (leading to primary board certification) program requirements (78%) and 101 subspecialty program requirements (79%). For all specialties, cultural competency elements did not gravitate toward any particular competency domain. Four of five primary care program requirements (pediatrics, obstetrics-gynecology, family medicine, and psychiatry) acquired the high-specificity score of three, in comparison to only one of 22 specialty care program requirements (physical medicine and rehabilitation).

CONCLUSIONS: The degree of specificity, as judged by use of keywords in 3 competency domains, in ACGME requirements regarding cultural competency is highly variable across specialties and subspecialties. Greater specificity in requirements is expected to benefit the acquisition of cultural competency in residents, but this has not been empirically tested.

Chun MB, Yamada AM, Huh J, Hew C, Tasaka S. Using the cross-cultural care survey to assess cultural competency in graduate medical education. J Grad Med Educ. 2010 Mar;2(1):96-101.

BACKGROUND: Cultural competency is an important part of medical policy and practice, yet the evidence base for the effectiveness of training in this area is weak. One reason is the lack of valid, reliable, and feasible tools to quantify measures of knowledge, skill, and attitudes before and/or after cultural training. Given that cultural competency is a critical aspect of "professionalism" and "interpersonal and communication skills," such a tool would aid in assessing the impact of such training in residency programs.

OBJECTIVES: The aim of this study is to enhance the feasibility and extend the validity of a tool to assess cultural competency in resident physicians. The work contributes to efforts to evaluate resident preparedness for working with diverse patient populations.

METHOD: Eighty-four residents (internal medicine, psychiatry, obstetrics-gynecology, and surgery) completed the Cross-Cultural Care Survey (CCCS) to assess their self-reported knowledge, skill, and attitudes regarding the provision of cross-cultural care. The study entailed descriptive analyses, factor analysis, internal consistency, and validity tests using bivariate correlations.

RESULTS: Feasibility of using the CCCS was demonstrated with reduced survey completion time and ease of administration, and the survey reliably measures knowledge, skill, and attitudes for providing cross-cultural care. Resident characteristics and amount of postgraduate training relate differently to the 3 different subscales of the CCCS.

CONCLUSIONS: The study confirmed that the CCCS is a reliable and valid tool to assess baseline attitudes of cultural competency across specialties in residency programs. Implications of the subscale scores for designing training programs are discussed.

Bias in the Learning and Working Environment

Karani R, Varpio L, May W, Horsley T, Chenault J, Miller KH, O'Brien B. Commentary: Racism and Bias in Health Professions Education: How Educators, Faculty Developers, and Researchers Can Make a Difference. Acad Med. 2017 Nov;92(11S Association of American Medical Colleges Learn Serve Lead: Proceedings of the 56th Annual Research in Medical Education Sessions):S1-S6.

The Research in Medical Education (RIME) Program Planning Committee is committed to advancing scholarship in and promoting dialogue about the critical issues of racism and bias in health professions education (HPE). From the call for studies focused on underrepresented learners and faculty in medicine to the invited 2016 RIME plenary address by Dr. Camara Jones, the committee strongly believes that dismantling racism is critical to the future of HPE. The evidence is glaring: Dramatic racial and ethnic health disparities persist in the United States, people of color remain deeply underrepresented in medical school and academic health systems as faculty, learner experiences across the medical education continuum are fraught with bias, and current approaches to teaching perpetuate stereotypes and insufficiently challenge structural inequities. To achieve racial justice in HPE, academic medicine must commit to leveraging positions of influence and contributing from these positions. In this Commentary, the authors consider three roles (educator, faculty developer, and researcher) represented by the community of scholars and pose potential research questions as well as suggestions for advancing educational research relevant to eliminating racism and bias in HPE.