

**THE PENNSYLVANIA HOSPITAL OF THE
UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM
BOARD OF MANAGERS**

*Resolution Affirming The Pennsylvania Hospital of the University of Pennsylvania
Health System's Institutional Commitment to Graduate Medical Education*

INTENTION:

The Pennsylvania Hospital (“PAH”) and the University of Pennsylvania Health System (“UPHS”) are committed to remaining a world-leading institution in three equally valued and inter-related missions: patient care, education, and research. The success of these missions requires the integration of the School of Medicine and UPHS and a shared destiny with the University of Pennsylvania. By recruiting and retaining a world-class faculty and staff who strive for excellence, innovation, quality, and professionalism, we will accomplish our missions. Our goal is to be recognized nationally as the most accomplished and respected School of Medicine, health system and hospital.

Our education programs develop the next generations of leaders in medicine and biomedical research. To attract the most qualified students and trainees, we will engage the most outstanding educators and researchers in teaching and training; develop and implement innovative methods of instruction; provide state-of-the-art facilities; and foster educational relationships with the University and UPHS network. We will recruit, retain and reward outstanding educators by providing an environment that promotes creativity and rewards teaching excellence. The School of Medicine, its faculty, and its alumni will be known for a shared commitment to lifelong learning.

Graduate Medical Education at the University of Pennsylvania, UPHS, PAH and UPHS’ affiliated hospitals provides training in over 60 ACGME-accredited specialties and subspecialties as well as fellowships across departments. We offer a range of graduate medical training in a region that leads the nation in providing quality health care. We hereby commit ourselves to offering high quality graduate medical education training programs that will provide our house staff the opportunity to become fully proficient in their chosen specialties, with emphasis on the intellectual, professional, scholarly and personal growth of our trainees. We realize that, in order to offer such programs, it is necessary to provide trainees as well as faculty with the necessary resources to be successful. We commit to providing those resources to the training programs on a continuing basis. We further commit that all training programs will be internally evaluated to ensure their consistent achievement of excellence, as reflected by the institutional and program standards of the Accreditation Council on Graduate Medical Education. Further details of our institutional commitment are set forth and described in the attached UPHS Institutional Commitment Statement on Graduate Medical Education.

ACCORDINGLY, IT IS HEREBY

RESOLVED, that this Statement of Institutional Commitment, promulgated by the Graduate Medical Education Committee, is supported by the Board of Managers, administration, teaching faculty, and staff of PAH.

Morris Cheston, Jr., Esq.
November 13, 2006

University of Pennsylvania Health System

Institutional Commitment Statement

ON

Graduate Medical Education

The University of Pennsylvania Health System (UPHS) sponsors graduate medical education training programs in ACGME-accredited specialties and subspecialties, as well as fellowships across departments. Education is a critical UPHS mission, which works in concert with the missions of patient care and research.

The mission of UPHS is as follows:

- Patient care and service excellence
- Educational pre-eminence
- New knowledge and innovation
- National and International leadership

Faculty members from the University Of Pennsylvania School Of Medicine comprise the faculty at UPHS.

INSTITUTIONAL COMMITMENT AND RESOURCES

The UPHS is committed to providing outstanding graduate medical education to residents across a broad spectrum of specialties and subspecialties. Structured programs, aimed at fully developing the professional, scholarly, and personal attributes of each resident, focus on achieving excellence in education for medical house staff members. State-of-the-art facilities, technology, expert clinical faculty, a diverse patient base, and research opportunities are all complementary to the effective development and implementation of residencies and fellowships at UPHS.

The responsibility for the organization and distribution of institutional resources for all purposes, including educational purposes, rests with the Executive Vice President of the University of Pennsylvania for the Health System/Dean of University Of Pennsylvania School Of Medicine. This individual is responsible for maintaining the financial integrity and optimal utilization of physical resources of the hospital. A model of funds flow has been developed and implemented to fund the indirect costs of graduate medical education in each department. This model distributes \$98 million per year to the departments. In addition, the GMCEC and Department of Human Resources conducts a market analysis each year in order to make an informed recommendation to the EVP/Dean regarding stipend levels. The institution also commits over 8 million dollars a year to support physician extenders and enhanced ancillary services.

UPHS consists of 3 member hospitals: Hospital of the University of Pennsylvania (HUP), Penn-Presbyterian Medical Center (PPMC), and Pennsylvania Hospital (PAH). HUP is the sponsoring institution of 61 programs. PPMC sponsors 1 program and PA

H sponsors 6 programs. Each sponsoring institution has a DIO. The Associate Dean for GME is the HUP DIO. The DIO's at PPMC and PH report to the HUP DIO to insure consistency across the institutions.

The Graduate Medical Education Committee (GMEC) oversees all training programs sponsored by UPHS. Given that PPMC is a single program sponsor, it does not have a separate GMEC rather its' DIO is a member of the GMEC for UPHS. PH has a separate GMEC and it's DIO is a member of the GMEC for UPHS. The GMEC is the body authorized by the EVP/Dean to be responsible for monitoring, evaluating, and advising on all aspects of residency education. The GMEC meets monthly; minutes are taken and filed in the Graduate Medical Education Office. Membership is comprised of voting members who are representative of the residents and program directors, as well as UPHS administration. The HUP DIO is the chair of the GMEC.

Duties of the GMEC include, but are not limited to:

- Oversight of each program's development and operations, as they recruit, orient and schedule house staff members and as they create new programs or modify existing ones;
- Oversight of and liaison with program directors and assurance that they maintain oversight of and liaison with the appropriate personnel who are involved in the supervision and training of house staff members in external rotations;
- Review of all ACGME correspondence and letters of accreditation, including the monitoring of plans for required corrective actions;
- The establishment of written policies to guide the training programs, including but not limited to:
 - Establishing a written protocol for conducting internal reviews (see the Policy and Procedure for the Internal Review of Residency and Fellowship Programs) and ensuring that those reviews are conducted pursuant to the standards of the programs, the UPHS and applicable accrediting bodies;
 - Oversight of each program's establishment of a written curriculum, goals and objectives and written criteria and processes for selection, evaluation, promotion and dismissal of residents, in compliance with both program and institutional requirements;
 - Creation of a duty hour policy consistent with external mandates and monitoring of compliance across the programs;
 - Creation of other policies as required by the greater University, UPHS Bylaws, and/or applicable accrediting bodies to ensure an acceptable training environment that is conducive to education, including but not limited to the provision of clinical support services, access to adequate and appropriate food services and on-call quarters and the creation of a secure and safe environment.
- To serve as a forum for house staff member concerns, through the elected house staff members of the GMEC, who also serve as officers of the Housestaff Committee, and to ensure broad house staff representation, as appropriate, on other GMEC Subcommittees;
- Assurance that quality assurance programs, including a review of complications and deaths, and performance improvement standards apply across the programs, as

consistent with ACGME and JCAHO requirements, and communication across the house of pertinent information regarding the quality of care, treatment and services provided by house staff members;

- Review, approval, and recommendations on funding, including recommendations on stipend levels on an annual basis and benefits;
- The provision of an ethical, professional and educational environment that is free of intimidation or retaliation, and provides the necessary support for curricular requirements as well as the applicable requirements for scholarly activity, the general competencies and the assessment of outcomes.

Reporting to the Associate Dean for GME for UPHS is a Director of GME that oversees the Office of GME that serves as a centralized base for GME administration. The Office of GME is responsible for coordinating the activities of the GMEC; ensuring all programs comply with the policies and procedures of the ACGME; coordinating all of the information necessary to ensure that the house staff members are functional in UPHS; serving as a clearinghouse of information and support for residents and fellows. An Associate Director of Accreditation manages the process of internal reviews across the programs, providing feedback to the Program Directors and assisting with compliance questions. In addition, there is a Business Administrator who is responsible for the financial operations of GME, an IT person, a coordinator of licensure and a secretary. Salary support and office space for these centralized GME positions, and the clerical and technical support (secretaries, clerks, computers, data system, etc), are provided by UPHS.

UPHS recognizes that its oversight duties continue even when an affiliated institution provides GME. In that regard, inter-institutional agreements, between UPHS and other participating institutions that provide graduate medical education to our residents, are maintained, and administrative support is provided centrally toward managing those agreements and that process.

House Staff Appointment, Orientation, Supervision, Evaluation and Due Process

All residents and fellows are selected by the head of the appropriate clinical service with the advice of review committees within the clinical service. The UPHS participates in the National Resident Matching Program (NRMP) for the selection of the first year residents and is guided in its first year recruitment by NRMP policies. The GMEC maintains a “Policy on the Eligibility and Selection of House Staff.”

Orientation occurs at the beginning of every academic year. The agenda is evaluated each year with instruction given on the impaired physician and substance abuse policies, on resident stress and helpful resources available, duty hours, performance improvement, mandatory reporting requirements, professionalism and teamwork, service leadership and cultural diversity, patient safety, costs and testing, as well as policies specific to residents, such as on-call dining, parking, benefits and moonlighting.

The GMEC reviews requests for new programs and modifications to existing programs via the “Policy and Procedures for Adding New Programs and Program Modification.” After review by the GMEC, the Associate Dean/DIO apportions residency positions among programs, consistent with ACGME/RRC guidelines and approval. Rotations within the house staff member’s department are then scheduled by that department. Rotations to other departments are based on

available rotations and the experiences the residents need in order to satisfy training program requirements.

Residents and fellows are supervised by attending physicians who have responsibility for the care of the patient. House staff members are also supervised by other clinical staff members who have responsibility for particular procedures the house staff members are performing.

The evaluation and advancement of residents and fellows is the responsibility of the Program Director. Upon the Program Director's certification of satisfactory performance and recommendation of reappointment to fill a funded residency or fellowship position, a renewal contract is issued. The evaluation and advancement is conducted in accordance with the "Policy and Procedures for the Evaluation and Advancement of House Staff."

Residents and fellows may be suspended or dismissed by the Program Director for the reasons set forth in the Corrective Action and Review Policy. The resident or fellow is then entitled to a hearing upon request.

House staff members are elected to the GMEC and also appointed to serve on other UPHS committees each year, which allows them to actively participate on committees whose actions affect their education and patient care.

Internal Reviews of Medical Residency and Fellowship Programs

Each residency and fellowship program within UPHS undergoes periodic internal analysis through the mechanisms set forth in the "Policy and Procedure for the Internal Review of Residency and Fellowship Programs." Program reviews are conducted at the midpoint between ACGME program surveys or at least once every five years by an independent committee appointed by the Chair of the Graduate Medical Education Committee. The Associate Director of Accreditation develops a structured process for each Internal Review Committee to follow and uses standard tools for the evaluation of each program. Each Internal Review Committee is composed of two residency or fellowship program directors, a member of the clinical staff with experience in graduate medical education, a member of the house staff, and a representative of Hospital Administration. The reports from the Internal Review Committee are reviewed and approved by the GMEC and then provided to the Program Director, the Clinical Department Chair and the Dean of the SOM. The final reports are discussed by the GMEC, which works with the GME administration to create institutional actions to resolve identified deficiencies. All programs are required to submit progress reports within 30 days of receipt of an IR report.

The internal review process assures that the training programs are organized in ways that give house staff members the opportunity to develop personal, clinical, academic and professional competence under supervision. The process ensures that residents evaluate their programs and faculty at least on an annual basis, that the house staff members participate fully in the educational and scholarly activities of their programs, and, as required, assume responsibility for teaching and supervising other residents and students. The programs are designed to ensure that house staff:

- Are able to provide patient care that is compassionate, appropriate, and effective for the treatment of health problems and the promotion of health;

- Have the requisite medical knowledge about established and evolving biomedical, clinical, and cognate (e.g. epidemiological and social behavioral) sciences and can apply this knowledge to patient care;
- Establish and improve learning skills that involve investigation and evaluation of their own patient care, appraisal and assimilation of scientific evidence, and improvement of patient care;
- Develop interpersonal and communication skills that result in effective information exchange and teaming with patients, their families, and other health professionals;
- Incorporate professionalism, as manifested through a commitment to carrying out professional responsibilities, adherence to ethical principles, and sensitivity to a diverse patient population; and
- Demonstrate an awareness of and responsiveness to the larger context and system for health and the ability to effectively call on system resources to provide care that is of optimal value.

The UPHS works collaboratively with the University of Pennsylvania School of Medicine to ensure that its standards, and those of the relevant accrediting bodies, are met or surpassed for those training in its many graduate medical training programs. In accordance with its educational mission, UPHS is dedicated to pursuing and achieving the highest quality graduate medical and dental education possible, and has committed the required resources, personnel, facilities, and finances toward that end.