



**CENTER FOR
PRIMARY CARE**
HARVARD MEDICAL SCHOOL

Student Leadership Committee

2018-2019 Annual Report



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Executive Summary

Dear Readers,

In this Annual Report, we present the work of the 2018-2019 Student Leadership Committee (SLC) of the Harvard Medical School Center for Primary Care (the Center). The SLC works in partnership with the Center's faculty and staff to build a culture of primary care at our schools and advance the Center's mission with regards to medical education, community health, health advocacy, and innovation.

This year, the SLC continued to build an interprofessional community, with 32 members from Harvard Medical School (HMS), the Massachusetts General Hospital's Institute of Health Professions (Physical Therapy, Nurse Practitioner, and Nursing programs), Harvard School of Dental Medicine, Harvard Business School, and Harvard Kennedy School of Government. For the first time, student membership consisted of an equal representation between HMS and other schools. We were also very excited to welcome our first SLC co-lead from the MGH's IHP, Kelly Parker, with three co-leads this year.

This year's SLC featured five interdisciplinary teams: Advocacy, Community Health, Narrative Medicine, Innovations, and Medical Education.

The SLC Teams continued to address pressing issues for the primary care community. We highlight just some of their major projects and achievements in this executive summary and include further details in the report below.

- The Advocacy team hosted a symposium entitled "What's Your Theory of Change?" exploring competing theories of change to address health inequities. The symposium engaged the broader community including community organizers, undergraduate students, public health students, health professional students, medical residents, local nurses, attending physicians and graduate students in business and public policy.
- The Community Health team continued an innovative experiential learning series, *Community Health in Action*. The series exposes students to community organizations addressing social determinants of health to help students learn from and work with such groups. This series continues to influence the integration of community health engagement into the formal Harvard Medical School MD curriculum.
- The Narrative Medicine team coordinated the upcoming display of *Coming Home*, an exhibit featuring stories of formerly incarcerated individuals in partnership with a local health center.
- The Innovations team designed and implemented healthy cooking classes for youth at local community centers and helped identify unmet needs for women in local shelters.
- The Medical Education team focused their efforts on engaging with nurse practitioner programs to increase education in substance use treatment and Narcan administration, as well as LGBTQ health. The group hosted many events at MGH IHP to our IHP connection and advocate for further curriculum change.

The SLC continued to invest in training the future leaders of primary care. The leadership committee organized and delivered integrated leadership trainings during each of our monthly SLC meetings. We also held the inaugural SLC Spring Leadership Retreat, a half-day dedicated to personal leadership styles and goal setting, which featured the inspiring guest speaker Dr. Sanjiv Chopra of BIDMC.

The SLC continued to foster primary care scholarship, sponsoring three student presentations at national conferences and three additional primary care related conferences or educational traveling experiences including an international trip to China for one of our members. Each of these students brought back knowledge to share with the wider SLC, presenting in “What I Learned” sessions at our monthly meetings

The SLC also made an effort this year to collaborate with other student groups on campus to strengthen our ties and help bring awareness to a wider range of students about the opportunity to use primary care as a means of advocacy and innovation. Our collaborations included working with the Harvard Students for a National Health Program (HSNaHP) initiative, Student National Medical Association (SNMA), the Harvard Diversity & Inclusion Committee, and the Racial Justice Coalition to help build a wider community of shared values and commitments. We also collaborated with the Harvard Arts & Humanities Initiative to bring more humanities programming to HMS.

We are proud to have contributed to our local primary care community this year, and continued to expand our network within HMS and the MGH IHP, within the Harvard Graduate school community, and also far beyond.

We hope you enjoy reading more about our year’s work.

Sincerely,

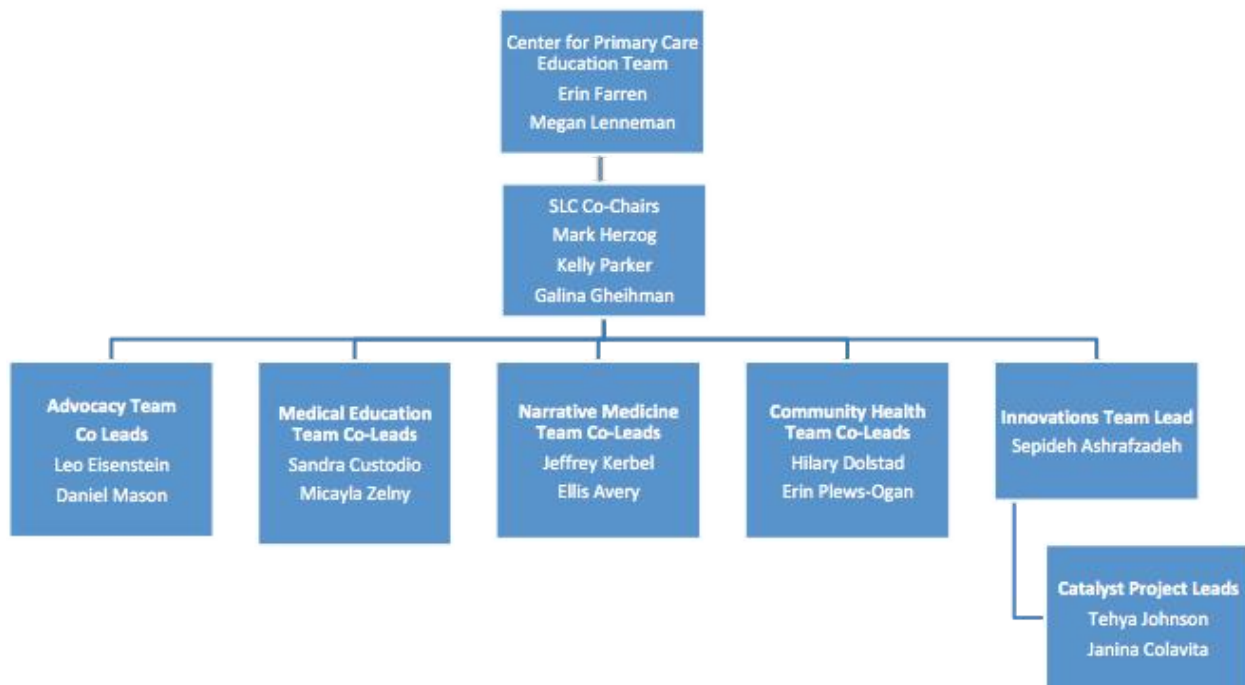
Galina Gheihman, Mark Herzog and Kelly Parker
Co-Leaders of the 2018-2019 Student Leadership Committee

Our Teams

Name	School Affiliation(s)	Degree Program and Year
Advocacy		
Anna Morenz	Harvard Medical School	MS4
Leo Eisenstein	Harvard Medical School	MS4
Akshaya Kannan	Harvard Kennedy School	NP2
Sarah Schwarzchild	MGH Institute of Health Professions	NP2
Daniel Mason	Harvard Medical School	MS3
Emiliano Valle	Harvard Medical School	MS1
Medical Education		
Paul Chung	Harvard School of Dental Medicine	HSDM3
Sandra Custodio	MGH Institute of Health Professions	Adult/Gero Primary NP2
Micayla Zelny	MGH Institute of Health Professions	Pediatric NP2
Community Health		
Taylor Steed	MGH Institute of Health Professions	Pediatric NP2
Liz Noyes	Harvard Medical School	MS1
Sonya Bharadwa	Harvard Medical School	MS1
Hilary Dolstad	Harvard Medical School	MS3
Mitchell Kimber	MGH Institute of Health Professions	ABSN
Marisa Albert	MGH Institute of Health Professions	Family NP2
Elizabeth Noyes	Harvard Medical School	MS1
Erin Plews-Ogan	Harvard Medical School	MS3
Leah Schwartz	Harvard Medical School	MS1
Elisa Tedeschi	MGH Institute of Health Professions	Family NP2
Milana Bochkur Dratver	Harvard Medical School	MS1

Innovations		
Kevin Huang	Harvard Medical School	MS1
Janina Colavita	MGH Institute of Health Professions	NP2
Sepideh Ashrafzadeh	Harvard Medical School	MS3
Tehya Johnson	MGH Institute of Health Professions	Adult NP2
Narrative Medicine		
Lacey Marie Smith	Harvard Medical School	MS1
Jade Connor	Harvard Medical School	MS1
Jeff Kerbel	MGH Institute of Health Professions	DP2
Ellis Avery	MGH Institute of Health Professions	Adult NP1
Leadership Training		
Samantha Sanders	Harvard Medical School, Harvard Business School	MS4, MD/MBA
Jeff Kerbel	MGH Institute of Health Professions	DP2
SLC Co-Leads		
Mark Herzog	Harvard Medical School, Harvard Kennedy School	MS4, MD/MPA
Kelly Parker	MGH Institute of Health Professions	NP2
Galina Gheihman	Harvard Medical School	MS4

Organizational Structure¹



Each Team has 1-2 Team Leads and 2 to 9 team members with monthly internal meetings, working towards a core set of projects for the year. Some Teams also encompass sub-Teams which in turn have 1-2 Team Leads, such as the Primary Care Progress Catalyst Team under the Community Health Team umbrella. Teams often recruit students from the broader community of health professions students on a project-by-project basis. All meetings and events organized by a Team are open to the full SLC and are almost always open to the broader community of health professions students from HMS and MGH IHP. Teams often collaborate on shared projects so that several students are involved on projects across multiple Teams.

The full SLC comes together for monthly meetings which include announcements, Team project updates, primary care leadership trainings, cross-team collaboration, and SLC-wide brainstorming discussions. There are also multiple SLC-wide social and professional events occurring throughout the year.

The SLC also maintains close contact with the Center, primarily through Megan Lenneman, the Center's liaison to the SLC. SLC co-chairs also meet regularly with Center leadership and ensure continued alignment of SLC and Center efforts.

¹Adapted from Andreas Mitchell & Alexander Kazberouk, 2016-2017 SLC Annual Report

Mission & Vision

The SLC's long-standing mission from the CPC is as follows:

“The mission of the Center for Primary Care Student Leadership Committee is to empower and train students to become leaders in primary care practice, education, research, advocacy, and community engagement.”

This year, the Co-Leads met to brainstorm and reinterpret this mission and establish their own focus for the year. We wished to base our vision on key values and principles, and our work for the year extended from this more specific vision.

2018-2019 SLC Vision

Create an open, interprofessional, collaborative community that fosters personal skill and leadership development of each of our members, enabling them to work in mutually respectful teams and effectively partner with external organizations and communities to deliver impactful, relationship-centered, community-based projects in primary healthcare settings.

Values we hold include:

- Admiration and support among the subteams for one another's work
- Actionable deliverables which benefit SLC students and our partners
- Working where possible directly with individuals & communities impacted by our projects

Expectations and asks of our members:

Each member will **foster personal skills and leadership development** to create an open, interprofessional, collaborative committee, enabling **mutually respectful teams** to **effectively partner with external organizations and communities** to deliver impactful projects person- and relationship-centered in primary healthcare settings.

As co-leads, we wanted to support each team in pursuing their specific projects. However, we had three overarching themes this year that we wanted to enable as co-leads. These were:

1. Community development - fostering mutually respectful teams and building relationships
2. Personal leadership development - identifying leadership needs and developing curricula
3. External partnerships - seeking and supporting partnership with external agencies

SLC-Wide Events

1. Fall Primary Care Reception

The SLC hosted an opening dinner for the year and invited faculty, residents, and students to join in a celebration of our community. Our keynote speakers included Dr. Dhruv Kothari, Medical Director at Commonwealth Community Care and fellow SLC member Ellis Avery. Dr. Kothari spoke about tapping into childhood inspiration in his work caring for primary care patients with complex physical, developmental, intellectual, and behavioral health needs. Ellis shared how her experiences as an LGBTQ patient could inform our efforts to deliver compassionate care to all.



2. SLC Retreat at Boda Borg, Malden



SLC welcomed its new members with a day retreat after the completion of the Fall 2018 SLC Recruitment cycle. Members spent the morning working setting goals for the semester, discussing group norms, and brainstorming potential projects. After lunch, the group separated into committees to complete group challenge exercises at Boda Borg. Through a series of “Escape the Room” type activities, group members had fun learning more about each other and solving complex problems together.

3. SLC Esplanade Picnic

A core goal of the SLC is to create a community of support and mentorship for students interested in primary care at Harvard. As part of achieving this goal, the SLC hosted periodic social events for members. Our largest social event was a Picnic on the Esplanade on July 26, 2019. The SLC invited members and their partners to eat dinner together out of doors and enjoy an evening sunset in downtown Boston, MA.

4. HMS Revisit

Every year HMS hosts a weekend of activities for newly admitted students, and the SLC hosted an open house for students interested in primary care as part of Revisit’s official programming. The open house included SLC students from multiple levels of training and various Center faculty members. Visiting students received advice and information on primary in general as well as primary care at Harvard.

SLC Scholarship

SLC-Related Poster and Abstract Presentations

1. Milana Bochkur Dratver et al. Longitudinal Changes in Glucose during Pregnancy in Women with Gestational Diabetes Risk Factors. Poster at American Diabetes Association 79th Scientific Sessions. 2019 San Francisco CA
2. Lauren Schwartz. Patients Who Are Hard to Hold: Compliance, Resistance, and Tuberculosis Treatment, 1948-1998. Poster session presented at National Conference for Physician-Scholars in the Social Sciences and Humanities. 2019. Ann Arbor MI
3. Mark Herzog. Mobile Clinic Delivery of Chronic Disease Care. Poster at Health Equity Conference, National Rural Health Association. 2019. Atlanta GA

SLC Conference & Travel Grant Awardees

1. Mitch Kimber for Interprofessional International Learning Experience in Shenzhen, China. December 30-January 13 2018-2019, Shenzhen China.
2. Mark Herzog for 9th Annual ACO, Bundled Payment and MACRA Summits in Washington DC
3. Milana Dratver for Poster Presentation at American Diabetes Association Annual Meeting in San Francisco CA

SLC Supported Civic Engagement Op-Ed Pieces Published in Fall 2019

1. "To fight addiction and infectious disease, stop criminalizing syringes" - Sanjay Kishore, HMS MS4, piece published in Richmond Times Dispatch
https://www.richmond.com/opinion/their-opinion/guest-columnists/kishore-and-macy-column-to-fight-addiction-and-infectious-disease/article_0d0edc7d-3d97-55c5-ba36-234d707a57c4.html

SLC Co-Sponsored Events

The SLC Leadership set an objective to collaborate across student groups to demonstrate shared values and commitments across primary care and other student interests. Such events included the following:

Op-Ed Writing for Equity, March 14 2019

Co-Sponsors: Harvard Students for a National Health Program (HSNaHP) and Racial Justice Coalition (RJC)

Dr. Adam Gaffney, President of Physicians for a National Health Plan, and a panel including Sanjay Kishore (SLC '16) and Mubeen Shakir (SLC '16). Panelists applied their experience publishing on topics including affordable health insurance for Harvard workers, Islamophobia and need exchanges to offer blueprints on how to use op-eds as advocacy tools.

The Power to Heal Screening, January 24, 2019

Co-Sponsors: Harvard Students for a National Health Program (HSNaHP) and Student National Medical Association (SNMA)

In honor of MLK day, student groups hosted a screening of the Power to Heal, which describes the struggle to secure equal and adequate healthcare access for all Americans. In particular, the story focuses on the way Medicare was used to desegregate thousands of hospitals across the country in a matter of months through coordinated advocacy efforts. Following the screening, students joined in a panel discussion led by Jade O'Connor (NM).

Advocacy Team

Members: Emiliano Valle, Anna Morenz, Leo Eisenstein, Sarah Schwarzschild, Mark Herzog, Daniel Mason, Akshaya Kannan

Goal: The advocacy team’s goal is to demand justice, equity, and empowerment of vulnerable communities through effective, strategic leveraging of our voices, resources, and collective action.

Initiatives and Events:

- **Symposium:** The Advocacy Team planned and organized a symposium titled, “Achieving health equity in an unequal country: What is your theory of change?” The event was co-sponsored by Primary Care Progress and the Health Care Initiative at Harvard Business School. The symposium was organized into four categories. First, student organizers discussed theories of change, “power problems” vs “knowledge problems,” and neoliberalism. Second, a panel discussed affordable housing as a case study with clear links to health with various strategies from public sector to social enterprise, non-profit to philanthropic. Third, a panel reviewed potential tensions between different strategies in the fight for health equity (public sector, private sector, non-profit, community organizing). The symposium concluded with students taking the opportunity to practice articulating a theory of change on issues impacting their local communities. The symposium was well attended with over 50 participants from across backgrounds including community organizers, undergraduate students, medical students, business students, community nurses, public health students, public policy students, business school students, resident physicians and faculty physicians.



- **Op-Ed Contest:** The Advocacy committee sponsored a civic engagement op-ed contest to mobilize engagement for the 2018 midterm elections. Students were encouraged to write about an issue relevant to a local election in Boston or their hometown. The winning op-ed “To fight addiction and infectious disease, stop criminalizing syringes” was published by Sanjay Kishore in the Richmond Times Dispatch.

Community Health Team

The Community Health Team’s key project this year was the Community Health in Action (CHiA).

Community Health in Action (CHiA)

Team Members

Ellie Tedeschi, Leah Schwartz, Marisa Albert, Taylor Steed, Mitch Kimber, Sonya Bharadwa, Liz Noyes, Hilary Dolstad, Erin Plews-Ogan

Project Summary

Background: As health professionals-in-training, we encounter patients with complex health needs that are inevitably influenced by a constellation of broader social factors. While we receive some topical exposure to the social determinants of health in our curricula, many students feel that they are left without expert guidance, diversity of experiences, and skills to actually engage in this work. The Community Health in Action (CHiA) Series was created in response to this need to understand the broader social context that influences our patients’ health to enable us to provide more holistic and effective care. CHiA programs are organized so that health professional students at Harvard Medical School, MGH Institute of Healthcare Professionals, Harvard T.H. Chan School of Public Health and others can not only learn some of the skills required to address the broad spectrum of a patient’s needs, but also have hands-on opportunities to engage with the greater Boston community and put those skills into practice.

Objectives:

1. To expose students to community groups and organizations addressing the spectrum of social determinants of health so they can learn from and work with these groups to better serve their patients.
2. To provide students with opportunities to learn about the experiences of various populations in the Boston community and to gain skills to address their health and social needs.

CHiA Workshops and Experiential Sessions 2018-2019: The topics and structure of these workshops are decided by students on the CHiA leadership team, based on their interests and on the evaluations received on in previous sessions where participants can express their ideas and interests for future topics.

- **Immigrant Health:** Presentation at HMS by representative from Health and Law Immigrant Solidarity Network; observations at Immigration Court
- **Boston Health Care for the Homeless Program:** Site visit to BHCHP's inpatient Barbara McInnis House; students received an informational tour and facilitated Bingo Night for inpatients
- **Women's Health:** Discussion of menopausal women's health at HMS
- **Rural Health Weekend Trip:** Site visits to facilities in Central and Western Mass, including Heywood Hospital, Barre Family Health Center, the Franklin Recovery Center, and a Dental Community Health Center. Facilitated by Dr. Steve Martin, with student leaders
- **Community Health Center Showcase:** panel of physician leaders at Fenway Health, Boston Healthcare for the Homeless Program, and Dorchester House Community Health Center

Future Plans

The CHiA team will continue the workshop and experiential opportunities in the coming year. In addition, we look forward to continuing to develop faculty and student co-teaching models and expanding the workshop topics to new themes and populations in community health and social determinants of health.

2019 Rural Health Trip:



Narrative Medicine Team

Roster:

Ellis Avery, Jade Connor, Jeffrey Kerbel, Lacey Smith, Galina Gheihman

Team Photo:



Vision & Mission:

To foster the leadership development of our team, use storytelling to showcase the strengths and vulnerabilities of our communities, and inspire students, patients, and providers to see the importance of arts and humanities in medicine.

Initiatives and Events

Gathering of Gratitude

Inspired by the season of Thanksgiving, the Gathering of Gratitude provided an opportunity to pause and reflect alongside patients, caregivers, providers, and fellow students. Participants took time to write letters of thanks to send to loved ones or add to a tree of thanksgiving, and share the stories of gratitude that have shaped their lives.



The NM Team at our fall 'Gathering of Gratitude'

In Progress:

Coming Home Exhibit

In partnership with the Dimock Center and two creatives from New York City, the Narrative Medicine team will be hosting an audiovisual exhibit called *Coming Home*. This exhibit features the stories of formerly incarcerated individuals reflecting on their experience before, during, and after their incarceration, touching on themes of trauma, mental health, and community. The Narrative Medicine will host a reception to launch the project and will host the project in Boston for about two months.

Digital Ark of Medical Memoirs:

Project: Provide a home for the “gray literature” of narrative medicine: unpublished, self-published, and out-of-print medical memoirs. Offer comprehensive links to published ones as well.

Goal: Support patient-centered care on two fronts:

- Offer student healthcare professionals, providers, fellow patients, and researchers access to a comprehensive spectrum of unique and holistic patient perspectives.
- Provide patient authors an opportunity to reach the handful of readers to whom their stories matter most, to feel like the sense they’ve made of their suffering has value to others, to feel less like they’ve suffered in vain.

Other achievements and cross-SLC collaborations:

- We supported the Advocacy Team in reviewing submissions for the **SLC Civic Engagement Op-Ed Contest**, focused on locally relevant issues in the lead up to the 2018 midterm elections

Innovations Team

Team Roster: Janina Colavita, Tehya Johnson, Sepideh Ashrafzadeh

Goal for 2018-2019:

To engage and work with individuals through innovative interventions to promote the health and well-being of all individuals within our community, with special emphasis on those who are marginalized such as children and the homeless.

Initiatives & Events/Accomplishments & Highlights:

Community-based health cooking classes for adolescents

Healthy cooking classes for 8-12 year-old students. With the increasing rates of obesity and diabetes among children and young adults over the past two decades, we decided to teach children healthy ways to prepare food. For this project, we worked with children in the after school program at the Vine Street Community Center, located in Roxbury, to teach children how to cook a variety of meals and desserts that were healthy, easy, and nutritious. Our goals were: 1) to encourage cooking and baking at a young age so that children can have these skills life-long, 2) to prove that eating healthy can taste good and be fun, and 3) to allow children to try different ingredients that are healthy but they may not have tried before such as spinach, whole wheat flour, and whole grain tortillas. With the children, we made scrambled eggs, pancakes, apple yogurt muffins, and whole grain tortilla pizza. The children were involved in every step of the cooking process and in the end, were able to eat what they made and share what they made with others. Additionally, students were give recipes for what they made so that they could make it again in the future.

Future plans:

This spring, students are growing their own vegetables and herbs so we are planning to have more cooking classes over Summer 2019 teaching students how to cook the vegetables they grow.



Picture from a cooking class where children made pancakes.

Ongoing work:

Needs assessment of health care needs of homeless women in Boston

We are planning to assess the needs of homeless women in the Boston area because they tend to be marginalized and have limited social, psychological, and financial resources. One particular area of our focus since we are looking at women is menstrual hygiene, which can be costly and embarrassing for women, particularly when they do not have the resources to afford tampons or pads. One option - the menstrual cup - has been shown to be a helpful, cheap, and reusable method to help women during menstruation. Consequently, as the first part of preparing the needs of homeless women, we did a literature review of menstrual cups (MC), which are a nonabsorbent, reusable cup that collect menstrual blood and has an estimated duration of use ranging from 5-10 years. The MC is an alternative to disposable hygiene products, such as tampons and sanitary pads. The objective of the literature review was to assess the adaptability, effectiveness, and safety of the MC as a menstrual hygiene product. The review looked in detail at sixteen studies and concluded that MC's are considered an effective, safe and comfortable alternative form of menstrual hygiene management.

Future plans:

Next year, we plan to develop a survey, particularly focused on female-specific needs, to assess what women want and need, and if distributing menstrual cups would be useful for women.

Medical Education Team

Roster: Kelly Parker, Micayla Zelney, Sandra Custodio, Paul Chung

Mission Statement:

The Medical Education committee is committed to designing interprofessional, evidence-based curricular experiences for HMS/HSDM, MGH IHP, and the primary care community as a whole that serve to promote primary care education and leadership in various populations with a focus on the vulnerable and underserved.

Events

- MGH IHP Narcan Training- The Medical Education Team hosted a Narcan Training Event for all students, professors, and faculty at MGH IHP. This event attracted over 100 members of the community. Students were able to learn about the importance of using Narcan in the community setting, learn how to administer Narcan, practice administration, and learn about where and how to get Narcan for use as a community member or provider. Many students verbalized that after the presentation they felt more comfortable with administration and were open to carrying Narcan day to day.

Initiatives

Teeth was led by Paul Chung, a second year dental student, and his classmates. The goal of Teeth was to increase education to medical students on the importance of dental medicine and the need to improve access to oral health. This education was presented in six sessions while reading the book *Teeth: The Story of Beauty, Inequality, and the Struggle for Oral Health in America* written by Mary Otto. This program was attended on average by 12-15 medical students. The hope is that each year dental students are able to continue this tradition and improve other provider's knowledge of the need for more dental medicine in primary care settings.

Accomplishments & Highlights

While the MedEd team did feel to have success with advocating for change at MGH IHP, we believe that we had very large indirect impact on the professors and how the importance of Narcan training. The Community Health professor for the school of Nursing has now incorporated Narcan training into her semester class, after initially telling the medical education team that this was too far fetched an idea. Further, the simulation department recently created a simulation that involves using narcan.

Future Plans

The Medical Education team continues to fight for the ability for students to be able to propose changes to the curriculum at MGH IHP. We continue to meet with professors and faculty to discuss the need for student input throughout the nursing and nurse practitioner program. Our hopes for the following year are to have MGH IHP acknowledge the benefit for students to sit on curriculum committees and to allow the SLC to submit a proposal for this policy change.

Leadership Training Team

Roster: Jeff Kerbel, Samantha Sanders, and Galina Gheihman

Team Photo:



Mission statement: To foster education, empowerment, and skill building of SLC members to facilitate their overall development as leaders, along with their ability to achieve the goals set within their respective committees.

Goals:

- Create repository of leadership materials used in past years, to ensure institutional memory (aspirational)
- Design trainings that are as action oriented/experiential as possible
- Incorporate relevant expertise from SLC members for our trainings
- Increase members' confidence in their leadership abilities over the course of the year

Events:

- **SLC training sessions** - held monthly training sessions during general SLC meetings throughout the year. Trainings lasted ~40 minutes each and covered a variety of topics, including:

- **July 2018** - determining personality type through Myers-Briggs assessment and identifying implications for working style
 - **November 2018** - developing effective coalitions and building connections through stories
 - **December 2018** - knowing your limitations and prioritizing goals and commitments
 - **January 2019** - giving and receiving feedback
 - **March 2019** - delegating and dividing up work
 - **April 2019** - incorporating diverse opinions; building cultural competence on teams
 - **May 2019** - analyzing team performance; after-action review
- **Retreats** - assisted in facilitating two SLC-wide retreats.
 - **October 2018 retreat** - kickoff retreat. Leadership Training team worked with SLC co-leads to help plan activities and agenda.
 - **April 2019 retreat** - planned separate leadership retreat for SLC members to explore and define their own leadership styles. Components of retreat included:
 - Presentation and group discussion on leadership principles with Dr. Sanjiv Chopra – professor of medicine and former faculty dean for Continuing Medical Education at HMS, James Tullis Firm Chief, Department of Medicine, at Beth Israel Deaconess Medical Center, and accomplished author and speaker who has presented about leadership worldwide
 - Self-reflective exercises (e.g., Johari window exercise, identity map exercise) and group debrief



Initiatives:

- **Leadership assessment initiative**
 - Sent out baseline survey at beginning of year to determine which leadership topics people wanted to learn more about and to determine learning styles
 - Plan to do a final survey at the end of the year to re-assess how confident people are in their leadership abilities and evaluate trainings.
- **Compilation of leadership training resources** - goal to compile all leadership training materials used throughout the past few years on SLC. Hope to create library of leadership materials that can be reused in future years.

Thank You

The 2018-2019 SLC would like to thank the Center for Primary Care for the support and mentorship in our efforts throughout the year. The Center, its faculty and staff continue to invest in building a strong community for primary care by going above and beyond to invest in our students.

We wish to thank Russ Phillips, Catherine Smith, Eric Fillinger, Megan Lennenman, and Erin Farren for their support of the day to day operation of the SLC. In particular, we cannot express our full gratitude to Megan for her never tiring efforts to aide in the development, planning and delivery of our work. We are enormously grateful to Katherine Miller, Aaron Hoffman, and Sara Selig for their support as faculty mentors.

We wish to thank our incredible SLC members for their investment, hard work, and friendship over the past year. We are grateful to have had the opportunity to serve as co-leads, and we wish next year's SLC the best of luck.

In Memoriam

We wish to acknowledge the life and contributions of Ellis Avery.



Ellis Avery (October 25, 1972 – February 15, 2019)

We are saddened to share that this year, we lost SLC member Ellis Avery to complications of ovarian cancer. Ellis was a beloved NP student at the MGH IHP, advocate for social justice and health equity, and published author and creative writing professor. She first mesmerized the primary care community with her open and brave speech at the SLC Reception in September.

Following the reception, Ellis joined the SLC and wove her impact into the work of the Narrative Medicine Team, establishing the Digital Ark project and contributing to the SLC community through poetry readings and editing. She left an indelible impact on her team members in the Narrative Medicine Team and also every member of the wider SLC community whose lives she touched.

In honor of Ellis' memory, the SLC will be sponsoring a tree-planting on the MGH-IHP property and a dedicated, inscribed plaque from the SLC. May she continued to be remembered and cherished. Further information about Ellis' writing and body of work may be found at <https://www.ellisavery.com/>.