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HARVARD
MEDICAL SCHOOL



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DATE-----

George Q. Daley, M.D., Ph.D.
Dean of the Faculty of Medicine
Harvard Medical School
25 Shattuck Street
Boston, Massachusetts 02115

Dear Dean Daley:

We respectfully write to propose with enthusiasm the promotion of **XXXX** from Lecturer on Anaesthesia to **Assistant Professor of Anaesthesia** (full-time) at Harvard Medical School. Dr. XXXX's Area of Excellence is **Teaching and Educational Leadership**. His Significant Supporting Activities are Clinical Expertise and Investigation. Though we propose this promotion by the Area of Excellence, Teaching and Educational Leadership, Dr. XXXX is one of those rare individuals who is equally qualified for promotion by Clinical Expertise and Innovation metrics.

Dr. XXXX is a 1980 graduate of Massachusetts Institute of Technology and a 1984 graduate of Harvard Medical School via the HST pathway. He served as an intern at Newton-Wellesley Hospital and a Resident in Anesthesia at Massachusetts General Hospital. Because of his outstanding performance and leadership qualities, he was selected as our Chief Resident, and served with distinction. Dr. Richard J. Kitz, Anesthetist-in-Chief at that time successfully recruited Dr. XXXX to the staff of the MGH Department of Anesthesia in 1988.

Dr. XXXX regularly taught as a clinical and didactic instructor of third and fourth year Harvard Medical Students and was appointed Assistant Professor of Anaesthesia in 1999 by the Teacher Clinician pathway. He continued to serve HMS and MGH until 2003 when he was appointed Chief of Anesthesiology at the Worcester Medical Center and Associate Professor of Anesthesia at the University of Massachusetts Medical School. In 2004 he was appointed Chief of Anesthesiology at The Miriam Hospital in Providence, Rhode Island and Associate Professor of Surgery (Anesthesiology) at Brown Medical School. During his four years away from Harvard Medical School he continued as a celebrated teacher of physiology and anesthesiology in and out of the operating room. Three Brown Medical Students whom he mentored at Brown are now MGH Residents in Anesthesia.

Area of Excellence: Teaching and Educational Leadership

For the past two decades, Dr. XXXX has shown consistent growth as an educator. He has become a consummate tutor of anesthesiology. His intelligence, comprehensive medical knowledge, judgment, technical skill, and patience have combined to make him a renowned teacher who was elected as the recipient of the Henry K. Beecher award for the Best Teacher of Anesthesiology at MGH by our 90 residents in 1989, and again by the first year anesthesia residents in 2008. Dr. XXXX is called upon by our staff when residents have particular difficulty learning the art and science of anesthesiology. His abilities at rescuing such residents and assisting them to become fine clinicians are legendary.

In 1995, Dr. XXXX was delegated by the Executive Committee of the Harvard Medical School Department of Anaesthesia to take primary responsibility for developing the Harvard Electronic Anesthesia Library (HEAL), a CD-ROM based anesthesiology digital learning aid for resident education. This project was multi-institutional across Harvard Medical School and supported by a grant from Lippincott, Williams and Wilkins. Totally revolutionary in its approach, the CD-ROM is not a classical textbook as it included videos, moving diagrams, anatomical reconstructions, etc. It is an innovative approach that was directed by Dr. XXXX with the support of the Anesthesia Departments at the Harvard Affiliated hospitals. The first demonstration of this CD-ROM, at the annual meeting of the American Society of Anesthesiologists in October 1998, was met with widespread acclaim; publication occurred in the year 2001. Publishers are now negotiating to utilize the images and videos in forthcoming publications. Dr. XXXX's landmark video on Awake Endotracheal Intubation (*vde infra*) in which he actually demonstrates *on himself* how to smoothly and successfully perform this maneuver is another indicator of his ability to use electronic media for educational innovations. Since last year, Dr. XXXX has served as Section Editor of the Anesthesia Digests Website of AccessAnesthesiology, a progressively more utilized website published by McGraw-Hill. The goal is to translate practice guidelines promulgated by professional organizations into a form that practitioners will find more user friendly and therefore adhere to more rigorously. This continues Dr. XXXX's commitment to effective use of electronic media for education.

Since his return to the MGH in 2007, Dr. XXXX has continued his notable bedside teaching. He again won the annual Beecher Teaching award, the highest recognition for teaching of the MGH Department of Anesthesia, Critical Care and Pain Medicine. He has also served as an instructor for Patient Doctor III at HMS for the past two years. Additionally he serves as a tutor for second year HMS students in Pharmacology and first year students in Introduction to the Profession. He volunteers his time to teach in OSCE examinations. He also serves on the Board of Advisors of the HST Division.

Residents and medical students describe Dr. XXXX as "unique, extremely intelligent, and an enthusiastic teacher, consistently challenging and extremely knowledgeable". "Dr. XXXX is able to provide his residents superior insight based on his clinical experience. He challenges the resident to integrate past experience into every case and provides keen insight regarding various stages of an ongoing case in anticipation of any contingencies". Dr. XXXX has recently been appointed Chairman of our department's Clinical Competence Committee in recognition of his

tireless devotion to resident education and his solid reputation as a fair and balanced clinical leader.

Significant Supporting Activity: Clinical Expertise

Dr. XXXX is one of our most skillful anesthesiologists. The most difficult cases are entrusted to Dr. XXXX's care with utmost confidence. He is often sought out to anesthetize MGH staff and their families, and is a true "Doctor's Doctor." One example of his clinical leadership was his Directorship of the MGH liver transplant anesthesia service for thirteen years. He was also the chief of anesthesia for the MGH private general surgical service for many years. This team is committed to caring for complex general surgical patients. He has developed an innovative technique of awake endotracheal intubation that he demonstrates yearly in lecture and is on YouTube with over 18,000 viewings! As documented on his CV, he has edited the digests of numerous clinical guidelines since 2009.

Dr. XXXX was appointed to MGH's highest clinical rank of Anesthetist in 2002. He led the operating room as Anesthesia Staff Administrator for several years. Evidence of his continued extraordinary clinical leadership was his appointment in 2010 to lead the anesthesia teams responsible for providing anesthesia to burn victims and that responsible for Oral and Maxillofacial surgery. Finally, he was appointed this year to the post of Interim Chief of General Surgical Anesthesia, which covers seven different surgical subspecialties, a responsibility normally reserved for a faculty member with the rank of Associate Professor!

Significant Supporting Activity: Investigation

Dr. XXXX actively contributed to the research program of Dr. David Sachs and his co-workers in the MGH Transplantation Biology Research Center. Anesthetizing sub-human primates for a liver transplant is extremely challenging and requires knowledge and skills that have not yet been codified. Dr. XXXX has developed and perfected methods for veterinary anesthesia that enable Dr. Sachs' team to progress toward successful xenotransplantation. In recognition of his contributions to their research, Dr. XXXX is a co-author on a number of these manuscripts (please see attached CV).

Dr. XXXX is known nationally for his work in education and CD-ROM development. He is a sought-after lecturer in postgraduate courses. From 1991 to 2002, Dr. XXXX has been a Co-director of the annual Harvard Anesthesia Review Course, the best attended HMS continuing medical education course that is sponsored by the Department.

Review of Solicited Letters

Four letters of support were solicited and received.

Excerpts from referee letters will go here.

Thus, all four letters expressed full and unreserved support of the proposal to promote XXXX, MD to Assistant Professor of Anaesthesia.

Summary

In summary, we believe that Dr. XXXX is exceptionally qualified for promotion to Assistant Professor of Anesthesia at Harvard Medical School by two different Areas of Excellence. Dr. XXXX has been fully committed to achieving the missions of MGH and Harvard Medical School through his tireless teaching efforts, exemplary clinical service, innovation and leadership, and active participation in clinical research. The proposal to forward Dr. XXXX to Harvard Medical School for promotion to Assistant Professor of Anaesthesia was approved unanimously and with great enthusiasm by the MGH DACC Appointments and Promotions Committee on (DATE) and the Harvard Anaesthesia Executive Committee on (DATE). We forward this application to you with our most enthusiastic support for his promotion and look forward to the outcome of your deliberations.

Sincerely yours,