



ALLIANCE OF INDEPENDENT  
ACADEMIC MEDICAL CENTERS  
*Board of Directors*  
*Application Form*

Name: Joyce Lammert, MD, PhD

Title: Executive Medical Director, Hospital  
DIO/Medical Director GME  
Medical Director, Provider Services

Institution: Virginia Mason Medical Center

Phone: 206-625-7373 ext 68128

1. Please describe your current position, including leadership responsibilities and reporting structure.
  - Executive Medical Director of the hospital, where I am in a dyad/triad partnership with the Vice President of Hospital Operations and the Senior Vice President of Clinical Operations. My direct reports include the Section heads of the Emergency Department, CCU, Hospital Medicine, Behavioral Health, Palliative Care, Bioethics and Anesthesiology.
  - In my job as DIO/Medical Director of GME, I partner with the Director of GME and a Senior Vice President. My direct reports include the Program Directors and the Deputy DIO. The job includes involvement in the Jones Learning and Simulation Center.
  - Provider Services involves provider engagement and development as well as recruitment to retirement. I partner with Human Resources in this work.
  - I am a member of the senior executive leadership team of the hospital and attend Board Meetings and Finance Committee Meetings
  - I report to the Chief Medical Officer.
2. Please describe your institution, including number of beds, affiliated medical school(s), number and size of residency programs and research program. If your institution is part of a health system, please list the hospitals in your health system.

Virginia Mason is a nonprofit organization offering a system of integrated health services. It includes a multispecialty group practice of over 500 physicians, an acute care 336 bed hospital in downtown Seattle, regional clinics located throughout Western Washington and a 222 bed hospital and clinic system in Eastern Washington. The Benaroya Research Institute at Virginia Mason provides cutting edge research focused on autoimmune diseases. The Virginia Mason Institute provides education and training using the Virginia Mason Production System, which is a health care adaption of the Toyota Production and is used as the management method for the organization. Virginia Mason also has one of the oldest Graduate Medical Education programs in the Pacific Northwest and includes programs in Internal Medicine, Surgery, Radiology and Anesthesiology and Urology.

3. Please describe your service on any regional or national committees and boards that you believe is applicable to an AIAMC Board position.
- Board member, Vice Chair, Neighborcare Health,
    - It is the largest community health provider in the Seattle area with medical, dental and school based clinics as well as a robust healthcare for the homeless program. Family practice residents, dental residents and medical students are regularly hosted.
  - Board Member, Benaroya Research Institute
    - Focused on autoimmune research. Has an active summer internship for undergraduate students.

4. For how many years have you been an Alliance member? two\_\_\_\_\_
- Please describe your involvement in the Alliance, including committee membership, attendance at meetings, etc.

I became interim DIO in 2016 and permanent DIO in 2017, so have rather recently become involved. I have been an active member of the teaching faculty at Virginia Mason for 30 years and for 25 of those served on the Residency Advisory Committee. In addition, I served on the Allergy Fellowship Committee at the University of Washington for 20 years.

5. What do you see as the biggest challenges for independent academic medical centers in the next five years?
- There will be continued pressure on cost reduction and increased productivity, which will mean it will be critical for independent academic medical centers to be able to demonstrate the value of Graduate Medical Education in contributing to quality outcomes and to the engagement of faculty.
  - Increasing accreditation and regulatory requirements will continue to be a challenge for non-University programs.
  - The healthcare changes outlined in Sponsoring Institution 2025, will require transformative changes in Graduate Education in the next decade. It will be a challenge that independent academic medical centers are uniquely positioned to meet because of the ongoing focus on clinical and healthcare delivery.

6. In your opinion, what is the greatest strength of the Alliance of Independent Academic Medical Centers?

The organization facilitates independent teaching hospitals across the country to learn from each other, to develop innovative approaches and best practices through the National Initiatives and to have active input on the national level on accreditation and regulatory requirements.

7. In your opinion, what is the greatest challenge currently facing the Alliance of Independent Academic Medical Centers? If appointed to the Board, how would you address this/these issues?

Consolidation in the face of decreased reimbursement and cost challenges, will challenge the survival of some independent academic medical centers. Organizations will be making hard choices. I can help work with the AIAMC board to make the case for the value and return on investment of Graduate Medical Education and work to develop transparent metrics around outcomes.

8. Why do you wish to be appointed to the AIAMC Board of Directors?  
(response should be no less than 50 and no more than 250 words)

The AIAMC serves a critical role in Graduate Medical Education in the USA. Without it, the non-university programs would not have a voice on the national level. In AIAMC member programs, training focuses on how to provide patients with the highest quality, safest, most respectful care possible. It is rooted in organizations where patient care has primacy. I trained in an AIAMC residency program thirty years ago. It was a deliberate choice. I wanted to learn how to take the best care of patients. Joining the board would allow me to contribute to assuring that independent academic medical centers flourish in the future. I bring a deep knowledge of healthcare operations along with a passion for education and life-long learning to the table.

By signing below, I am indicating my sincere interest in serving on the AIAMC Board of Directors. I have reviewed the responsibilities and believe I am able to fulfill these responsibilities. I understand that terms of office are three years in length, with my potential appointment beginning April 1, 2019.

Joyce Lammert  
Signature\*

12/2/2018  
Date

*\*If electronic signature is not available, a typed "signature" is acceptable.*

***Please send this completed application form along with an up-to-date curriculum vitae to  
Kimberly Pierce-Boggs, Executive Director,  
by e-mailing [Kimberly@aiamc.org](mailto:Kimberly@aiamc.org) or faxing 888-AIAMC11 (888-242-6211)  
**NO LATER THAN NOVEMBER 15, 2018*****



ALLIANCE OF INDEPENDENT  
ACADEMIC MEDICAL CENTERS  
*Board of Directors  
Application Form*

Name:	James P. Orlando, Ed.D
Title:	Chief Graduate Medical Education Officer & ACGME Designated Institutional Official
Institution:	St Luke's University Health Network
Phone:	484-526-8877 (office) / 610-587-4684 (mobile)
E-mail:	james.orlando@sluhn.org

**1. Please describe your current position, including leadership responsibilities and reporting structure.**

I serve as the Chief Graduate Medical Education Officer & ACGME Designated Institutional Official and report to the SVP for Legal and Human Resources. My primary responsibilities include providing leadership for the clinical learning environment, finances, housestaff recruitment and retention, and accreditation of all medical education programs. In addition, I am responsible for providing leadership in establishing a new teaching hospital in St Luke's health system, and developing leadership and teaching programs for chairs, program directors, faculty, and aspiring physician leaders. My office also oversees faculty contracts, continuing medical education programs and allied health student rotations. I supervise 6 GME office staff, 15 coordinators, and 17 program directors.

**2. Please describe your institution, including number of beds, affiliated medical school(s), number and size of residency programs and research program. If your institution is part of a health system, please list the hospitals in your health system.**

Founded in 1872, St. Luke's University Health Network is a fully integrated, regional, non-profit network of 14,000 employees providing services at 10 hospitals and over 315 outpatient sites. With annual net revenue of \$1.9 billion, the network's service area includes 10 counties: Lehigh, Northampton, Carbon, Schuylkill, Bucks, Montgomery, Berks and Monroe counties in Pennsylvania and Warren and Hunterdon counties in New Jersey. Dedicated to advancing medical education, St. Luke's is a major teaching hospital – the only one in the Greater Lehigh Valley. In partnership with Temple University, St. Luke's created the region's first and only regional medical school campus. It also operates the nation's longest continuously operating School of Nursing, established in 1884, and 30 fully accredited graduate medical educational programs with 300 resident/fellow positions. St. Luke's is the only health care network in central-eastern Pennsylvania to earn Medicare's five-star rating (the highest) for quality,

efficiency and patient satisfaction. Repeatedly, including 2018, St. Luke's has earned the 100 Top Major Teaching Hospital and 50 Top Cardiovascular Program designations from IBM Watson Health (formerly Truven Health Analytics). St. Luke's, utilizing the EPIC electronic medical record (EMR) system, is a multi-year recipient of the Most Wired award recognizing the breadth of St. Luke's information technology applications such as telehealth, online scheduling and online pricing information. St. Luke's is also recognized as one of the state's lowest cost providers.

**3. Please describe your service on any regional or national committees and boards that you believe is applicable to an AIAMC Board position.**

I seek to serve as an AIAMC member to support the mission of AIAMC. I would bring over 15 years of medical education leadership experience and perspective to the AIAMC. This includes accreditation experience as a Public Commissioner, Reviewer, and Treasurer on the Accreditation Review Commission for Physician Assistants (ARC-PA), as well as an in-depth understanding of GME in suburban and urban teaching hospitals, and a breadth of experiences at all levels of medical education (i.e. UME, GME, and CME).

Relevant to this self-nomination, I recently completed two 3-year terms (6 years total) on the Accreditation Commission for Accreditation Review Commission on Education for the Physician Assistant (ARC-PA). I served in the following leadership roles on ARC-PA during that time:

- Public Commissioner (6 years)
- Treasurer and Chairman, Finance Committee (4 years)
- Executive Committee Member (4 years)
- Survey Site Visitor (6 years-Present)
- Executive Director Search Committee Member (1 year)

I was appointed recently to the ACGME Institutional Review Committee with my term starting July 1, 2019.

**4. For how many years have you been an Alliance member? Please describe your involvement in the Alliance, including committee membership, attendance at meetings, etc.**

I have attended a few AIAMC annual conferences over the years.

**5. What do you see as the biggest challenges for independent academic medical centers in the next five years?**

I see the biggest challenges/opportunities for teaching hospitals in the next five years will be:

- a. Integration of artificial intelligence with electronic medical record and patient experience
- b. Financial stability and growing alternative streams of revenue and clinical knowledge through open-innovation and corporate/academic partnerships
- c. Population health management and value-based care
- d. Attracting and growing talent and mitigating provider workforce shortages
- e. Making the business of health care consumer-centric

**6. In your opinion, what is the greatest strength of the Alliance of Independent Academic Medical Centers?**

Besides leadership and board members, the greatest strength of AIAMC is the benchmarking survey and the national initiatives. The benchmarking survey is very valuable when advocating for resources. The national initiatives infuse new ideas and strategies for innovating graduate medical education to the next level.

**7. In your opinion, what is the greatest challenge currently facing the Alliance of Independent Academic Medical Centers? If appointed to the Board, how would you address this/these issues?**

The greatest challenge facing AIAMC is developing strategies to help members optimize their clinical learning environments, better align GME strategies to health system needs, and develop leadership training programs for DIOs and program directors (especially given all the new program growth and single accreditation system).

- a. Optimize clinical learning environment – having gone through three CLER visits, it seems to me that training residents on the social determinants to health is the new emphasis within NAS. AIAMC's next national initiative should consider focus on this pathway.
- b. Better aligning GME strategies to health system needs – GME has a unique opportunity to promote its value proposition to health system and community leaders. GME is an important asset to manage and develop and residency programs should evolve to meet local competitive and healthcare needs. AIAMC should consider developing programs that offer more C-suite and community perspectives on healthcare future and medical education.
- c. Leadership development – the RRC's have seen a significant increase in number of new applications due to growth and single accreditation system (SAS). There are more new DIO's and program directors than ever before. AIAMC should consider developing physician leadership development programs for this group of educational leaders who will lead GME into the next quarter of the 21<sup>st</sup> century.

**8. Why do you wish to be appointed to the AIAMC Board of Directors? (response should be no less than 50 and no more than 250 words)**

I see myself contributing to the AIAMC in a similar manner to how I previously contributed to ARC-PA and other types of service...mainly to be an active participant. For example, during my 6-years as a Public Commissioner on the Accreditation Review Commission for Physician Assistants (ARC-PA), I actively participated on several committees and leadership roles. After initially serving on a sub-committee, I was elected Treasurer and Chaired the Finance Committee for 4 years. As Treasurer of the Board, I served on the Executive Committee where I participated in additional meetings and retreats in support of ARC-PA mission. Also, I actively participated as a program site visitor (and occasional site team chair), where I would travel to PA programs to survey their program for re-accreditation. Lastly, I worked with Executive Director and the Executive Committee to design a leadership succession strategy, which included developing a strategic plan and executive director search process. I love this type of work and service, because it allows me to apply my business acumen, organizational development/HR skills, and medical education experience to contribute to the profession at the global level.

By signing below, I am indicating my sincere interest in serving on the AIAMC Board of Directors. I have reviewed the responsibilities and believe I am able to fulfill these responsibilities. I understand that terms of office are three years in length, with my potential appointment beginning April 1, 2019.



11/29/2018

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Signature\*

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Date

**JAMES PASQUALE ORLANDO, ED.D**

610-587-4684 (mobile)

[jp.orlando@gmail.com](mailto:jp.orlando@gmail.com)

An experienced healthcare and medical education executive with over 15 years of experience in strategic design and implementation of corporate/academic partnerships and workforce and organizational development initiatives

**St. Luke’s University Health Network, Bethlehem, PA**

Chief Graduate Medical Education Officer and ACGME Designated Institutional Official (DIO)..... 2018 -  
Associate Chief Academic Officer and ACGME Designated Institutional Official (DIO) ..... 2014-18

- Oversight of strategic, financial, quality, and clinical effectiveness of graduate medical education (GME):
  - 310 resident/fellowship trainee positions in 30 accredited programs,
  - \$28 million budget; supervised 18 staff and 10 program directors,
  - Doubled number of accredited positions and increased resident retention rate by 50%.
- Initiated strategic plan for Network-wide GME growth to support physician workforce goals, community health needs, and Temple/St Luke’s regional medical campus retention objectives.
- Grew physician continuing medical education (CME) and professional development programs by 50%.
- Created faculty, wellness, and leadership development programs for physician faculty and residents.
- Leads cross-functional teams to develop new teaching hospital for additional 200 residents and fellows.
- Manages institutional accreditations, clinical learning environment (CLER) program, resident and faculty clinical effectiveness, and annual residency recruitment and match process.
- Advisor to the CEO and campus presidents on medical education and physician workforce development.
- Executive Coach for St Luke’s Physician Coaching Leadership Program.

**Einstein Healthcare Network, Philadelphia, PA**

Assistant Vice President, Office of Academic Affairs..... 2011-14

- Responsible for medical education strategy, accreditations, and operations:
  - 420 resident/fellowship trainees in 35 accredited programs
  - \$45 million operating and teaching budget
  - Supervised 23 staff and 4 directors and assisted the DIO
- Evaluated value of Einstein’s current residency programs, the development of new residency programs, and the re-structuring of other GME and medical school affiliation arrangements.
- Centralized and implemented mission-based budgeting resulting in greater support and decreased costs.
- Improved Academic Support and Teaching (AS&T) model for distribution of teaching dollars.
- Managed operations of simulation center, medical library, all student services, and CME program.
- Chaired curriculum committee for tri-annual leadership development retreat for over 400 Einstein leaders.
- Strengthened corporate/academic relationships with medical school partners and other academic affiliates.

**Lehigh Valley Health Network, Allentown, PA**

Director, Medical Education and Student Affairs..... 2005-11  
Director (*Interim*), Nursing Education and Clinical Staff Development..... 2007-08  
Internal Organizational Development Consultant..... 2003-05

- Responsible for medical education accreditation and operations:
  - 220 resident/fellowship trainees in 21 graduate medical education programs
  - \$5 million budget; supervised 11 staff and 1 manager and assisted the DIO
- Led 18 cross-organizational teams to establish Regional Medical School Campus Program for University of South Florida Health (USFCOM) and Lehigh Valley Health Network (LVHN).
- Recruited inaugural class of 24 students for USFCOM / LVHN Regional Medical Campus.

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- Led cross-functional clinical teams to reduce infections/complication rates from central lines by over 50%.
- Supervised 3<sup>rd</sup> and 4<sup>th</sup> year medical student clerkships and graduate medical education accreditations.
- Supervised community outreach youth programs for over 800 high school and college student annually.
- Created interprofessional faculty development programs, such as the Teaching Leader Series (TLS).
- As Interim Nurse Education Director...led cross-functional clinical team to redesign process for recruitment, retention, orientation, and professional development of licensed and unlicensed clinical staff.
- As Internal OD Consultant...facilitated enterprise-wide learning and change initiatives and applied process consultation skills to improve organizational performance (ex. Fortune 100 Best Companies to Work For).

### **Lehr Insurance and Risk Management Agency, Bethlehem, PA**

Risk Manager and Licensed Commercial Insurance Broker (Healthcare and School Divisions).....1996-2003

- Partnered with clients to assess risk and implement strategies to minimize business losses and add value.
- Built book of business generating over \$500,000 annual revenues for agency.

### **United States Army Reserves**

Military Occupational Specialty, Logistics Specialist (E-5), *Honorable Discharge*.....1992-2001

Reserve Officers' Training Corps (ROTC), Lehigh University, Bethlehem, PA.....1992-1994

### **EDUCATION**

University of Pennsylvania, Penn CLO (Philadelphia, PA)	Ed.D, Doctor of Education	2009
Temple University, School of Education (Philadelphia, PA)	M.Ed, Organizational Development	2001
Moravian College (Bethlehem, PA)	B.A., Management (French Minor)	1996
	B.A., Political Science	1996
	<i>Six-Month Study Abroad, Dijon, FRANCE</i>	

### **PROFESSIONAL DEVELOPMENT**

Associate Certified Coach (ACC)	International Coaching Federation
Behavioral Event Interviewing Certification	Teleos Leadership Institute
Emotional Intelligence Competency Inventory 360 Certification	HayGroup
Graduate Certificates – Strategic Leadership & Business Acumen	Wharton School of Business
Graduate Certificates - Workplace-Based Learning & Technologies	Wharton School of Business
Graduate Certificate - Assessment in Healthcare Education	Harvard Macy Institute
Graduate Certificate - Leading Innovations in Healthcare Education	Harvard Macy Institute
Myers-Briggs Type Indicator (MBTI) Qualified Administrator	Center for Applications in Psych Type
Certified Dale Carnegie Instructor	Dale Carnegie Leadership Institute

### **TEACHING**

University of Pennsylvania, Graduate School of Education	Adjunct Professor	2014 -
Sidney Kimmel Medical College, Department of Psychiatry	Clinical Associate Professor	2012 -
Moravian College, Center for Graduate Studies	Adjunct Professor	2010 -
University of South Florida Health College of Medicine	Assistant Professor	2010-12

### **SERVICE**

Accreditation Council for Graduate Medical Education (ACGME)	Institutional Review Committee	2019 -
University of Pennsylvania, Graduate School of Education	Dissertation Committee Chair	2018 -
University of Pennsylvania, Graduate School of Education	Dissertation Com. Member	2010 -
Accreditation Review Commission for Physician Assistants (ARC-PA)	Public Commissioner/Treasurer	2011-16
AAMC Economic Impact of Regional Medical Campuses	Task Force Co-Chair	2012-13
Congressional Conversations Program, ASTD's Public Policy Council	Co-Chair	2008-10
Moravian College, Alumni Board of Directors	Board Member; Chairman	1997-04
Moravian College, Board of Trustees	Student Trustee (Elected)	1994-96

## JAMES PASQUALE ORLANDO, ED.D

### AWARDS/HONORS

Award recipient, Moravian College	Alumni Star Award	2016
Award recipient, TRAINING magazine	Top 10 Young Trainer of the Year	2011
Award recipient, Department of Health and Human Services,	Outstanding Leadership Award	2011
Award recipient, Association for Talent Development	Volunteer-Staff Partnership Award	2010
Award nominee, American Educational Research Association	Dissertation Finalist	2009
Award recipient, Moravian College	Emerging Leader Award	1998

### MENTORSHIP (Dissertation Committee Member)

Graduate School of Education, University of Pennsylvania	Dr. Kandi Wiens, Ed.D	2016
Graduate School of Education, University of Pennsylvania	Dr. Shawn Milheim, Ed.D	2014
Caspersen School of Graduate Studies, Drew University	Dr. Kevin Flynn, DMH	2013
Graduate School of Education, University of Pennsylvania	Dr. Wesley Kawata, Ed.D	2012
Graduate School of Education, University of Pennsylvania	Dr. Jill Guindon-Nasir, Ed.D	2010

### GRANTS

Albert Einstein Society, Innovation Grant Award	Resident Research Compendium	2014
Albert Einstein Society, Research Grant Award	Team Training and Patient Safety	2013
Leonard Pool Trust Grant	Interprofessional Faculty Development	2011
Leonard Pool Trust Grant	Emerging Health Professionals	2009
Lehigh Valley Workforce Investment Board Grant	Nursing Education & Development	2008

### PUBLICATIONS (6)

- **Orlando, J.P.** "Running on Empathy." *Leadership Lessons: Stories of Our Mothers*, edited by Ed Betof and Nila Betof. Association for Talent Development Press, 2018, pp. 33-35.
- **Orlando, J.P.**, Wojda, T.R., Kender, M., Dobash, G., Gursky, M., Moyer, W. *The Flinders chronic condition management program: Influence on patient outcomes in a rural health center*. Int J Acad Med. 2017, December; 3(2): p. 304.
- Tolentino JC, Guo WA, Ricca RL, Vazquez D, Martins N, Sweeney J, Moalem J, Derrick EL, Sholevar F, Marchionni C, Wagner V, **Orlando JP**, Paul E, Psaila J, Papadimos TJ, Stawicki SP. *What's new in academic medicine: Can we effectively address the burnout epidemic in healthcare?*. Int J Acad Med [serial online] 2017 [cited 2018 Jan 20 ];3:1-12.
- **Orlando JP**, Joshi A, Carter M, May H, Bortle C, White P. *Parallel-group randomized study on the impact of a modified TeamSTEPS training on resident and nurse attitudes toward teamwork and their adherence to patient safety protocols*. Int J Acad Med. 2016 [cited 2018 Jan 20]; 2:145-53. Available from: <http://www.ijam-web.org/text.asp?2016/2/2/145/196870>
- Uchino R, Yanagawa F, Weigand B, **Orlando JP**, Tachovsky T, Dave K, Stawicki S. *Focus on Emotional Intelligence in Medical Education: From Problem Awareness to System-based Solutions*. Int J Acad Med, 2015, Volume 1, Issue 1 [p. 9-20], DOI: [10.4103/WKMP-0107.172703](https://doi.org/10.4103/WKMP-0107.172703)
- **Orlando JP**, Joshi A, Carter M, *Impact of Multidisciplinary Impact of Interprofessional Team Training on Adherence to Central Venous Catheter Patient Safety Protocols*. Annuals of Emergency Medicine, October 2014, Volume 64, Issue 4, Supplement, Page S59, DOI: <http://dx.doi.org/10.1016/j.annemergmed.2014.07.187>

### PRESENTATIONS

#### **National Conferences - Oral Workshops/Lectures/Webinars (13):**

- June 2017, [2017 ACGME Annual Educational Conference \(ACGME\) Summer Spotlight Webinar Series](http://www.acgme.org/Meetings-and-Events/Webinars), Top 5 highest rated sessions at the 2017 ACGME Annual Educational Conference. 60-minute webinar, *Coaching in Medicine: An Alternative Strategy for Trainee, Faculty, and Leadership Development*. Retrieved from <http://www.acgme.org/Meetings-and-Events/Webinars>
- May 2017, New Orleans, LA: [National Resident Matching Program \(NRMP\)](http://www.nrmp.org), 2017 Annual Conference, 60-minutes workshop, *Initiatives to Improve Resident Well-Being During the Transition to Residency*.

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- March 2017, Orlando, FL: Accreditation Council for Graduate Medical Education (ACGME), 2017 ACGME Annual Educational Conference, 90-minute workshop, *Coaching in Medicine: An Alternative Strategy for Trainee, Faculty, and Leadership Development*.
- October 2014, Chicago, IL: American College of Emergency Physicians (ACEP), 2014 Research Forum, *The Impact of Multidisciplinary Team Training on Adherence to Central Venous Catheter Patient Safety Protocols*.
- November 2013, Philadelphia, PA: Association of American Medical Colleges (AAMC) Annual National Meeting, *Financial Impact of Regional Medical Campuses*.
- April 2013, Atlantic City, NJ: Association of American Medical Colleges (AAMC), Group on Regional Medical Campuses Annual Conference, *Economic Impact of Regional Medical Campuses*.
- February 2013, Orlando, FL: Accreditation Council for Graduate Medical Education (ACGME), 2013 ACGME Annual Education Conference, 90-minute workshop, Coordinators Forum, *Your Professional Development: Resumes and Portfolios*.
- March 2010, San Diego, CA: Association of American Medical Colleges (AAMC), Group on Regional Medical Campuses, 2010 Annual Conference; *Strategies for Leveraging Resources and Cultivating a Shared Culture between Parent and Regional Campuses*
- January 2010, Phoenix, AZ: International Meeting on Simulation in Healthcare (IMSH); *Resident Orientation: Baseline Competency Assessment*
- June 2008, San Diego, CA; American Society of Training and Development (ASTD), 2008 International Conference Exposition, *Ensuring Transfer of Vital Skills*
- November 2007, Washington, DC; Association of American Medical Colleges (AAMC) 2007 Annual Conference, RIME Presenter, *Quality Improvement Practices for Clerkship Enhancement*
- February 14, 2006, San Diego, CA; American College of Osteopathic Emergency Physicians (ACOEP) Annual Conference, *Improving the Physician Resident Learning Environment*
- February 14, 2006, San Diego, CA; American College of Osteopathic Emergency Physicians (ACOEP) Annual Conference, *Myers-Briggs Type Indicator Leadership Development Workshop*

### National Conferences - Poster Presentations (13)

- Josh Onia, MS, Cara Ruggeri, DO, **James P. Orlando, Ed.D**, *New Resident Orientation Redesign - Patient Experience Encounter and the HCHAPS Doctors Domain*. International Meeting on Simulation in Healthcare (IMSH), San Diego, CA, January 2016.
- **James P. Orlando, Ed.D**, Charlie Bortle, Ed.D, Merle Carter, MD, Amish Joshi, MD, Patricia White, Ph.D, RN, *Impact of Interprofessional Team Training on Adherence to Central Lines Patient Safety Protocols*, Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2015.
- **James P. Orlando, Ed.D**, Douglas McGee, DO, Marlene Whalen, *GME Budgeting Using Principled Budget Scripts and A Modified Zero-Based Budgeting Approach*, Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2014.
- Amy Smith, Ph.D., **James P. Orlando, Ed.D**, Elissa Foster, Ph.D, Jaan Naktin, MD, Cynthia Cappel, MSN, RN, Alexander Lemheney, M.Ed, Frazier Stevenson, MD, *The Teaching Leader Series: Interprofessional Faculty Development*. 2011 International Conference on Faculty Development in the Health Professions, Toronto, Canada, May 2011.
- **James P. Orlando, Ed.D**, Andrew Miller, DO, William Bond, MD, MS, Valerie Rupp, RN, MSN, Bryan Kane, MD, Cindy Umbrell, RN, MSN, Michael Pasquale, MD, Elizabeth Verheggen, PhD, Elliot J Sussman, MD, MBA, *Impact of an Interprofessional Central Venous Catheter Insertion Training Program*. American Board of Internal Medicine Foundation (ABIM) 2010 Forum: Transforming Medical Education and Training to Meet the Needs of Patients and Society. Vancouver, Canada, August 2010.
- **James P. Orlando, Ed.D**, Andrew Miller, DO, William Bond, MD, MS, Valerie Rupp, RN, MSN, Bryan Kane, MD, Cindy Umbrell, RN, MSN, Michael Pasquale, MD, *Impact Study of a Central Lines Training Program Using Kirkpatrick's Four-Level Evaluation Model*. Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2010.

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- Amy B. Smith, Ph.D, **James P. Orlando, Ed.D**, Julie Dostal, MD, Joseph Patrino, MD, *Resident Orientation: Assessment with Simulation and Standardized Patients*. Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2010.
- **James P. Orlando, Ed.D**, Elissa Foster, Ph.D, Jaan Naktins, MD, Cynthia Cappel, RN, MSN, Amy Smith, Ph.D, Alexander J. Lemheney, M.Ed, Kirsten Ryan, BS, *Teaching Leader Series: An Interprofessional Approach to Sustained Faculty Development*. Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2010.
- **James P. Orlando M.Ed**, Sandra Yaich, William Iobst, MD, Matt LeClair, *Improving Resident Knowledge of Patient Hand-Off Communications Standards*. Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2008.
- Andrew Miller, DO; Sandra Yaich, BS Ed; Bryan Kane, MD; **James P. Orlando, M.Ed**; Valerie Rupp, RN, BSN; Sharon Kimmel, MHA, PhD, *Institutional Physician Resident Curriculum for Central Venous Catheter Access*. Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2008.
- Andrew Miller, DO, Sandra Yaich, BS Ed, Bryan Kane, MD, **James P. Orlando, M.Ed**, Valerie Rupp, RN, BSN, Sharon Kimmel, MHA, PhD, *Institutional Physician Resident Curriculum for Central Venous Catheter Access*. Institute for Healthcare Improvement (IHI) 19<sup>th</sup> Annual National Forum on Quality Improvement in Health Care, Orlando, FL, December 2007.
- **James P. Orlando M.Ed**, William Iobst, MD, Sara Viessman, MD, Patrice Weiss, MD, Alex Rosenau, DO, Mike Badellino, MD, Robert Lloyd, Ph.D, *GME Dashboard Development: Creating Blueprint for Outcomes*. Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2007.
- **James P. Orlando, M.Ed**, Sara Viessman, MD, *Improving Resident Work and Learning Environment*. Accreditation Council for Graduate Medical Education (ACGME) Annual Conference, March 2006.

### Regional/Local Workshops and Guest Lectures (16):

- March 2017, Harrisburg, PA: Pennsylvania Academy of Family Physicians, Research Day 2017, Guest Speaker, *Inspiring and Coaching Residents to do QI to Enhance Patient Care*.
- December 2016, Philadelphia, PA: University of Pennsylvania, School Leadership Master's Program, Guest Lecturer, *Leading Work Groups*.
- November 2016, Philadelphia, PA, PENN Chief Learning Officer, Alumni Council Spotlight, Guest Presenter, *Impact of Coaching Program on Clinical and Financial Outcomes*.
- August 2016, Philadelphia, PA: University of Pennsylvania, School Leadership Master's Program, Guest Lecturer, *Resonant Leadership*.
- September 2015, Pocono Manor, PA: Eastern Pennsylvania Healthcare Executives Network 2015 Healthcare Symposium, Guest Presenter, *Successfully Leading Change in Healthcare Organizations*.
- May 2014, Philadelphia, PA: Philadelphia Simulation Consortium, Presenter, *Impact of Multisource Feedback on Resident-Led Rapid Response Teams*.
- May 2014, Philadelphia, PA: Philadelphia Simulation Consortium, Presenter, *Impact of Team Training on Adherence to Patient Safety Protocols*.
- April 2013, Allentown, PA: Lehigh Valley Health Network's, Annual Clinicians Educator Conference, Presenter, *Teaching to Your Strengths as a Medical Educator*.
- May 2012, Philadelphia, PA; United States Department of Commerce, International Trade Administration; Special American Business Internship Training (SABIT), Presenter, *The Future of Medical Education*.
- October 2011, Princeton, NJ; University Professional and Continuing Education Association Annual Conference, Presenter, *Understanding Employer Challenges, Priorities and Mindset*.
- September 2010, Princeton, NJ; Pharma Workforce 2010 Conference, Presenter, *Developing Your Talent Pipeline through Leadership Development Programming*
- April 2010, Philadelphia, PA; Thomas Jefferson University, Interprofessional Conference, Presenter, *Teaching Leader Series: Sustainability through Interprofessional Faculty Development*
- April 2010, Philadelphia, PA; Thomas Jefferson University, Interprofessional Conference, Presenter, *Interprofessional Central Lines Course for Increased Patient Safety*.
- March 2010, Bethlehem, PA; Moravian College, Annual Alumni Learning Conference, Presenter, *The Future of Medical Education*.

**JAMES PASQUALE ORLANDO, ED.D**

- May 2009, Allentown, PA; Penn State Lehigh Emerging Health Professionals Career Program, Graduation Keynote Speaker, *What You Were Born to Do?*
- April 2009, Philadelphia, PA; University of Pennsylvania, Anthropology in Corporations Course, Guest Lecturer, *Exploring Anthropological Methods in Healthcare Systems*.



ALLIANCE OF INDEPENDENT  
ACADEMIC MEDICAL CENTERS  
*Board of Directors  
Application Form*

Name:	Heather Z. Sankey, MD, MEd, FACOG, CPE
Title:	Chair, Baystate Health Department of Ob/Gyn
Institution:	Baystate Health
Phone:	413-794-5457
E-Mail:	Heather.Sankey@baystatehealth.org

1. Please describe your current position, including leadership responsibilities and reporting structure.

I am currently the department chair for our 4-hospital system. I oversee the Women’s Health Service Line in addition to functioning as a traditional department chair. We have a medium-sized residency program (6 residents per year) and a Midwifery Education Program which is the only one housed in a medical school in this country. I report up to the Chief Executive Officer for Baystate Medical Practices who is also the Chief Academic Officer. He reports to the CEO of Baystate Health.

The Women’s Health Service Line at Baystate Health encompasses obstetric and gynecologic services at all four medical centers and over a dozen ambulatory sites. We offer inpatient obstetric services at Baystate Medical Center and the Baystate Franklin Birthing Center, and we operate at all four hospitals. We have 112 providers across the region (89 BMP and 23 Community).

Our faculty represents all board-certified subspecialties in Obstetrics and Gynecology: Maternal Fetal Medicine, Gynecologic Oncology, Reproductive Endocrinology and Infertility, and Urogynecology. In addition, we have physicians who are fellowship-trained in Pediatric & Adolescent Gynecology, Family Planning, and Breast Surgery.

I sit on the Physician Leadership Team (Chairs, Chief Medical Officers, Deans and Service Line Leaders) and the Baystate Health Leadership Team (Everyone who is a Vice President or above).

I lead our strategy for Women's Health including budgeting, recruitment of providers, contractual agreements, academic mission, etc.

2. Please describe your institution, including number of beds, affiliated medical school(s), number and size of residency programs and research program. If your institution is part of a health system, please list the hospitals in your health system.

Baystate Health has four hospitals:

- Baystate Medical Center is a tertiary health center with level 1 trauma and level 3 perinatal center with over 700 beds and the busiest emergency room in New England. We are affiliate with the University of Massachusetts Medical School as a regional campus, with 100 students who are based here for all of their clinical training. There are 10 residency programs and 25 fellowships. We have an Institute for Population Science which is the focus of much of our research effort, although we have strength in research in Cardiovascular, Diabetes and Obesity.
- Baystate Franklin Medical Center is a 90-bed rural community hospital with an obstetrics unit and full-scope surgery and emergency medicine services.
- Baystate Noble Hospital is a 97-bed acute care community hospital in a suburban region with emergency medicine and surgical services.
- Baystate Wing Hospital is a 74-bed community hospital in a rural region emergency medicine and surgical services.

In addition, Baystate Health includes a health insurance company (Health New England) and a Visiting Nurse Association.

3. Please describe your service on any regional or national committees and boards that you believe is applicable to an AIAMC Board position.

Over the course of my career, I have served on a number of boards, including the Baystate Health Board (when I was President of the Medical Staff), the Baystate Medical Practices Board (currently), the Massachusetts Medical Society Board of Trustees, Hampden District Medical Society Executive Committee Executive Board, and the Unitarian Universalist Society of Springfield Board in addition to a number of executive committees, including the Baystate Medical Staff Executive Committee, Planned Parenthood League of Massachusetts Executive Committee, and the Massachusetts Medical School Executive Council.

I have also served on a number of meeting planning committees and the American College of Ob/Gyn District I Advisory Council.

4. For how many years have you been an Alliance member? 2013  
Please describe your involvement in the Alliance, including committee membership, attendance at meetings, etc.

Hi – I participated as a Team Leader in National Initiative IV and VI, and have been to every NI meeting for each of them. In addition, I have regularly attended the annual meetings since I joined AIAMC. I have served as the representative to the AAMC

National Fellowship Start Date Task Force and was on the planning committee for 3 years.

5. What do you see as the biggest challenges for independent academic medical centers in the next five years?

There are huge changes in healthcare making it a time of great uncertainty due to disruptive innovation and adding to provider burnout. I've seen this impact from different perspectives: in GME as Program Director and then DIO, and in clinical practice as Chair of the department sitting on various leadership teams. There is a rising number of medical students but no increased funding for GME spots. There is a shortage of providers in the less populated areas, aggravated by young people wanting to live in and near large cities. There is always the challenge of balancing time to teach with the need to see patients (financial and access challenges). We need to adapt and innovate just when everyone is feeling so burned out that they have no additional energy to think.

6. In your opinion, what is the greatest strength of the Alliance of Independent Academic Medical Centers?

I think we (independent academic medical centers) get it right: a balance of strong clinical training, attention to quality & safety, innovation (driven by need) and high-quality education. We tend to focus on clinical research and quality that makes a difference to our patients. We're more likely to reach out across silos and not be weighed down by traditions that are meaningless. As an organization, AIAMC brings people together across the silos of individual institutions, specialties, and professional roles. The strength of AIAMC is the diversity of membership combined with incredible organization at the center. The National Initiatives are unique and serve to unify, educate and disseminate learning across the country.

7. In your opinion, what is the greatest challenge currently facing the Alliance of Independent Academic Medical Centers? If appointed to the Board, how would you address this/these issues?

The biggest challenge is scarce resources. For people to be able to devote time and finances to participate in National Initiatives and attend meetings, they need to perceive value. Ironically, many organizations are facing decreasing attendance at meetings, even while physicians (in particular) are feeling isolated and overwhelmed.

AIAMC is truly a member-driven organization that responds to member feedback, and that has always served us well in providing that necessary value, so providing high quality education and listening to members' needs are important cornerstones of AIAMC's approach that I support wholeheartedly. The National Initiatives add real value, particularly when we get to learn from each other's experiences.

One area that would provide value for many educators is enhancing interprofessional education. AIAMC is ideally poised to encourage and support members in the development of interdisciplinary educational curricula and collaborative teams. It's already baked into what we do. Interdisciplinary teams may be the key to solving many of the challenges in healthcare but we continue to train in silos. Medical schools and Pharmacy programs now have requirements

for true interdisciplinary education, and many other professional programs are considering a similar requirement. Some professional organizations, such as the American College of Ob/Gyn and Association of Certified Nurse Midwives see interprofessional education as a step towards collaborative teams that will address shortages of obstetrical providers in the future.

8. Why do you wish to be appointed to the AIAMC Board of Directors?  
(response should be no less than 50 and no more than 250 words)

AIAMC is a unique organization, bringing together different specialties with a member-driven focus. In my observation, AIAMC is always out in front of any major change in focus for institutions. This happened with the focus on quality prior to CLER, and with the focus on wellness before anyone else really got going. The Board has consistently paid attention to a broad range of information to detect trends and strategize for the future, allowing them to be one or even two steps ahead of everyone else. I am at my best when planning far ahead and assimilating disparate information to identify trends. I have a strong background in education as well as in leadership within a variety of organizations, so I am confident that I can contribute meaningfully, while benefitting from the opportunity to work with a strong group of experienced AIAMC leaders.

By signing below, I am indicating my sincere interest in serving on the AIAMC Board of Directors. I have reviewed the responsibilities and believe I am able to fulfill these responsibilities. I understand that terms of office are three years in length, with my potential appointment beginning April 1, 2019.



11/27/18

\_\_\_\_\_  
Signature\*

\_\_\_\_\_  
Date

*\*If electronic signature is not available, a typed "signature" is acceptable.*

***Please send this completed application form along with an up-to-date curriculum vitae to  
Kimberly Pierce-Boggs, Executive Director,  
by e-mailing [Kimberly@aiamc.org](mailto:Kimberly@aiamc.org) or faxing 888-AIAMC11 (888-242-6211)  
NO LATER THAN NOVEMBER 15, 2018***

**THANK YOU for your interest in leading the  
Alliance of Independent Academic Medical Centers!**

## **Heather Z. Sankey, M.D., M.Ed.**

Obstetrics & Gynecology  
Baystate Medical Center  
759 Chestnut Street  
Springfield, MA 01199  
(413) 794-5811  
heather.sankey@baystatehealth.org

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### **Education**

Master's degree in Medical Education Leadership, University of New England, Portland, ME	2017
M.D., Hahnemann University School of Medicine, Philadelphia, PA	1988
A.B., Math/Science ( <i>General and Departmental Honors</i> ), Vassar College, Poughkeepsie, NY	1984

### **Postdoctoral Training**

Residency, Obstetrics & Gynecology, Baystate Medical Center/Tufts University School of Medicine, Springfield, MA	1988 - 1992
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### **Academic Appointments**

Professor Obstetrics & Gynecology, University of Massachusetts Medical School-Baystate	2018 - present
Associate Professor Obstetrics & Gynecology, University of Massachusetts Medical School-Baystate	2016 - 2018
Adjunct Associate Professor Obstetrics & Gynecology, Tufts University School of Medicine, Boston, MA	2016 - present
Associate Professor Obstetrics & Gynecology, Tufts University School of Medicine, Boston, MA	2011 - 2016
Assistant Professor Obstetrics & Gynecology, Tufts University School of Medicine, Boston, MA	2005 - 2011
Senior Clinical Instructor Obstetrics & Gynecology, Tufts University School of Medicine, Boston, MA	1992 - 2005

### **Leadership Positions**

Chair, Department of Obstetrics and Gynecology, Baystate Health, Springfield, MA	2018 - present
Interim Chair, Department of Obstetrics & Gynecology, Baystate Health, Springfield, MA	2017 - 2018
Assistant Dean of Admissions, University of Massachusetts Medical School- Baystate, Springfield, MA	2017 - 2018
Designated Institutional Official, University of Massachusetts Medical School- Baystate, Springfield, MA	2016 - 2018
Vice Chair Department of Obstetrics & Gynecology, Baystate Medical Center, Springfield, MA	2016 - 2018
Director of Admissions, UMMS-Baystate, Springfield, MA	2016 - 2017
Medical Director Wesson Women's Clinic, 759 Chestnut Street, Springfield, MA	2015 - 2016 2005 - 2008

Vice Chair for Education Department of Obstetrics & Gynecology, Baystate Medical Center, Springfield, MA	2012 - 2015
Chief, Division of General Ob/Gyn Department of Obstetrics & Gynecology, Baystate Medical Center, Springfield, MA	2008 - 2012
President Medical Staff Baystate Medical Center, Springfield, MA	2009 - 2011
Medical Director, Wesson Women's Group, 3300 Main St. Springfield, MA	2008 - 2010
Vice President, Medical Staff, Baystate Medical Center, Springfield, MA	2007 - 2009
Secretary, Medical Staff Baystate Medical Center, Springfield, MA	2005 - 2007

### Other Positions and Employment

Staff Physician, Baystate Medical Practices, Springfield, MA	2004 - present
Active Medical Staff, Dept. of Ob/Gyn, Baystate Medical Center, Springfield, MA	1992 - present
Associate Medical Staff, Ob/Gyn-Surgery, Noble Hospital, Westfield, MA	2011 - 2016
Medical Director, Planned Parenthood League of Massachusetts, Boston, MA	2001 - 2004
Active Medical Staff, Maple Surgery Center, Springfield, MA	1993 - 2002
Physician & Partner, Obstetrics & Gynecology Associates, Springfield, MA	1994 - 2001
Physician, David A. McKay, MD and Associates, Springfield, MA	1992 - 1994
Courtesy Medical Staff, Dept. of Ob/Gyn, Providence Hospital, Holyoke, MA	1993 - 1994

### Honors and Awards

Ob/Gyn Resident Excellence in Teaching Recognition, University of Massachusetts Medical School-Baystate	2018
Educational Achievement Star Award, University of Massachusetts Medical School. <i>Recognition to the PURCH Curriculum Team.</i>	2018
Ob/Gyn Resident Excellence in Teaching Recognition, University of Massachusetts Medical School-Baystate	2016
Ob/Gyn Resident Excellence in Teaching Recognition, Baystate Medical Center/Tufts University School of Medicine	2015
Tufts University School of Medicine Notable Teaching <i>Recognition by medical students who rotated through Obstetrics &amp; Gynecology at Baystate Medical Center</i>	2015
Council of Resident Education in ObGyn / Association of Professors in Gynecology & Obstetrics Annual Meeting Third prize for Oral Abstract Presentation, "Faculty Development through Creation of a PGY1 Boot Camp Curriculum."	2010
National Faculty Award - American College of Obstetricians and Gynecologists Council on Resident Education in Obstetrics and Gynecology <i>Chosen by graduating residents from home program and recognized nationally at the annual meeting</i>	2008
Graduate, Association of Professors in Gynecology & Obstetrics/Solvay Educational Scholars Program	2008
Tufts University School of Medicine Excellence in Teaching Citation <i>Recognition by medical students who rotated through Obstetrics &amp; Gynecology at Baystate Medical Center</i>	2005 - 2007
Fellow, American College of Obstetricians and Gynecologists	1994

Judith Fleming Henshaw Award, Jane Fund of Massachusetts <i>Recognition for care provided to women in Central Massachusetts</i>	2003
Resident Teaching Award, Dept. of Ob/Gyn Baystate Medical Center/Tufts University School of Medicine	1992
Burroughs Wellcome/American Medical Association Leadership Award	1992
Elizabeth Blackwell Memorial Prize for Outstanding Senior Woman, Hahnemann University School of Medicine	1988
Sandoz Award for Outstanding Contribution in Service to Hahnemann University School of Medicine	1988

## **Professional Memberships and Activities**

### **American College of Obstetrics and Gynecology**

Co-Chair Interprofessional Education Curriculum Sub-Committee, American College of Obstetrics and Gynecology and American College of Nurse Midwives Collaborative Task Force	2016 - present
Program Scientific Chair, Annual District I, V and VI Meeting, Toronto, ON, Canada	2015 - 2016
Co-Chair and Content Developer, Personal Review of Learning in Obstetrics and Gynecology (PROLOG), Patient Management in the Office 6 <sup>th</sup> Edition, Washington, DC	2015 - 2016
Member, District I Advisory Council	2009 - 2016
Member, District I Committee on Meetings	2009 - 2016
Junior Fellow Faculty Advisor, District I	2009 - 2015
Content Developer and Reviewer, Personal Review of Learning in Obstetrics and Gynecology (PROLOG) Patient Management in the Office 5 <sup>th</sup> Edition, Washington, DC	2011 - 2012
Content Developer and Reviewer, Personal Review of Learning in Obstetrics and Gynecology (PROLOG) Gynecology and Surgery 5 <sup>th</sup> Edition, Washington, DC	2008 - 2009
Chair, Junior Fellow District I	1992 - 1993
Vice-Chair, Junior Fellow District I	1991 - 1992
Secretary/Treasurer, Junior Fellow District I	1989 - 1991

### **Council of Residency Education in Obstetrics & Gynecology**

District I Council Representative Alternate	2012 - 2015
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### **American Professors in Gynecology and Obstetrics**

Abstract reviewer, Council of Residency Education in Obstetrics and Gynecology and Association of Professors in Gynecology and Obstetrics Annual Meeting	2015 - 2016
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### **Massachusetts Medical Society**

Committee on Recognition Awards, Member	2007 - 2015
Committee on Bylaws, Member	2004 - 2015
Delegate to the House of Delegates	2008 - 2010
	1999 - 2007
Chair, Reference Committee C, Public Health, Annual Meeting	May 2006
Chair, Reference Committee C, Public Health, Interim Meeting	Nov 2006
Member, Reference Committee D, Public Health, Annual Meeting	May 2005
Member, Task Force on Group Membership	2006
Alternate, Nominations Committee,	2003 - 2005
Member, Task Force on House of Delegates Efficiency	2004

Chair, Working Group on Procedures for the Board of trustees	2003
Alternate Trustee, Board of Trustees	2000 - 2003
Member, Perinatal & Maternal Committee	2002 - 2004
<b><u>Hampden District Medical Society</u></b>	
Member, Nominations Committee	2005 - 2008
Executive Board	1999 - 2006
President	2003 - 2004
President-Elect/Vice-president	2002 - 2003
Secretary	1999 - 2002
<b><u>American Medical Association</u></b> , Member	
<b><u>American Association of Physician Leaders</u></b> , Member	1999 - present

## Educational Activities

### Educational Administration and Leadership

#### National

United States Medical Licensing Examination (USMLE)	
Step 2 Clinical Skills Test Material Development. Committee member	2010 - 2012
Step 2 Clinical Knowledge Standard Setting	2006

#### Local

Graduate Medical Education Committee Baystate/Tufts University School of Medicine (now UMMS-Baystate)	2004 – present
Chair	2009 - 2010
Vice Chair	2008 - 2009
Program Director	2016
Department of Obstetrics & Gynecology, University of Massachusetts Medical School-Baystate, Springfield, MA	
Member, GMEC Executive Team	2011 - 2016
Chair, Dept. of Ob/Gyn Education Committee	2004 - 2016
Chair, Grievance Committee (Surgery)	2015
Program Director	2005-2016
Department of Obstetrics & Gynecology, Baystate Medical Center/Tufts University School of Medicine, Springfield, MA	
Chair, GMEC Annual Program Evaluation Subcommittee	2010 - 2012
Chair, Website Working Group, subcommittee of Graduate Medical Education Committee	2005 - 2012
Chair, Internal Medicine Department Internal Review	2011
Member, Residency Curriculum subcommittee Graduate Medical Education Committee	2006 - 2010
Chair, Internal Medicine Department Internal Review	2009
Chair, Resident Privileging Work Group, Graduate Medical Education Committee	2008
Member, Graduate Medical Education Committee Working Group on Space Issues	2008
Member, Search Committee, Director of Education	2006 - 2007
Chair, Anesthesia Internal Review	2006

Associate Program Director	2004 - 2005
Department of Obstetrics & Gynecology, Baystate Medical Center/Tufts University School of Medicine, Springfield, MA	
<b>Teaching Activities</b>	
<b>University of Massachusetts Medical School-Baystate, Springfield, MA</b>	
PGY1 Boot Camp: Transition to Residency, Co-Director & Facilitator, 6 Ob/Gyn residents, Milestones 1 Pre-Assessment (6 hours), Gyn Office Skills (2 hours), The Electronic Health Record (1 hour), Orientation to New Innovations and Case Logs (2 hours), Milestone 1 Post-Assessment (3 hours)	2016 - present
Communication Simulation Curriculum, Content Developer & Facilitator (2 hours/month) 4 Ob/Gyn residents. Breaking Bad News, Pre-operative Counseling, Options Counseling, Fetal Demise	2016 – present
Resident Core Curriculum, Instructor, 18 Ob/Gyn residents, Physician Wellness: Physical & Financial (2 hours), General Considerations in Ob/Gyn (1 hour)	2016 - 2017
<b>Baystate Medical Center/Tufts University School of Medicine, Springfield, MA</b>	
Medical Student clerkship in obstetrics and gynecology at Baystate Medical Center, Instructor, 4- 6 Tufts University School of Medicine students per block/8 blocks each year, Introduction to Ob-Gyn	2005 - 2016
Communication Simulation Curriculum, Co-Director & Facilitator, (2 hours/month) 4 Ob/Gyn residents, Breaking Bad News, The Difficult Patient, Intimate Partner Violence, Options Counseling, Pre-operative Counseling	2012 – 2016
Fatigue and Sleep Deprivation (1 hour, 15 residents)	2008
Baystate Resident Academic Seminar Series, Quality and Patient Safety Curriculum, Course Director, Content Developer & Facilitator, 60 Baystate Medical Center Residents, across disciplines, Safety & Medical Errors in Modern Medicine (4 hours/year)	2008 - 2012
Medical Student clerkship in obstetrics and gynecology at Baystate Medical Center, Instructor, 6 Tufts University School of Medicine students per block/8 blocks, Abortion: a public health perspective	2006 - 2009
Ob/Gyn Resident Core Curriculum, Instructor, 15-18 Ob/Gyn residents (2 hours/year). Coding and Billing	2014 - 2015 2005 - 2009
Ob/Gyn Resident Core Curriculum, Instructor, 6 Ob/Gyn Residents (3 hours/year), Boot Camp for Chief Residents	2012 - 2016
Collaborative Curriculum: Residents as Teachers, Content developer and instructor, 18 Ob/Gyn residents, Baystate Medical Center (12/15/10) and 21 Ob/Gyn Residents, Women's and Infants Hospital, Rhode Island (12/15/10), Teaching Surgical Skills.	2010
Ob/Gyn Resident Core Curriculum, Instructor, 15-18 Ob/Gyn residents (1 hour each topic), Business of Medicine (10/5/16), General Considerations in Ob/Gyn (1/22/14), Pap Smear Guidelines (7/25/12), Clinic Teams (7/13/11), Cesarean Section (2/1/12), Upper Respiratory Tract Infections (2/15/12), Cough and the Ob/Gyn (8/4/10), The Well-Woman Exam (10/13/10), Headache (4/6/11), Colposcopy Review (5/4/11), Fetal Heart-rate Tracings (8/5/09), Shoulder Dystocia (7/18/07), Domestic Violence (8/15/07), Advanced Suturing and Knot Tying (10/31/07), Pregnancy Termination (2/6/08), Evidenced Based Medicine (2/27/08), STDs and the MMWR (10/18/06), Teaching Shouldn't be Tacit (3/28/07), The Current Abortion Controversy (6/20/07)	2007 - 2016
Ob/Gyn Resident Core Curriculum, Instructor, 15-18 Ob/Gyn residents (2 hours each topic), Post-Operative Pain Assessment (4/6/16), Anatomy of 3 <sup>rd</sup> & 4 <sup>th</sup> degree repairs (1/7/15), Preconception and Antenatal Counseling (9/26/12), CREOG Review (1/16/13), Presenting Effectively (7/12/06), Apology and Disclosure (3/14/07)	2007 - 2016

Gynecology Rounds, Instructor, 2 Tufts University School of Medicine students, 8 Ob/Gyn Residents (1 hour each session), Abnormal Uterine Bleeding (10/23/14) Menopause (1/30/14), Contraception (5/9/13), Suturing (3/14/13, 9/27/12), Barrier Methods of Contraception (4/14/11), Techniques Used for Imaging in Gynecology (12/16/10), Barrier Methods of Contraception (4/14/10), Normal and Abnormal Sexual Development (1/14/10), Management of Sepsis and Infection (4/30/09), Benefits and Risks of Sterilization (2/26/09), Benefits and Risks of Sterilization (9/4/08), Emergency Contraception (1/17/08), ASCCP Algorithms (10/25/07), Adult Sequelae of DES Exposure (10/18/07), Congenital Anomalies of the Female Reproductive Tract (9/20/07), Water, Electrolyte and Acid-Base Metabolism (4/26/07), Differential Diagnosis of Gyn Problems by age (1/11/07), Postoperative Care (8/17/06, 7/13/06),	2006 - 2014
TeamSTEPPS, Instructor, 12 Ob/Gyn residents (3 hours) 10/17/12, 2/9/11, 4/27/11, 2/24/10, 11/15/06	2006 - 2012

### Clinical Teaching and Supervision

Clinical Preceptor, Wesson Women's Clinic, 3-4 Ob Gyn residents at a time, 1-3 sessions per week	2004 - present
Clinical Preceptor, Labor and Delivery, 4 Ob Gyn residents plus 1-2 students, 5 days/nights per month	2004 - present
Clinical Preceptor, Wesson Women's Clinic, 4 to 5 3rd year students for a 4-hour session each year	2004 - 2016
Clinical Preceptor, Wesson Women's Clinic, 6 4 <sup>th</sup> year students each year for a 4-hour session	2004 - 2016
Clinical Preceptor, 3300 Main Street Office Practice, 45 3 <sup>rd</sup> year students for a 4-hour session each year	2004 - 2012
Clinical Preceptor, Planned Parenthood League of Massachusetts, 1 Ob Gyn resident, 1 session per week	2000 - 2012

### External Educational Activities

Vulvar Dermatoses. SUNY Downstate Review Course. Brooklyn, NY	May 2012
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### Development of Curricula and Educational Materials

#### National

United States Medical Licensing Examination (USMLE) Step 2 Clinical Skills Test Material Development. Committee member. <i>Worked with committee to design and test scenarios for standardized patients that would incorporate additional competencies related to communication skills into the Clinical Skills Test</i>	2010 - 2012
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#### Regional

Residents as Teachers. Content developer in collaboration with faculty from Brown/Women's and Infant's Hospital, Providence Rhode Island. <i>Developed 3 sessions, each of which was presented at both sites by the same presenters.</i>	2010
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#### Local

Safety and Medical Errors in Modern Medicine. Course Leader Baystate Resident Academic Seminar Series (BRASS) for Baystate Medical Center Residents. <i>Developed a two hour seminar with the Department of Healthcare Quality which presented to all Baystate residents each year. Seminar was modified annually based on key patient safety initiatives at Baystate Medical Center</i>	2008 - 2014
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Director of Worcester Collaborative Residency Training Program for Family Medicine  
*University of Massachusetts/Memorial Hospital residents training at PPLM, Worcester Center, to learn medical and surgical abortion techniques. The syllabus included didactic education and hands-on clinical training, with assessment forms and faculty development for family medicine residents and faculty.* 2003 - 2004

Director of Springfield Collaborative Residency Training Program for Ob/Gyn  
*Baystate Medical Center residents training at Planned Parenthood League of Massachusetts, Springfield Center, to learn medical and surgical abortion techniques. The syllabus included didactic education and hands-on clinical training, with assessment forms and faculty development for Ob/gyn residents and faculty.* 2001 - 2004

## Advising and Mentoring

### Students

John Nolan, Medical Student, Tufts University School of Medicine, Longitudinal Preceptorship 2014 - 2015

Ekwutosi Okoroh, MPH Student, Tufts University School of Medicine, Local advisor/PI for research project, "Exploring the Various Aspects of Childbirth Satisfaction." 2005 - 2006

### **Residents, University of Massachusetts Medical School-Baystate (formerly Baystate Medical Center/ Tufts University School of Medicine)**

Rakhsita Satyarthi, DO, Deepali Maheshwari, DO, Project entitled, "Impact on Continuity of Care with Multi-Disciplinary Teams: Experience from an Obstetrics and Gynecology Resident Clinic" 2016 - present

Maya Barsky, MD, Project entitled, "Vaginal Hysterectomy Numbers for Residents after a Departmental Initiative" 2014 - present

Lydia Lormand, DO, Project entitled, "Clinical Significance of Atypical Glandular Cells on Cervical Cytology" Physician in practice, Westfield, MA 2015 - 2016

Sara Dawn O'Dell, DO, Project entitled, "Compliance with breastfeeding counseling recommendations in Wesson Women's Clinic," Physician, Vancouver, WA 2015 - 2016

Annie Fu, MD, Project entitled, "Impact on Quality of Care with Multi-disciplinary Teams in the BMC OB-GYN Resident Clinic," Fellow in Family Planning Columbia University, NY, NY 2014 - 2016

Valerie Heffner, MD, Project entitled, "Comparison of Evaluation Scales on Range of Responses", Physician in practice, Salem, OR 2012 - 2013

Don Kirton, MD, Project entitled, "Evaluation of boot camp training for Ob/Gyn residents at Baystate Medical Center," Assistant Professor, UMMS-Baystate, Springfield, MA 2009 - 2011

Brittany Weber, MD, Project entitled, "Vaginal Delivery Laceration Rates at Baystate Medical Center Over Time," Physician in practice, Worcester, MA 2009 - 2010

Danae Netteburg, MD, Project entitled, 'H1N1 rates in Pregnancy,' Physician in Tchad, Africa 2009 - 2010

Amber Truehart, MD, Project entitled, "Postpartum Tubal Ligation: Are we giving patient's what they want?" Clinical Associate, University of Chicago, Medicine 2009 - 2010

Ellen Lorange, DO, Project entitled, "Antibiotics for D&E," Assistant Professor, University of Chicago, Family Planning 2008 - 2009

Sarah Betstadt, MD, Project entitled, "Residency Training in Elective Termination," Assistant Professor, University of Rochester, Family Planning 2005 - 2006

Irene O'Farrell, MD, Project entitled, "Improving Postpartum Glucose Tolerance Testing Rates," Physician in practice 2004 - 2005

**Grants****Submitted**

Agency: NIH PA-16-160

4/1/18 – 3/31/23

Principal Investigator: Tatiana N. Nanovskaya, PhD

Title: Sustained release bupropion for smoking cessation during pregnancy

Total: direct &amp; indirect costs \$561,829

Role: Principal Investigator for UMMS-Baystate

**Current**

Agency: Josiah Macy Foundation

2017 - 2020

Principal Investigator (PI): Melissa Avery, PhD, CNM and John Jennings, MD

Title: ACNM-ACOG Maternity Care Education and Practice Redesign

Description: Development of collaborative simulation curriculum for midwifery students and ob/gyn residents.

Total, direct &amp; indirect costs: \$33,113 (subaward)

Role: Principal Investigator for UMMS-Baystate

Agency NIH

7/1/17 - 6/30/22

Principal Investigator (PI) Cheryl Oncken, MD

Title Electronic Cigarette Use During Pregnancy

Total, direct &amp; indirect costs: \$864,257

Role: Principal Investigator for Baystate Medical Center Site (2.5% effort)

**Completed**

Agency: National Institute of Drug Abuse (NIDA)

2012 - 2016

R01-HD069314 (Sub-Award UCHC6-40916371-A1)

Principal Investigator (PI): Cheryl Oncken, MD

Title: Nicotine Replacement for Smoking Cessation during Pregnancy

Description: Inhaled nicotine vs placebo for cessation of smoking during pregnancy.

Total, direct &amp; indirect costs: \$559,899

Role: Principal Investigator for Baystate Medical Center Site (5% effort)

Agency: Internal

1/10 - 6/11

Principal Investigator (PI): Heather Z. Sankey, MD

Title: Attitudes, Beliefs, and Psychosocial Factors Regarding Gestational Weight Gain Among Low-Income Pregnant Women

Description: Study to explore attitudes, beliefs, and psychosocial factors potentially related to excessive weight gain during pregnancy

Total, direct &amp; indirect costs: \$23,660

Role: Principal Investigator (No funded salary support)

Agency: Donaghue Investigator

10/06 - 10/07

Grant Number DF04-108

Principal Investigator (PI): Cheryl Oncken, MD

Title: Maternal Genetics, Cigarette Smoking and Infant Birth Weight

Description: Study of the effect of maternal genetics on ability to quit smoking and infant birth weight.

Total, direct &amp; indirect costs: \$28,062

Role: Principal Investigator for Baystate Medical Center Site (5% effort)

Agency: National Institutes for Health (NIH) & National Institute of Drug Abuse (NIDA)	9/06 - 9/07
Grant Number 5R01DA015167-05	
Principal Investigator (PI): Cheryl Oncken, MD	
Title: Nicotine Replacement Treatment for Pregnant Smokers	
Description: Nicotine Gum vs placebo in pregnant women to determine quit rates and effect on infant outcomes.	
Total, direct & indirect costs: \$33,262	
Role: Principal Investigator for Baystate Medical Center Site (5% effort)	
Agency: National Institutes for Health (NIH) & National Institute of Drug Abuse (NIDA)	9/05 - 9/06
Grant Number 5R01DA015167-04	
Principal Investigator (PI): Cheryl Oncken, MD	
Title: Nicotine Replacement Treatment for Pregnant Smokers	
Description: Nicotine Gum vs placebo in pregnant women to determine quit rates and effect on infant outcomes.	
Total, direct & indirect costs: \$64,633	
Role: Principal Investigator for Baystate Medical Center Site (5% effort)	

### Current Unfunded Projects

Title: PProgram in Support of Moms (PRISM)	2016 - present
Principal Investigator: Nancy Byatt, DO, MS, MBA, FAPM	
Description: To compare the effectiveness of PRISM vs. enhanced usual care to improve depression severity and treatment participation in pregnancy through 12 months postpartum (primary outcomes)	
Role: Principal Investigator Baystate Health	
Title: Impact on Quality of Care with Multi-disciplinary Teams in Resident Clinic	2012 - program
Principal Investigator: Heather Z. Sankey, MD	
Description: Analysis of the impact of teams on continuity of care, utilization and no-show rates.	

### Clinical Practice

#### Certification and Licensure

Diplomat, American College of Physician Executives	2003 - present
Diplomate, American Board of Obstetrics & Gynecology	1995 - present
State Medical Licenses	
Massachusetts full license	1989 - present
Massachusetts limited license	1988 - 1989
Certified Physician Executive (American College of Physician Executives – Now the American Association for Physician Leadership) Tampa, FL	2003

#### Clinical Discipline

Obstetrics and Gynecology	1992 - present
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#### Clinical Activities

Baystate Medical Practices	2004 - present
Obstetrician/Gynecologist (3 half-day sessions)	
Planned Parenthood League of Massachusetts	2001 - 2004
Medical Director & Gynecologist (2 full-day sessions)	
Obstetrics and Gynecology Associates	1994 - 2001
Physician Partner; Obstetrician/Gynecologist (9 x half-day sessions)	
David A. McKay, MD and Associates	1992 - 1994
Employed Obstetrician/Gynecologist (9 x half-day sessions)	

**Clinical Innovations and Quality Improvement Projects**

Team Clinics, Wesson Women's Clinic <i>Led the development of 4 patient care teams, effectively integrating care by residents, attending physicians and advanced practice nurses. Enhanced collaboration and communication with standardized processes for documentation and tracking.</i>	2011 - present
Departmental Training in TeamSTEPPS; Course Director and Facilitator <i>TeamSTEPPS is an evidence-based program developed by the Agency for Healthcare Research and Quality, aimed at optimizing performance among teams of health care professionals, enabling them to respond quickly and effectively to whatever situations arise.</i>	
3 sessions (2 hours each), 12-15 interdisciplinary participants (Physician, resident, RN, CNM, Unit Clerk)	2016
10 sessions (3 hours each), 12-15 interdisciplinary participants (Physician, resident, RN, CNM, Unit Clerk)	2006 - 2010
Member, LEAN Process Steering Committee, Wesson Women's Clinic <i>Two-day orientation to LEAN processes and planning for a weeklong LEAN process in Wesson Women's Clinic to enhance efficiency and improve patient throughput (decrease waiting time), which resulted in a redesign of the workflow for staff and significant improvements.</i>	2011 - 2012

**Peer-reviewed publications**

1. Oncken C, Ricci KA, Kuo CL, Dornelas E, Kranzler HR, **Sankey HZ**. Correlates of Electronic Cigarettes Use Before and During Pregnancy. *Nicotine Tob Res.* 2017 May 1;19(5):585-590. doi: 10.1093/ntr/ntw225.PMID: 28403454
2. Rosal MC, Wang ML, Moore Simas TA, Bodenlos JS, Crawford SL, Leung K, **Sankey HZ**. Predictors of Gestational Weight Gain among White and Latina Women and Associations with Birth Weight. *J Pregnancy* epub 2016 Sep 4;2016:8984928.
3. DeJoy, SA, **Sankey HZ**, Dickerson, AE, Psaltis, A, Galli, A, Burkman, RT. The Evolving Role of Midwives as Laborists. *J Midwifery Womens Health.* 2015 Dec;60(6):674-81. doi: 10.1111/jmwh.12350. Epub 2015 Nov 30. PMID: 26619374
4. Wang ML, Arroyo J, Druker S, **Sankey HZ**, Rosal MC. Knowledge, Attitudes and Provider Advice by Pre-Pregnancy Weight Status: A Qualitative Study of Pregnant Latinas with Excessive Gestational Weight Gain. *Health.* 2015;55(7):805-28. doi: 10.1080/03630242.2015.1050542. Epub 2015 May 27. PMID: 26016948
5. Oncken C, Feinn R, Covault J, Duffy V, Dornelas E, Kranzler HR, **Sankey HZ**. Genetic Vulnerability to Menthol Cigarette Preference in Women. *Nicotine Tob Res.* 2015 Dec;17(12):1416-20. doi: 10.1093/ntr/ntv042. Epub 2015 Apr 1.PMID: 25832883

6. Dornelas E, Oncken C, Green J, **Sankey HZ**, Kranzler HR. Major Depression and PTSD in Pregnant Smokers Enrolled in Nicotine Gum Treatment Trial. *The Am J Addict*, 22: 54–59, 2013
7. DeJoy S, Burkman RT, Graves BW, Grow D, **Sankey HZ**, Delk C, Feinland J, Kaplan J, Hallisey A. Making It Work: Successful Collaborative Practice. *Obstet Gynecol*. 2011 Sept; 118 (3): 683-686.
8. Oncken C, Dornelas E, Greene J, **Sankey H**, Glasmann A, Feinn R, Kranzler HR. Nicotine Gum for Pregnant Smokers: A Randomized Controlled Trial. *Obstet Gynecol*. 2008 Oct;112(4):859-867.
9. Feinland JB, **Sankey HZ**. “The Obstetrics Team: Midwives Teaching Residents and Medical Students on the Labor and Delivery Unit.” *J Midwifery Women’s Health* 2008; 53: 376-380.
10. Betstadt SJ, **Sankey HZ**. Residency training in elective pregnancy termination: attitudes and behaviors of Baystate graduates. *Contraception* 74(2):193-193 · July 2006
11. Shannon CS, Winikoff B, Hausknecht R, Schaff E, Blumentha, P, Oyer D, **Sankey H**, Wolff J, Goldberg R. “Results from a Multi-Center Trial of a Simplified Mifepristone Medical Abortion Regimen in the U.S.” *Obstet Gynecol* 2005; 105: 345-351
12. Huppert JS, Batteiger BE, Braslins P, Feldman J, Hobbs, M, **Sankey HZ**, Sena, A, Wendel, K. “Use of an Immunochromatographic Assay for Rapid Detection of *Trichomonas Vaginalis* in Vaginal Specimens.” *J Clin Microbiol* 2005 43: 684-687
13. **Sankey, HZ**, Lewis, RS, O’Shea, D, Paul, M, “Enhancing Resident Training in Abortion and Contraception Through Hospital-community Partnership,” *Am J Obstet Gynecol*. 2003 Sep; 189(3):644-6.
14. Bailey, CL, **Sankey HZ**, Donovan, JT, Beith, KA, Otis, CN, Powell, JL, “Primary Breast Cancer of the Vulva,” *Gyn Onc* 1993; 50:379-383
15. Wiczuk, HP, Watson, MS, **Sankey, HZ**, Howe, RS, “Free Progesterone Evaluation During the Normal Luteal Phase,” *Assist Repro Rev* 1992; 2:194-197
16. Powell, JL, Zwirek, SJ, **Sankey, HZ**, “Hemangioma of the Cervix Managed by the Nd: YAG laser,” *Obstet Gynecol* 1991; 78:962-964

### Books & Chapters

1. Personal Review of Learning in Obstetrics and Gynecology (PROLOG): Patient Management in the Office, Seventh Edition. 2017 Co-Chair Author Task Force (*responsible for lead role in peer review/editing all questions and critiques*)
2. Personal Review of Learning in Obstetrics and Gynecology (PROLOG): Patient Management in the Office, Sixth Edition. 2012 Member of Author Task Force (*responsible for primary authorship for questions and critique, and peer review/editing of the remaining 181 questions and critiques*)
3. Personal Review of Learning in Obstetrics and Gynecology (PROLOG): Gynecology and Surgery, Sixth Edition. 2009. Member of Author Task Force (*responsible for primary authorship for questions and critique, and peer review/editing of the remaining 181 questions and critiques*)
4. F.P. Bailey, **Heather Z. Sankey**, *Operative Obstetrics*, 2<sup>nd</sup> Edition, Pregnancy termination, \_ Edited by John Patrick O’Grady, Martin L. Gimovsky, June 2008

### Non-peer-reviewed publications

1. **Sankey HZ**. Chronic Cough in Women. *The Female Patient*. 2011;36(5):24-30
2. **Sankey HZ**. “Hypertension in Pregnancy: Self-Assessment in Obstetrics and Gynecology.” *Hosp Physician*. 2009 June.

### Invited Presentations

#### National

Models of CNM/Ob-Gyn Collaboration. CREOG and APGO Annual Meeting, San Diego, CA

March 2009

**Regional**

Milestones. Beth Israel Deaconess Department of Ob/Gyn Grand Rounds. Boston, MA	Sept 2014
Life After Residency. ACOG Junior Fellow Day. Waltham, MA.	August 2013
The Politics of Abortion, Family Planning, and Sex Education. Central Massachusetts Jane Fund Annual Meeting. Worcester, MA	January 2004
Teen Pregnancy, UMMS, Department of Ob/Gyn, Worcester, MA	Nov 2003
Update on Sexually Transmitted Infections, Planned Parenthood League of Massachusetts, Boston, MA	May 2003
Update on Sexually Transmitted Infections, John Snow Inc. Institute, Boston, MA	Dec 2002
Medical Management of Termination of Pregnancy: Current and Future Practice. Baystate Medical Center Regional Ob/Gyn Seminar, Springfield, MA	May 2001
Medical Abortion with Mifepristone/Misoprostol. Harvard University Health Services Grand Rounds, Boston, MA	April 2001

**Local**

What's New in Medical Education? Times They Are A'Changin, Baystate Medical Center Department of Ob/Gyn Springfield, MA	October 2016
"Fatigue & Sleep Deprivation," Speaker Grand Rounds Department of Ob/Gyn, Springfield MA	2009 - 2015
What's New in Residency Education: Overview of Changes, Team Training, Simulation & Boot Camps, Baystate Medical Center Department of Ob/Gyn Springfield, MA	October 2011
Truths and Myths about the Geriatric Population,. Baystate Chief Resident Immersion Training in the Care of Older Adults (CRIT), Hyannis, MA (retreat)	April 2012
Women and Technology. Women Advancing and Achieving in Medicine. Baystate Medical Center	Feb 2007
Baystate Medical Center Education Retreat. Interspecialty Collaborative Curriculum, Baystate Medical Center, Springfield, MA	Nov 2005
Women and Technology. Women Advancing and Achieving in Medicine. Baystate Medical Center, Springfield, MA	February 2005
Achieving Balance in Medicine. Women Advancing and Achieving in Medicine. Baystate Medical Center, Springfield, MA	November 2004
Emergency Contraception and New Contraceptive Technologies, Internal Medicine Grand Rounds, Baystate Medical Center, Springfield, MA	March 2004

**Other Presentations, Posters & Abstracts****National**

Kirton D, Knee A, Hueppchen N, <b>Sankey HZ</b> Development and Implementation of a Resident as Teachers Curriculum for Ob/Gyn Residents. CREOG & APGO Annual Clinical and Scientific Meeting, National Harbor, MD	February 27 – March 3, 2018
Whitehurst KE, Riddick AP, <b>Sankey HZ</b> , Nelson KH. Scrubbing our Assessments: Using SOAP as a Template for Ob/Gyn Resident Evaluation. NHME. Poster, third place	May 15, 2017
Barsky M, Jones K, Harmanli O, <b>Sankey H</b> Vaginal Hysterectomy Numbers for Residents after a Departmental Initiative ACOG Annual Clinical and Scientific Meeting Washington D.C. Poster	May 17-21 2016
Plevyak M, <b>Sankey HZ</b> , St. Marie P. Letters of Recommendation in Obstetrics and Gynecology. What information is important? CREOG & APGO Annual Meeting. New Orleans, LA Poster	March 2-5, 2016
Fu A, <b>Sankey HZ</b> , Multidisciplinary Teams in a Resident Clinic. Alliance of Independent Academic Medical Centers Annual Meeting. Oral Abstract presentation	March 27-29, 2014

- Plevyak M, **Sankey HZ**, St. Marie P. Factors That Affect the Choice of an Obstetrics and Gynecology Residency Program. Poster presented at the Council on Resident Education in Obstetrics and Gynecology & Association of Professors of Gynecology and Obstetrics Annual Meeting, Atlanta, GA February 27, 2014
- Rauktys A, Igarashi S, Shaaban R, **Sankey HZ**. Resident Engagement in Quality Through a Resident Quality Council. Alliance of Independent Academic Medical Centers Annual Meeting. New Orleans, LA Poster March 25-28, 2015
- Sankey HZ**, Picchioni M Basic and Advanced Communication: A Model for Universal Milestones that are Adaptable Across Programs and Across Disciplines. CREOG & APGO Annual Meeting. Orlando, FL. Workshop, speaker. March 2013
- Plevyak M, **Sankey HZ**, St. Marie P. Impact of a 3 Week "Fundamentals" Curriculum at the Beginning of Ob/Gyn Residency. CREOG & APGO Annual Meeting Phoenix, AZ. Poster February 27 - March 2, 2013
- Picchioni M, Hinchey KT, Mahar S, **Sankey HZ**. Basic and Advanced Communication: A Model for Universal Milestones that are Adaptable Across Programs and Across Disciplines. Annual Program Directors in Internal Medicine Fall Meeting. Phoenix, AZ Workshop, speaker. October 2012
- Sankey HZ**, Plevyak M. New Ob/Gyn Residents: An Innovative Approach to Teaching the Basics. CREOG & APGO Annual Meeting. Orlando, FL. Poster March 7-10, 2012.
- Cappelietti EC, Matteson KA, Bell C, **Sankey HZ**, Lapes V, Hampton BS. Obstetrics and Gynecology Residents as Teachers: Impact of a Defined Curriculum on Teaching Confidence. CREOG & APGO Annual Meeting. Orlando, FL Poster March 7-10, 2012
- Plevyak M, **Sankey HZ**, St. Marie P, Katz NT. Resident Obstetric Ultrasound performance. Can We Improve Quality? CREOG & APGO Annual Meeting. Orlando, FL. Poster March 7-10, 2012
- Sankey HZ**, Bennett, E, McWhorter R. In The Americas Eportfolios as Virtual Human Research Development: A Review of Literature and Analysis of a Tool in a Graduate Medical Education Program. Academy of Human Resource Development International Research Conference. Denver, CO. Oral research abstract presentation, Speaker March 1-3, 2012.
- Hampton BS, Bell C, **Sankey HZ**, Getting to Know You: Capitalizing on Local Resources by Collaborating with Geographically Close Institutions. APGO Faculty Development Seminar, Palm Beach, CA. Poster January 8, 2012
- Sankey HZ**. Using Residency Interviews To Assess As Well As Recruit: Can We Do Both Successfully? Should We? (A Friendly Debate). CREOG Program Director's Retreat, Pasadena, CA. Workshop, speaker. August 2011
- Sankey HZ**. Midwives Training Ob/Gyn Residents: Impact on Maternal and Fetal Outcomes at One Institution. CREOG & APGO Annual Meeting. San Antonio, TX. Oral Abstract Presentation, speaker. March 10-13, 2011
- Sankey HZ**, Narayan RJ, Bell C, Stephens A. Addressing Unprofessional Behavior Professionally: What Choices Do We Have? CREOG and APGO Annual Meeting, San Antonio, TX. Facilitator of workshop. March 10, 2011
- Sankey HZ**. Faculty Development through Creation of a PGY1 Boot Camp Curriculum. CREOG & APGO Annual Meeting. Orlando, FL. Oral abstract presentation, speaker March 3-6, 2010
- Harmanli O, Ilarslan I, Knee A, Kirupanathan, S, **Sankey HZ**. How much do women know about hysterectomy? A survey of women in an academic obstetrics and gynecology practice. Society of Gynecologic Surgeons Annual Meeting. Tucson, AZ. Poster April 12-14, 2010
- Rosal MC, Bodenlos JS, Crawford S, Leung K, Moore-Simas T, **Sankey HZ**. Depression and gestational weight gain among low-income Hispanic and White non-Hispanic women. Society of Behavioral Medicine Annual Meeting and Scientific Sessions. San Diego, CA. Poster Mar 26-Mar 29, 2008
- Sankey HZ**. Accuracy of Resident Obstetrical Procedure Numbers in the Case Log System. CREOG & APGO Annual Meeting. Orlando, FL. Poster March 3-5, 2008
- Sandhu A, Bell C, **Sankey HZ**. Evolution of a hands-on surgical skills curriculum for obstetric and gynecology residents: One institution's experience. CREOG & APGO Annual Meeting. Salt Lake City, UT. Poster March 2008

Betstadt S, **Sankey HZ**. Residency Training in Elective Pregnancy Termination: Attitudes and Behaviors of Baystate Graduates. American Reproductive Health Professionals La Jolla, CA. Poster  
September 2006

### Regional

Maheshwari DK, Satyarathi R, **Sankey HZ**. Impact on Continuity of Care with Multi-Disciplinary Teams: Experience from an Obstetrics and Gynecology Resident Clinic. Northeast Group on Educational Affairs Poster  
May 3-5, 2017

### Local

Barsky M, Jones K, Harmanli O, Sankey H Vaginal Hysterectomy Experience for Residents after an Initiative. Poster Presentation at Baystate's Academic week and Resident Research day, Springfield, MA. Oral abstract, speaker Dr. Barsky. Poster  
May 2015

### Professional Development

Fellow of the Baystate Health Leadership Institute (Baystate Health), Springfield, MA  
2015 - 2016

Association of Professors in Gynecology & Obstetrics/Solvay Educational Scholars' Development Program  
2007 - 2008

Association of Professors in Gynecology and Obstetrics, Amelia Island, FL; Salt Lake City, UT; Annapolis, MD; Lake Buena Vista, FL

School for Program Directors  
(American College of Obstetricians and Gynecologists Council on Resident Education in Obstetrics and Gynecology) Chicago, IL; Big Sky, MT; Orlando, FL  
2005 - 2006

### Committee Assignments and Administrative Service

#### University of Massachusetts Medical School, Worcester, MA

Member, Progress Board  
2017 - present

Member, Executive Council  
2017 - present

Member, Admissions Committee  
2016 - 2017

#### University of Massachusetts Medical School-Baystate, Springfield, MA

Executive Council  
2016 - present

Admission and Curriculum Task Force  
2015 - 2016

#### Tufts University School of Medicine, Boston, MA

Member, Faculty Senate  
2012 - 2015

Member, Liaison Committee on Medical Education Medical Student Self-Study Subcommittee  
2012 - 2014

#### Baystate Medical Center

##### Medical Staff

Member, Baystate Medical Center Ebola Team  
2015 - 2016

Member, Clinical & Technical Operations Council  
2014 - 2015

Ambulatory EHR Optimization (aEHRo) Project

Member, Executive Committee  
2013 - 2015

Chair, Program Steering Committee

Chair, Tiger Team for Medical Record Documentation

Member, Women Advancing and Achieving in Medicine Steering Committee  
2011 - 2014

2004 - 2009

Member, Department of Ob/Gyn Executive Team, Dept. of Ob/Gyn  
1998 - 2012

Chair, Administrative Affairs Committee	2011 - 2012
Member, Performance Improvement Committee	2007 - 2010
Member, Board of Trustees Special Board Committee, the Ad Hoc Building Project Committee	2007 - 2012
Member, Technology and Therapeutics Committee	2005 - 2013
Member, Medical Staff Executive Council	2002 - 2012
Chair, Patient Care Policy Committee	1999 - 2005
Member, Technology & Therapeutics Committee	1999 - 2001
Member, Medical Staff Executive Council	1997 - 2000
Member, Medical Staff Council	1994 - 2000

### Healthcare Quality

Member, Women's Services Performance Improvement Committee	2015 - present
Member, Obstetrics Root Cause Analysis Learning Committee, Dept of Ob/Gyn	2015 - 2017
Member, Obstetrical Bundle Task Force, Dept of Ob/Gyn	2015 - 2017
Chair, Performance Improvement Coordinating Committee	2007 - 2009
Member, Hospital Quality Council	2007 - 2010
Member, Quality Assurance Committee, Dept. of Ob/Gyn	1993 - 1995

### Baystate Health

Member Ambulatory Performance Improvement Committee	2015 - 2016
Member, Baystate Health Physician Leadership Development Steering Committee	2011 - 2015
Member, Baystate Medical Practices Compensation Committee	2010 - 2014
Baystate Health System Physician Hospital Organization Governmental Affairs Council (Member) Contract Advisory Council (Member)	2004 – 2013 2000 - 2007
Member, Physician Retention Taskforce	2008
Member, Baystate Medical Education and Research Foundation Compensation Committee	2008
Member, Health Insurance Advisory Physician Subgroup	2005

### External Professional Service

Alliance of Independent Academic Medical Centers	
Team Co-Leader, University of Massachusetts Medical School-Baystate, National Initiative VI: Stimulating a Culture of Well-Being in the Clinical Learning Environment <i>Every two years, the organization sends out a request for proposals related to an educational theme. Academic institutions must apply and be accepted into the initiative, which lasts for 18 months and typically involves a project and scholarly activity related to the project.</i>	2017 - 2019
Member, Board of Directors Work Group	2017 - 2018
Representative to the Association of American Medical Colleges National Fellowship Start Date Task Force	2016 - present
Member, Annual Meeting Planning Committee	2015 - 2018
Team Leader, Baystate Medical Center, National Initiative IV: Achieving Mastery of CLER (Clinical Learning Environment Review)	2013 – 2015
Association of American Medical Colleges, Northeast Group for Educational Affairs Abstract Reviewer for Annual Meeting	2016 - present

Abortion Advisory Committee (Member) Department of Public Health,  
Massachusetts

2000 - 2005

**Community Service**

Unitarian Universalist Society of Greater Springfield

Lead Teacher Our Whole Lives Comprehensive Sexual Education Program

Grades 7-9

1995 - 2014

Grades 4-6

1998 - 2014

Grades K-1

1998 - 2012

Member, Hampden County Network on Teen Pregnancy Prevention and Youth  
Empowerment

2006 - 2007