



## EDUCATION

### A Pivotal Moment

We stand at a crossroads in the delivery of health care. Scientific breakthroughs are advancing patient care at a rate unparalleled in the history of medicine. From the development of cutting-edge technological tools to big data-driven innovations in care delivery, the relentless pace of change poses a challenge for care teams: ensuring a continuous flow of the latest and most effective laboratory discoveries and care practices to our patients' bedsides.

Mass General has already assembled the most visionary minds in health care. But even the best and brightest need space and time to learn, experiment and reflect; to give and receive feedback; and to practice key skills, both individually and as teams. To keep our providers on the cutting edge, we must invest in their continued development and training—not only for their own personal growth, but for the health and well-being of our patients.

### Uniquely Positioned for Impact

From our roots as the original teaching hospital of Harvard Medical School to the founding of the MGH Institute of Health Professions, Mass General has been dedicated to educating the next generation of health care trailblazers. We possess powerful advantages in history, resources, expertise and leadership that enable us to uniquely model how extensive investments in education can transform care delivery.

For nearly a century, the prestigious *New England Journal of Medicine* has featured Case Records of the Massachusetts General Hospital, an ever-present educational standard for health care providers worldwide. And for 200 years the Ether Dome, our original teaching amphitheater that is widely regarded as the birthplace of modern surgery, has long stood as an ongoing reminder of our joint education and patient care missions.

Today, more than 10,000 Mass General clinicians rely on us to meet their continuing professional development needs. Nearly 200 Harvard medical students and 2,800 nursing and health professional students rotate through the hospital annually. Approximately 1,350 residents and clinical fellows train in our graduate medical education programs, and we routinely host visiting clinicians from every corner of the world.

Most recently, Mass General marshaled its collective expertise to serve as a public training resource to support hospital systems across the world in learning how to fight the COVID-19 pandemic. By sharing a comprehensive Digital Library of COVID-care resources, our expert teams set a new standard for disseminating best practices in combating this devastating new disease.

**10,000**  
clinicians.

**200**  
Harvard Medical  
School students.

**2,800**  
nursing and health  
professional students.

# Bold Breakthroughs. Compassionate Care. Revolutionary Results.

Our success in caring for COVID-19 patients was the result of a rapidly mobilized workforce training plan, which underscores the critical role of our own education infrastructure—not only in times of crisis, but as a vital underpinning of routine hospital care.

Now is the time to leverage our educational achievements to lead a historic new vision for health care focused on educating our entire hospital workforce as a fully integrated team—a team working every day, across all disciplines and professions, to bring bold breakthroughs to the bedside of every patient, every time.

## Our Vision

Imagine a future where all care teams routinely take time out of their busy clinical schedule to receive “just-in-time” training on the latest innovations in their field. Where this knowledge is strategically shared via a curated mix of classroom and online learning, with focused practice drills designed to support everyday clinical learning and care across the system. Where patients can rest easy, knowing their clinicians not only bring the most up-to-date advancements in science and care delivery directly to the bedside, but that they’ve been routinely and repeatedly trained to do just that.

The COVID-19 pandemic forced hundreds of physicians, nurses, researchers and staff members to model this intensive new approach to integrating education and patient care. Thanks to Mass General’s strong, adaptable education infrastructure, staff and faculty were quickly trained on their new responsibilities. General care nurses were trained on intensive care unit procedures, researchers were redeployed to support frontline caregivers, and as emerging COVID-19 research became available, new specialized support teams were formed to ensure each COVID-19 patient received the most effective, compassionate care possible.

Now, we must continue to expand and strengthen these initiatives beyond the crisis. We know that health care systems that prioritize education will provide the best possible care to their patients—and we are committed to modeling successful approaches and sharing our expertise widely. With your help, we will seize new opportunities to make unprecedented investments in education that promise to turn our pioneering vision into reality.



## JOIN US

**This moment demands that we aim high. We need to make unprecedented investments in our people, our infrastructure and our programs to ensure we can fully seize the opportunities before us.**

**FOR MORE INFORMATION on how you can support education priorities at Massachusetts General Hospital, please contact Mary Hanifin at [mhanifin@mgh.harvard.edu](mailto:mhanifin@mgh.harvard.edu) or (617) 643-0468.**



## EDUCATION: OPPORTUNITIES TO INVEST



### People

Education is an investment in people. Whether we're training a workforce of more than 10,000 clinicians or funding the work of dedicated faculty-educators, we are committed to facilitating learning and building care skills at Mass General and around the world. Furthermore, investing dedicated time and funding for our educators to teach promises increased workplace satisfaction and reduced burnout among many of our most valued staff—providing renewed energy, time and expertise for excellence and compassion in patient care.

With this in mind, we seek to create a **Mass General Learning Endowment** to support this crucial mission. The endowment will support our personnel at multiple levels, such as:

- » **Endowed Education Chairs, Scholars and Fellows.** We seek to create a series of at least 10 endowed positions to support education-focused faculty and staff in working across disciplines to ensure that advances in medical science and clinical care benefit every single patient. These positions will support faculty leaders and teaching programs across professions, serving as a critical tool for the recruitment and retention of the most talented educators.
- » **Team Learning Grants.** To assure continuous, high-quality training, care teams need to complement everyday clinical work with dedicated opportunities to experiment and reflect over time; to give and receive feedback; and to practice key skills, both individually and in teams. During that time, their routine hospital duties must be covered by other providers. We're seeking endowed funding that would allow departments to maintain full-time clinical service operations when other members of the unit are engaged in focused education and training activities. This investment would ensure continuity of care for patients while expanding learning opportunities for providers.

### Infrastructure

In addition to investing in our people, we must provide our team with the tools and facilities required to fully realize the promise of integrated workforce education. We seek to build state-of-the-art facilities that will magnify the scale and scope of our educational operations, such as:

- » **Learning Hospital.** We seek to build the Mass General Learning Hospital, a new infrastructure that will support integrated workforce education as a key driver of quality and safety in health care. The entire Mass General workforce would have access to the resources in this facility, as would regional, national and international colleagues. Built, clinically staffed and equipped like an actual, small-scale hospital, the first-of-its-kind Learning Hospital would operate solely as an education and training resource—complete with virtual, simulated, cadaveric and actor



# Bold Breakthroughs. Compassionate Care. Revolutionary Results.

patients. This would allow the Learning Hospital to replicate the entire Mass General patient care experience, enabling care teams to train and practice together to improve collaborative care delivery.

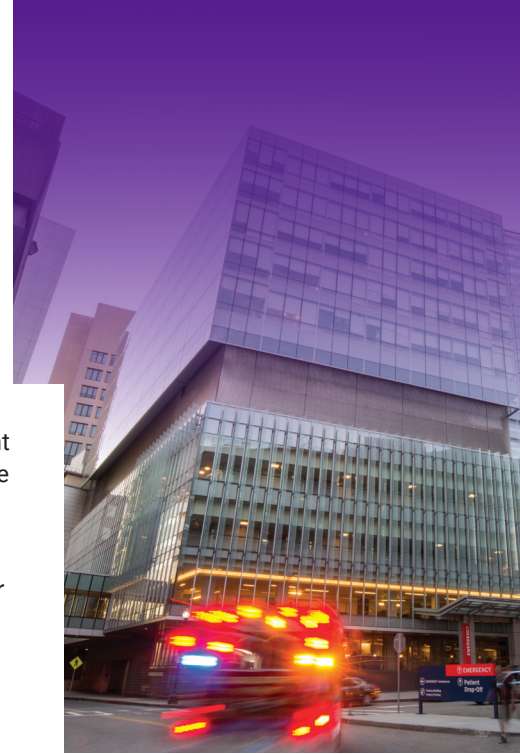
- » **Conference Center: The New Ether Dome.** In an effort to open an educational dialogue that extends far beyond our walls, we seek to construct a best-in-class Conference Center that would bring worldwide experts together for shared learning and exploration. This new facility would feature a large, modern auditorium integrated with a web-based distance learning and conferencing platform and adjacent convening space designed to host large national and international gatherings—cementing Mass General as the go-to destination for health care learners.

## Programs

Our clinical and scientific training programs have defined excellence in health professions education in the modern era. Building on our experience mobilizing training assets to support COVID-19 care, we aim to expand to an everyday model for systemwide education beyond crisis care, designed to continuously coordinate our entire workforce of trainees, providers and teams. We seek to make significant investments in programs such as:

**The Academy for Applied Learning in Health Care.** We plan to create the Academy for Applied Learning in Health Care, which will serve as the institutional home for our ambitious education and training efforts. This infrastructure would also support the Digital Library initiative that has proved so powerful during the COVID-19 pandemic. The Academy team will provide ongoing support and resources for all education-focused faculty and staff as they develop, test and deploy bold breakthroughs in teaching and learning to support high-quality, compassionate care for all patients.

When paired with the state-of-the-art Learning Hospital, the Academy for Applied Learning in Health Care will offer unprecedented opportunities for systems-based education across our entire professional workforce. This level of investment promises to revolutionize care for Mass General patients and set a new standard for how innovation in education can improve health care worldwide.



## JOIN US

Thank you for your interest in Mass General Education. With the support of partners like you, we will ensure the latest advancements in science and care delivery reach the bedside of every patient, every time.

**FOR MORE INFORMATION** on how you can support these education priorities, please contact Mary Hanifin at [mhanifin@mgh.harvard.edu](mailto:mhanifin@mgh.harvard.edu) or (617) 643-0468.