

The DPM (né DACP) Birth Story



1991-1992 Several Visits to HMS

- Articulation of My Perspective on Rationale for Department – From 1992 Inui Transparencies

**Sources of change:
"new science"**

1. New biology/molecular medicine
2. Evaluative health science
3. Social sciences in medicine
4. Humanities in medicine

**Perspective on Rationale for Department – From
1992 Transparencies**

**Sources of change:
new circumstances**

- 1. Alternative systems of care**
- 2. Altered use of hospitals**
- 3. Evolving demography and epidemiology**
- 4. Emerging technologies**
- 5. Mismatch of resources/need**
- 6. Shifting social values**

**Perspective on Rationale for Department – From
1992 Transparencies**

Emerging Care System

- **Oriented to health, populations**
- **Focused on consumer**
- **Information-intensive**
- **Coordinated, integrated**
- **Outcome-oriented**
- **Resource-constrained**
- **Accountable**
- **Interdependent**

Analysis of Essential Ingredients – All Present

- An exemplary health care delivery system with an enrolled population, an electronic medical record, a foundation dedicated to academic activities as well as community service, and executive leadership dedicated to innovation and continuous quality improvement.
- Potential for integration of the superb Teaching Center and research faculty to create a ‘full-service’ academic department in Harvard Community Health Plan, a fulfillment of Bob Ebert’s prescient vision.
- Sufficient resources to recruit an inaugural cohort of faculty and a ‘ladder’ to grow as we garnered grants.

Negotiating with Dan Tosteson



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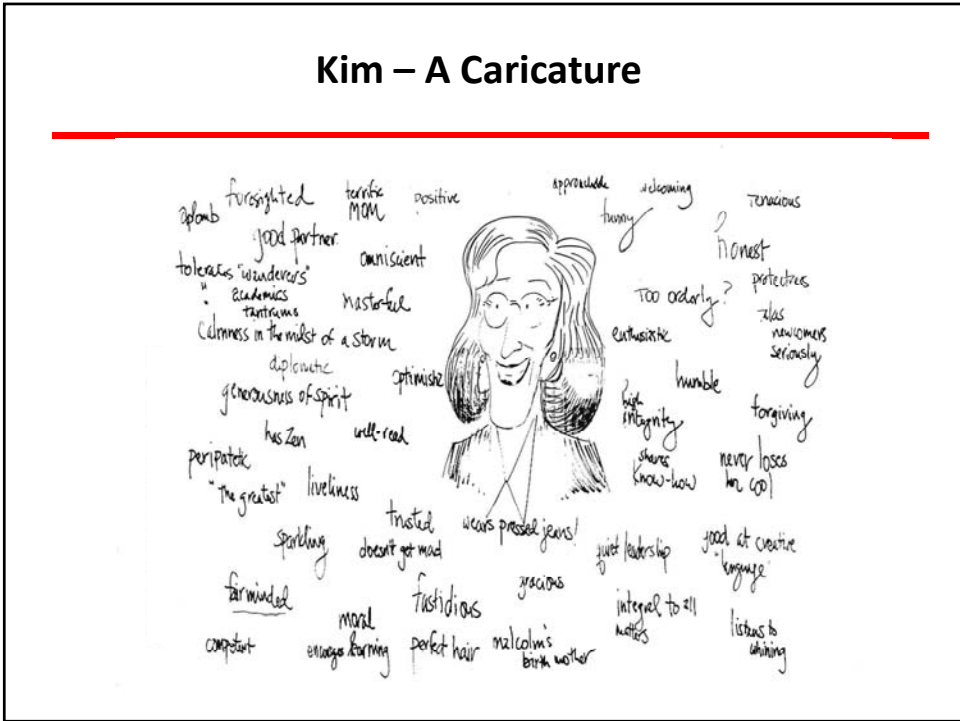
**Dan Tosteson – “I didn’t get where I am today
without over-reaching!”**



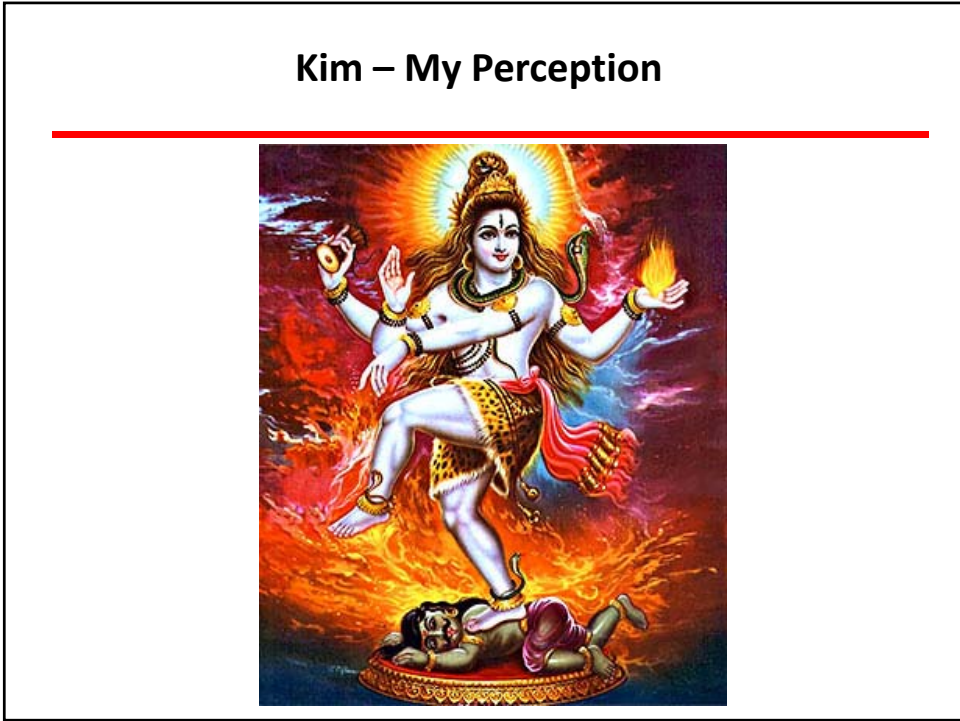
**First Recruitment: Kim Eberlein – Perfect
Administrative Partner**



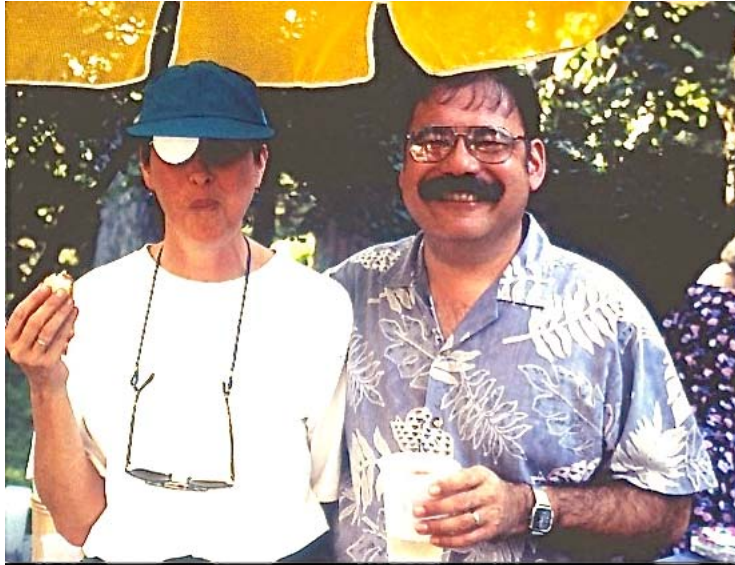
Kim – A Caricature



Kim – My Perception



**Second Recruit: Suzan Mitchell - The Perfect
Administrative Assistant and Antidote to Stuffiness**



**Third Recruit: Rich Platt – Productive Scientist and
Community Formation Partner**



What Did the Community Need?



Different Voices

The Capacity to Make Music Together



**Wide Gaze to Understand the Breadth of Our
Individual Responsibilities**



The Courage to Break a Few Rules



Like a piñata – for the goodness within

Celebration of Successes



A Strong Sense of our Togetherness



**The Third Department Annual Report Cover Got
it Right**



An Academic Community of the Heart!