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## A Message from the Chief

I am proud of our accomplishments over the past three years. Despite challenges and uncertainties caused by the COVID-19 pandemic, we redesigned our work and compensation structure to meet our evolving departmental needs. Changes associated with this redesign, such as eliminating 24-hour in-house calls and equitable compensation based on market levels, have been well received. Our residency training program is now a fully integrated and immersive four-year MGH experience. We have begun a best-in-class, innovative residency daytime didactic series and built academic days into residency training, and expanded our chief resident complement to cater to our education mission more explicitly. These changes have enhanced the rigor of our residency and made training within our department even more attractive to applicants. Our residency program is now ranked #1 in the country on Doximity by reputation and research productivity. I am immensely grateful to our tireless education team, researchers, clinicians, and support staff, who foster an intellectually stimulating and supportive environment.

Our CEO, Anne Klibanski, MD, has a bold vision to transform Mass General Brigham from a loose federation of hospitals that often compete into an integrated system of hospitals that collaborate. The "why" behind this change is to ensure we position ourselves to meet the needs of patients for a personalized, affordable, seamless, and consistent experience. We all want the benefits of transformation. However, change is sometimes associated with anxiety. In this instance, it is also associated with the perceived threat of loss of autonomy for local decision-making and anxieties given the centralized decision-making required to endure ongoing macroeconomic and labor force challenges. There are no planned changes to our core activities and mission in clinical practice, residency training, and research programs. In the system beyond MGH, we are working to improve patient access and better support Mass General Brigham community and specialty hospitals, and surgical centers. As a member of the newly formed Mass General Brigham Enterprise Anesthesiology executive leadership team, I am committed to the responsive leadership necessary to ensure MGH maintains our culture of clinical and academic excellence while helping to define what will eventually evolve as the Mass General Brigham culture.

We continue to face stressors from hospital capacity challenges plaguing most major academic medical centers, specialty hospitals, and nursing homes. Despite this, we still excel in our mission to deliver high-quality clinical care to over 200 patients daily. Plans for clinical and academic collaboration with our colleagues in Cork University, Ireland and Karolinska Institutet, Sweden, are underway. Research within our department continues to grow and remains unrivaled with respect to breadth, scope, and funding. Our "pipeline" of residents, our future, has never been better. It is an honor to chair this department, and I am deeply grateful to our clinicians, researchers, trainees, anesthesia technicians, biomedical engineers, and administrative staff. I am optimistic about the future of our department, MGH, and Mass General Brigham.