

**Center for Faculty Development**  
presents

# **“Celebration of Mentoring at MGH”**

**January 25, 2023**



# CFD Mentoring Initiatives



# CFD Mentoring Center of Excellence

## ▶ Departmental Mentor Leaders

**Mentoring Leader Round Table:** Mentor leaders meet on a bimonthly basis to share mentoring program structures and initiatives, successes and challenges. These meetings consist of focused discussion topics, mentor trainings and/or invited speakers, including Vineet Chopra, MD, MSc, FHM (Michigan Medicine) and Jennifer A. Haythornthwaite, MA, PhD (Johns Hopkins Medicine).

## ▶ Peer Mentoring Groups

Peer mentoring has been shown to improve support, collaboration and access to resources. Peer mentoring groups empower robust debate, learning, and problem solving in a space of trust and both practical and emotional support.

- Peer mentoring groups for **women faculty**, involving more than 200 faculty from Assistant through Full Professors
- Peer mentoring for **parents of infants, toddlers, and pre-schoolers**

## ▶ Departmental Mentoring Programs

Examples of Mass General Departmental Mentoring Program Structures

## ▶ Mentorship Connection

**MentorMGB:** This “LinkedIn” style mentorship platform for the entire Harvard Medical School (HMS) community connects faculty, trainees and students across hospitals to find and give secondary mentorship; collaborate on research interests/find new projects; and create general work and non-work discussion/connections. Thanks to Mentor Mass General, we aim to foster a dynamic cross-institution mentorship culture and facilitate research collaborations.

## ▶ Speed Mentoring Sessions

Speed mentoring with mentor leaders, open to all faculty:

Register to participate and come ready with questions about any aspect of mentoring or being mentored. Whether you are a trainee at the start of your professional career, a clinician educator, a physician scientist, or a basic investigator, our mentoring leader pair will provide expert advice. You can be a mentee, a beginning mentor, or an experienced mentor—mentorship, whether getting or giving, inevitably involves complexities, conundrums, and quandaries. You will learn not only from the senior mentoring leaders but also from fellow attendees.

## ▶ Resources

<https://www.massgeneral.org/faculty-development/mentoring>

# CFD Excellence in Mentoring Awards



# John T. Potts, Jr., MD, Faculty Mentoring Award

The MGH Center for Faculty Development created the **John T. Potts, Jr., MD, Faculty Mentoring Award** in 2011 to recognize and honor senior faculty members with ten or more years of mentoring experience at MGH, in the spirit of further building a culture of mentoring at our hospital.

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# **John T. Potts, Jr., MD**

## **Faculty Mentoring Award**

### **2022 Nominees**



**Georges El Fakri, PhD**  
Radiology



**David Fisher, MD, PhD**  
Dermatology



**Jenna Galloway, PhD**  
Ctr for Regenerative Medicine



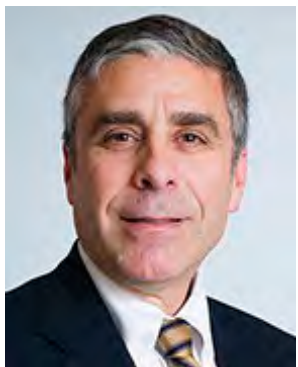
**Marcia Goldberg, MD**  
Medicine



**Joshua Goldstein, MD, PhD**  
Emergency Medicine



**Mor Grinstein, PhD**  
Ctr for Regenerative Medicine



**Richard Hodin, MD**  
Surgery



**Ik-Kyung Jang, MD, PhD**  
Medicine



**Braden Kuo, MD, MSc**  
Medicine



**Joan Miller, MD**  
Ophthalmology



**Katherine Nimkin, MD**  
Radiology



**Laurence Rahme, PhD**  
Surgery



**Jayaraj Rajagopal, MD**  
Medicine



**Randheer Shailam, MD**  
Radiology



**John Shin, MD**  
Neurosurgery



**Takara Stanley, MD**  
Pediatrics



**Bakhos Tannous, PhD**  
Neurology



**Benjamin A. White, MD**  
Emergency Medicine



# 2022 John T. Potts, Jr., MD, Faculty Mentoring Award Recipient

## Joshua N. Goldstein, MD, PhD

### Emergency Medicine

- *“Highly successful in his own career, Dr. Goldstein utilizes his reputation and knowledge to promote the careers of others. He has created innovative programs to help others excel, and he is **always looking for the opportunity to promote others.**”*
- *“As one of Dr. Goldstein’s mentors, I have watched with great satisfaction and joy as he has blossomed into one of the **most sophisticated, humane, and nuanced mentors** with whom I have ever worked.”*
- *“Dr. Goldstein is as brilliant as he is **genuinely interested in helping his mentees** to flourish in their careers and personal lives.”*





# **Rising Mentor Awards**

## **2022 Nominees**



**Gabriela Apiou, PhD**  
Dermatology



**Jorind Beqari, PhD**  
Radiology



**Seth Bloom, MD, PhD**  
Ragon Institute



**Lauren Breithaupt, PhD**  
Psychiatry



**Pedro Brugarolas, PhD**  
Radiology



**Rachel Buckley, PhD**  
Neurology



**Lauren Fiechtner, MD, MPH**  
Pediatrics



**Rajeev Malhotra, MD**  
Medicine



**John Miller, MD**  
Ophthalmology



# 2022 Rising Mentor Award Recipient

## Lauren Breithaupt, PhD

Psychiatry

- “Dr. Breithaupt’s willingness and **fit for the role as mentor** is without match.”
- “Dr. Breithaupt has worked tirelessly to provide me with this academic opportunity, and I would not be where I am without her leadership and mentorship. Her initiative to make sure I was being properly compensated for my work demonstrates her **dedication to uplifting students of different socioeconomic backgrounds.**”
- “Through Dr. Breithaupt, I have realized that **mental health and research are not mutually exclusive.**”



# 2022 Rising Mentor Award Recipient

**John B. Miller, MD**

Ophthalmology

*“Dr. Miller is consistently available as a mentor, replying promptly to emails, revising my manuscripts, and providing constructive feedback even after putting his three kids to bed on weekday evenings. Dr. Miller **strikes the ideal balance of providing guidance at critical junctures while allowing me to take the lead in driving our projects forward.**”*

*“Dr. Miller impacts trainees in their day-to-day lives by **teaching, inspiring intellectual curiosity, and developing novel programs that create career dreams and opportunities.**”*





# **Ally for Women Faculty Award**

## **2022 Nominees**



**Jyrki Ahveninen, PhD**  
Radiology



**David Friedman, MD, PhD, MPH**  
Ophthalmology



**Margaret Samuels-Kalow, MD**  
Emergency Medicine



**Ana-Maria Vranceanu, PhD**  
Psychiatry



# 2022 Ally for Women Faculty Award Recipient

**David S. Friedman, MD, MPH, PhD**  
Ophthalmology

- *“Dr. Friedman has led by example to achieve work-life balance and is **particularly focused on the family responsibilities of women faculty, encouraging women to bring children to social gatherings and stepping in to see patients in clinic for women faculty members when they were out. He routinely arranges meetings with women faculty to specifically, and one-on-one, discuss their work and home life balance.**”*
- *“Dr. Friedman has **developed opportunities to address bias against women in the workplace** including discussing relevant literature at our journal club on gender bias among ophthalmologists. **Presenting these topics at our faculty meetings creates a supportive environment for our women faculty and helps inform everyone about these important inequities.**”*



# 2022 Ally for Women Faculty Award Recipient

**Ana-Maria Vranceanu, PhD**

Psychiatry

*“Dr. Vranceanu is insightful, flexible, and impactful. She builds team cultures grounded in honesty, openness, and collaboration. **She creates a psychologically safe environment for difficult conversations about structural inequities.**”*

*“Dr. Vranceanu **challenges women on her team to be aware of gender norms and ensure that they are working towards their long-term career goals.** She is also unique in that she empowers her junior women colleagues and mentees to lead their own collaborations.”*



# **Outstanding Mentor Underrepresented in Medicine (UiM) Faculty and Trainees Award**

## **2022 Nominees**





**Margarita Alegría, PhD**  
Medicine



**Joseph Arboleda, MD, PhD**  
Ophthalmology



**Briana Burris, DDS**  
Oral & Maxillofacial Surgery



**Anahita Dua, MD**  
Surgery



**Nima Saeidi, PhD**  
Surgery



**Alexander Tsai, MD, PhD**  
Psychiatry

# 2022 Outstanding Mentor of Underrepresented in Medicine (UiM) Award Recipient

**Margarita Alegría, PhD**

Medicine and Psychiatry

- “Dr. Alegría listens, asks probing questions, serves as an **invaluable sounding board**, and helps mentees persevere and surpass the vicissitudes of academic medicine. Finally, beyond individual-level mentorship, she lends her voice to making the ‘system’ better for early career faculty of color. She is the consummate mentor.”
- “I remember walking into the Disparities Research Unit for the first time, where I saw primarily people of color, heard cheerful chatter in multiple languages, and knew that this was a space where **diversity was embraced and celebrated.**”
- “As a trainee, it is deeply impactful to have a mentor – especially one as successful and brilliant as Dr. Alegría – **share her own mistakes and disappointments so candidly.**”



# **Outstanding Principal Investigator Mentor of Graduate Students Award**

## **2022 Nominees**





**Wassim El Journi, PhD**  
Medicine



**Rajeev Malhotra, MD**  
Medicine

# 2022 Outstanding Principal Investigator Mentor of Graduate Students Award Recipient

**Rajeev Malhotra, MD**

Cardiology

*“We are always amazed that Dr. Malhotra can take care of patients and teach medical residents while being available and accessible to the graduate students and post docs in the lab.”*

*“All my achievements serve as testimonial to Dr. Malhotra’s excellence in mentorship, which has inspired me to model my mentorship style as much as I can after his: with kindness, generosity, and conscientiousness.”*



# **Outstanding Research Fellow Mentor Award**

## **2022 Nominees**





**Jorind Beqari, MD**  
Surgery



**Felipe Furtado, MD**  
Radiology



**Victoria Grunberg, PhD**  
Psychiatry



**Elie Massaad, MD, MMSc**  
Neurosurgery



**Antonia van Kampen, MD, PhD**  
Surgery

# 2022 Outstanding Research Fellow Mentor Award Recipient

**Jorind Beqari, MD**

Thoracic Surgery

*“Due to Dr. Beqari’s infectious love of education, many college and medical students in our lab have been able to improve their research literacy and contribute to manuscripts, and some have even been able to present at national conferences.”*



# 2022 Outstanding Research Fellow Mentor Award Recipient

**Felipe S. Furtado, MD**

Radiology

*“In almost three years as a research fellow, Dr. Furtado has made outstanding contributions to the MGH and greater Boston communities through initiatives ranging from onboarding and teaching junior researchers in our lab to promoting broad collaboration between the Harvard-affiliated postdoc associations. He **embodies mentorship and strives for greatness** in every task he is assigned, always committed to rigorous research. He proactively promotes good research practices and a data-centric culture among his direct peers.”*





# 2022 Outstanding Research Fellow Mentor Award Recipient

**Victoria A. Grunberg, PhD**

Psychiatry and Newborn Medicine

*“As a mentor, Dr. Grunberg **prioritizes the personal growth and adjustment of her trainees**, not solely progress in their research trajectories. She offers kind attention and support—providing mentorship of the whole person. She has many talents, and **perhaps most importantly, she is incredibly humble and genuinely kind.**”*

*“Good mentors review items and provide feedback, but truly great mentors like Dr. Grunberg take the time to help mentees cultivate the skills and understanding they need to feel confident tackling tasks on their own.”*



# **2022 MGH Departmental Mentoring Awards**

Department of Anesthesia

## 2022 Jeanine Wiener-Kronish Award for Excellence in *Academic* Mentorship

**Shiqian Shen, MD, PhD**

*“...Dr. Shen is very keen in mentoring research fellows and helping all junior faculty members. He really **enjoys the success of others** and really puts time to do anything he can to help others.”*





Department of Anesthesia

## 2022 Jeanine Wiener-Kronish Award for Excellence in *Clinical* Mentorship

**Brinda Kamdar, MD**

*“Dr. Kamdar has helped lead the DACCPM in the area of Acute Pain and Regional Anesthesia. She is **ALWAYS** willing to discuss a case, our guidelines, etc. all in the name of better-quality care for the patient.”*



Department of Emergency Medicine

## 2022 Award for Outstanding Mentorship

**Andrew Liteplo, MD**

*“Dr. Liteplo has dedicated his career to not just building an amazing ultrasound program, but to **building the careers of an incredible range of faculty members, fellows, residents, students, and advanced practice providers.** His mentees go on to train others, publish papers, travel nationally, and leave to build their own ultrasound programs at other places, and become amazing mentors themselves.”*



Department of Emergency Medicine

## 2022 Harvard Affiliated Emergency Medicine Residency (HAEMR) Mentor of the Year

**Kimo Takayesu, MD**

*“Dr. Takayesu always **puts residents’ interests and need for self-determination first**; he provides career guidance with sage wisdom and experienced insights into personal needs and long-term well-being as we make our careers in EM.”*





Department of Medicine

## 2022 Anne Klibanski Award for Excellence in Mentoring

**Pradeep Natarajan, MD, MMSC**

*“Dr. Natarajan has an amazing ability to provide guidance on both the granular level about my analyses and in big picture terms about mentorship, career plans, and grant timing. He was always encouraging and always used constructive critiques to guide my work.”*

*“Dr. Natarajan finds time to meet with every trainee individually, to push opportunities in research away from himself and towards us, and to support each of us professionally and personally.”*



Department of Medicine

## 2022 Stephen Calderwood Award for Excellence in Mentoring

**Kenneth Freedberg, MD**

*“Dr. Freedberg epitomizes what it means to be a mentor. His enthusiasm for research and the ability to motivate real-world clinical and/or policy change through data is infectious.”*

*“Dr. Freedberg takes every possible opportunity **to increase the visibility of his mentees, to suggest our names for speaking opportunities, to introduce us to key people in our fields.**”*



Department of Medicine

## 2022 Mark Eisenberg Award for Excellence in Mentoring

**Leah Rosenberg, MD**

*“Dr. Rosenberg brings her whole self to our mentoring relationship and has allowed me to guide the relationship to be what I need at the time.”*

*“Dr. Rosenberg is exceptionally cognizant of and sensitive to the challenges facing fellows and junior faculty.”*





Department of Medicine

## 2022 Karen Carlson Award for Excellence in Mentoring

**Aleena Banerji, MD**

*“Dr. Banerji has always based her mentorship on addressing and meeting the goals of her mentees.”*

*“Dr. Banerji is always looking out for our well-being, happiness, productivity, and careers.”*



Department of Neurology

## 2022 Xandra Breakefield Research Mentor of the Year

**Leigh Hochberg, MD, PhD**

*“Dr. Hochberg leads by example in the patient-centered focus of his research invoking the notion of concierge-level care when it comes to interaction with clinical trial participants, recognizing the sacrifice and commitment that they make.”*

*“Dr. Hochberg is readily accessible as a mentor, with standing biweekly meetings for early career mentees that cover research and grant updates as well as career development and strategies (including “how to gracefully say ‘no’”).”*



Department of Neurology

## 2022 Ray Adams Clinical Mentor of the Year

**Kevin Staley, MD**

*“Dr. Staley has a career stage-specific approach to identifying his trainees’ needs and a focus on work-life balance, for example helping a trainee transition to career independence without feeling pressured to choose between time with my family and a successful career.”*





Department of Ophthalmology (Harvard)

## 2022 Excellence in Mentoring Award

**Deeba Husain, MD**

*“Generous with her time, Dr. Husain is known to be a focused and present mentor, committed to helping her mentees develop their careers and ensure they continue on an upward trajectory. Since joining Harvard Ophthalmology in 2013, she has formally mentored more than 50 medical students, residents, fellows, and junior faculty members.”*



Department of Ophthalmology (Harvard)

## 2022 Lifetime Achievement in Mentoring Award

**Janey Wiggs, MD, PhD**

*“Throughout her 30-year career at Harvard Ophthalmology, Dr. Wiggs has served as a trusted advisor, role model, and friend to generations of medical students, residents, fellows, and junior faculty. She has been especially successful in helping her mentees secure NIH research funding. Dr. Wiggs goes above and beyond, often working closely with her mentees to assist on specific goals and projects and career development strategies.”*



Department of Pathology

## 2022 Professor Elizabeth Van Cott, MD, Award for Mentorship in Pathology

**Lawrence Zukerberg, MD**

*“Dr. Zukerberg is a most deserving recipient in recognition of his decades-long mentorship of MGH Pathology faculty and trainees alike. He was an exceptionally kind and approachable mentor whose unassuming exterior belied a brilliant, analytical mind. Dr. Zukerberg **consistently demonstrated generosity of his time, thoughts and expertise.** His door was always open!”*

*“Dr. Zukerberg was a **wonderful teacher, mentor and a role model** for so many of us. He mentored with a lively, infectious spirit and smile.”*



Department of Pediatrics

## 2022 MGHfC Excellence in Mentoring Award

**Takara Stanley, MD**

*“Dr. Stanley is the epitome of an excellent role model and mentor. She is a brilliant researcher and educator as well as an outstanding advocate and ally for young women in medicine like us. **She goes out of her way to support our academic interests and career pursuits by being an attentive listener and intuitively understanding us far beyond the words we speak.**”*





Department of Physical Medicine & Rehabilitation

## 2022 Distinguished Clinical Mentor Award

**Alec Meleger, MD**

*“Dr. Meleger is a spectacular mentor. He mentors the new physicians in interventional spine and is a resource for all, always available for questions. He also leads our journal club.”*



Department of Physical Medicine & Rehabilitation

## 2022 Distinguished Research Mentor Award

**J. Andrew Taylor, PhD**

*“Dr. Taylor’s mentorship demonstrates unwavering commitment to science. He does this in a very open and prestige-free way, always lifting his mentees’ expertise and supplementing with his perspective and the larger picture. Throughout the past two years of upheaval, he has been steady as a rock in prioritizing patient safety, preserving team spirit and solving all the practical problems we have faced to help us all stay productive and in balance. I especially appreciate Dr. Taylor’s friendliness, the door that is always open to try out an idea, and his honest and down to earth advice when navigating scientific, administrative and collaborative processes.”*





Department of Psychiatry

## 2022 Exceptional Mentorship in the Clinical Realm

**Fernando Espi Forcen, MD**

*“What is most special about Dr. Forcen’s mentorship is his encouragement in thinking beyond the current standards of clinical care, projecting our practice to trends in psychiatric research, philosophy, and health systems.”*



**Rebecca Harley, PhD**

*“Dr. Harley gives close attention to the interests, growth edges, and long-term goals of her supervisees to help them pave their own path.”*



Department of Psychiatry

## 2022 Exceptional Mentorship in the Research Realm

**Christopher Celano, MD**

*"I often wonder how Dr. Celano can possibly manage to provide such exceptional, high-quality, and responsive mentorship to so many, while also cultivating community within our group."*



**Nicole DeTore, PhD**

*"Dr. DeTore challenges us to be better researchers, clinicians, and people with her example and her unwavering belief that we can all achieve our goals."*





Department of Psychiatry

## 2022 Exceptional Mentorship of Women Faculty & Trainees

**Archana Basu, PhD**

*"Dr. Basu anticipates when support and help is needed and jumps in with both feet."*



**Paula Rauch, MD**

*"Beyond the clinical wisdom, Dr. Rauch has been a friend and a mentor through transition to early career, motherhood, balancing life work demands, and the inevitable personal challenges and losses that affect us all."*



Department of Radiology

## 2022 Jim Thrall, MD Mentoring Award (Clinical)

### Katherine Nimkin, MD

*"She has been a sound board of clinical knowledge, life wisdom and maturity."*

*"She takes time to truly get to know the residents she works with, asking about their families, passions, and goals for the future. For those like me that are interested in pediatric radiology, she goes above and beyond to support their academic careers."*



### William Palmer, MD

*"I owe my entire career and work life to Bill, as he was instrumental in my involvement with sports medicine from the beginning. He has also advocated for me in many positions within the division and radiology department."*

*"I feel that I am a better clinician through Dr. Palmer's mentorship. He is always compassionate – no matter how small the issue is. He treats everyone, faculty, fellows, students, technologists, and of course patients – with the same grade of respect. He has created a division that respects and cares for each other, where everyone can thrive and feels heard."*

Department of Radiology

## 2022 Jim Thrall, MD Mentoring Award (Research)

### Jyrki Ahveninen, PhD

*“Prof. Ahveninen’s impact on my career has been critical in determining my current and future career. By creating **a supportive atmosphere and respectful lab environment**, he has boosted my self-esteem and believe in my skills to become a successful scientist.”*

*“Prof. Ahveninen is always **willing to listen** to my thoughts and career plans and has introduced me to several people that are important to my career. He is a model supervisor, and I believe that his upstanding actions and **affirmation of my experiences** hold considerable weight.”*

*“The **culture in our research group is respectful, welcoming, and inclusive**, and Prof. Ahveninen also participates in all steps of the research projects.”*



Department of Surgery

## 2022 Faculty Mentoring Award

**Allan Goldstein, MD**

*“Dr. Goldstein is an outstanding role model and mentor.”*

*“Dr. Goldstein’s leadership and research experience has been invaluable to me.”*





Department of Surgery

## 2022 Faculty Mentoring Award

**Sareh Parangi, MD**

*“Excellent guidance”*

*“True commitment to mentee growth”*

*“Phenomenal feedback”*



# **2022 HMS Excellence in Mentoring Awards**

# 2022 A. Clifford Barger Excellence in Mentoring Award



**Elizabeth A. Lawson, MD,  
MMSc**

Associate Professor of Medicine,  
MGH



**Sara E. Dolan Looby,  
PhD, MSN**

Assistant Professor of Medicine,  
MGH



**Melissa L.P. Mattison,  
MD**

Associate Professor of Medicine,  
MGH

# 2022 Young Mentor Award



**Kimberly G. Blumenthal,  
MD, MMSc**

Assistant Professor of Medicine,  
MGH



**Vicki Fung, PhD**

Assistant Professor of Medicine,  
MGH



**Zirui Song, MD, PhD**

Associate Professor of Health Care  
Policy and Medicine, MGH



# 2022 Shirley Driscoll Leadership Award for the Enhancement of Women's Careers

**Julie Silver, MD**

Associate Chair and Associate Professor  
of Physical Medicine and Rehabilitation,  
Spaulding Rehabilitation Network,  
MGH and BWH



# **2022 Nancy J. Tarbell Dean's Leadership Award for an Emerging Leader in Women's Careers**

**Dania Daye, MD, PhD**

Assistant Professor of Radiology, MGH





Keynote lecture

# Celebrating Mentoring with a Developmental Network Perspective

with Monica Higgins, MBA

**Keynote Speaker**

# **Monica Higgins, MBA**

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Kathleen McCartney Professor of  
Education Leadership, Harvard  
Graduate School of Education





## Learning Objectives

*Upon completion of this activity, participants will be able to:*

- Distinguish a new way of thinking about mentoring – as a developmental network or personal board of directors
- Review what the research has shown about the value of a developmental network
- Create one's own developmental network and so, reflect on one's mentoring practice
- Identify some tips about what it takes to be an effective mentor and mentee

## Target Audience

This activity is intended for faculty and faculty trainees..

## Course Director

**Miriam A. Bredella, MD**

Director, Center for Faculty Development  
*Mass General Hospital;*  
Professor of Radiology,  
*Harvard Medical School*

## Faculty

**Monica Higgins, MBA**

## ACCREDITATION

In support of improving patient care, Mass General Brigham is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

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***This session will broadcast outside of Mass General Brigham***

## SMS Code for Attendance: **ZAGFUH** to 857-214-2277

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- Advertising, marketing, or communication firms whose clients are ineligible companies
- Bio-medical startups that have begun a governmental regulatory approval process
- Compounding pharmacies that manufacture proprietary compounds
- Device manufacturers or distributors
- Diagnostic labs that sell proprietary products
- Growers, distributors, manufacturers or sellers of medical foods and dietary supplements
- Manufacturers of health-related wearable products
- Pharmaceutical companies or distributors
- Pharmacy benefit managers
- Reagent manufacturers or sellers

For more information: <https://accme.org/faq/what-accmes-definition-ineligible-company>

#### MITIGATION STRATEGIES

Mass General Brigham has implemented a process to mitigate relevant financial relationships for this continuing education (CE) activity to help ensure content objectivity, independence, fair balance and ensure that the content is aligned with the interest of the public.

**The following planners reported no relevant financial relationship with an ineligible company:**

**Miriam A. Bredella, MD**

**Anne S. Levy, PhD**

**Maire Leyne, MS, MBA**

**The following planners reported a relevant financial relationship with an ineligible company:**

**Darshan H. Mehta, MD, MPH**

*Royalties:* McGraw Hil

*Educational Consultant:* Merck

**The following speakers reported no relevant financial relationships with an ineligible company:**

**Monica Higgins, MBA**

**The following speakers reported a relevant financial relationship with an ineligible company:**

**None**