



ASSOCIATION
OF PEDIATRIC
PROGRAM
DIRECTORS

APPD Fellowship Program Directors' Session

March 2019

Fellowship Program Director Executive Committee

Kammy McGann (Chair), Pnina Weiss (Past Chair), Katherine Mason (Chair-Elect), Christine Barron, Jennifer Kesselheim, Jenny Duncan



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Agenda

- 10:15 - 10:20 Introductions
- 10:20 - 10:30 ABP Roadmap (Mental and Behavioral Health Initiative)- Carole Lannon
- 10:30 - 10:55 Accreditation Council for Graduate Medical Education (ACGME) -Caroline Fischer, MBA, Executive Director, Review Committee for Pediatrics
- 10:55 - 11:20 American Board of Pediatrics - Suzanne Woods, MD, Executive Vice President, Credentialing & Initial Certification
- 11:20 - 11:27 Subspecialty Pediatric Investigator Network (SPIN) - Richard Mink, MD, MACM
- 11:27 - 11:30 APPD LEAD and PAS Fellow Curriculum - Bruce Herman, MD
- 11:30 - 11:40 Council on Pediatric Subspecialties (CoPS) - Debra Boyer, MD, Chair of CoPS
- 11:40 - 11:45 AAP opportunities for Fellows & FPDs - Hilary Haftel, MD
- 11:45 - 12:15 Breakout/Interactive session



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APPD Fellowship Program Director Executive Committee

Chair, Kathleen McGann, MD

Past Chair, Pnina Weiss, MD

Chair-Elect, Katherine Mason, MD

Jennifer Kesselheim, MD, MEd, MBE - upcoming Chair-Elect

Christine Barron, MD

Jenny Duncan, MD

Meredith Bone, MD - new member, spring 2019



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APPD FPD Executive Committee Projects

Programming for:

- APPD Forum for FPDs - May 2018, Toronto
- APPD Fall Meeting: FPD Session: Updates, Community Building, Small Groups on Hot topics
- APPD Spring Meeting 2019
- APPD Forum for FPDs - April 26, 2019 (before PAS)

APPD Fellowship Program Director Handbook

ACGME Pediatric Subspecialty Requirements -review and comments

APPD FPD Survey 2019 - Stakeholder questions, Future meeting topics, Exec Committee projects

Established Discussion Boards for FPDs & VC of Educ/Super FPDs

Quarterly Newsletter

Article on Funding of Fellowships



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**HANDBOOK FOR
PEDIATRIC FELLOWSHIP
PROGRAM DIRECTORS**

APPD FELLOWSHIP DIRECTORS' EXECUTIVE COMMITTEE



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APPD Handbook for FPDs

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APPD FPD Exec Committee Plans

- FPDEC twitter account - disseminate information & resources
- Welcome new members annually
- Mental Health Training for Subspecialists
- Ongoing representation on CoPS and SPIN
- Define roles/responsibilities of Vice Chairs of Education and of SuperFPDs
- Milestones 2.0



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ABP Roadmap (Mental and Behavioral Health Initiative)

Carole Lannon

American Board of Pediatrics



Updates from the Review Committee for Pediatrics

Caroline Fischer, MBA, Executive Director

Disclosure

I have no conflicts of interest to report.



Pediatric Subspecialty Program Requirement Revisions

- Revisions to Program Requirements approved by the ACGME Board of Directors in February 2019
- Effective date: July 1, 2019



Pediatric Subspecialty Program Requirement Revisions: Major Changes

- One comprehensive document
- Background and Intent replaces FAQs
- Specify other faculty members and professional personnel
- Minimum 12 months clinical/12 months research (formerly in FAQs)



Pediatric Subspecialty Program Requirement Revisions: Major Changes

- Mental health curriculum component
 - In order to promote emotional resilience in children, adolescents and their families; fellow must:
 - provide care that is sensitive to the developmental stage of the patient with common behavioral and mental health issues, and the cultural context of the patient and family; and, (Core)
 - demonstrate the ability to refer and/or comanage patients with common behavioral and mental health issues along with appropriate specialists when indicated. (Core)



Pediatric Subspecialty Application Forms

- All pediatric subspecialty application forms will be updated and should be available in May



Pediatric Hospital Medicine

- Development of Program Requirements began last year
- Posted for review and comment: Comments due April 10th
- Requirements should be approved in September 2019
- Application form will be available once requirements are finalized
- RC will probably begin to review applications in January 2020



ACGME Contacts

ADS: ads@acgme.org

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312.755.7449

Site Visit:

- Linda Andrews, MD (landrews@acgme.org)
- Andrea Chow (achow@acgme.org)
312.755.5009
- Penny Iverson-Lawrence (pil@acgme.org)
312.755.5014

Requirements, Forms, or Notification Letters:

- Caroline Fischer (cfischer@acgme.org)
312.755.5046
- Denise Braun-Hart (dbraun@acgme.org)
312.755.7478
- Elizabeth Prendergast
(eprendergast@acgme.org) 312.755.7054





@ACGME



WWW.ACGME.ORG

Thank you!





ABP Updates

APPD Annual Meeting Fellowship Session March 27, 2019 New Orleans, LA

Suzanne K. Woods, MD

Executive Vice President

Credentialing and Initial Certification



Topics

- Scholarly Activity
- Certifying Exams
- EPAs
- Professionalism Guide
- MOCA Peds
- MOC Opportunities
- Hospital Medicine Update
- Online Tracking
- EPAs
- Workforce
- Duration of Training
- Behavioral/Mental Health
Carol Lannon



Scholarly Activity

Work Product

- The substance of the work product must meet the ABP's expectations.**

- Fellows are expected to complete projects in which they:
 - ✓ develop hypotheses
 - ✓ projects of substantive scholarly exploration and analysis
 - ✓ are required to engage in critical thinking.

- Not expected to meet the requirement:
 - X** abstracts, book chapters, case reports, and review articles
 - X** a proposal of work to be completed unless it is a peer-reviewed grant that has been funded or favorably reviewed.

- Role of SOC**



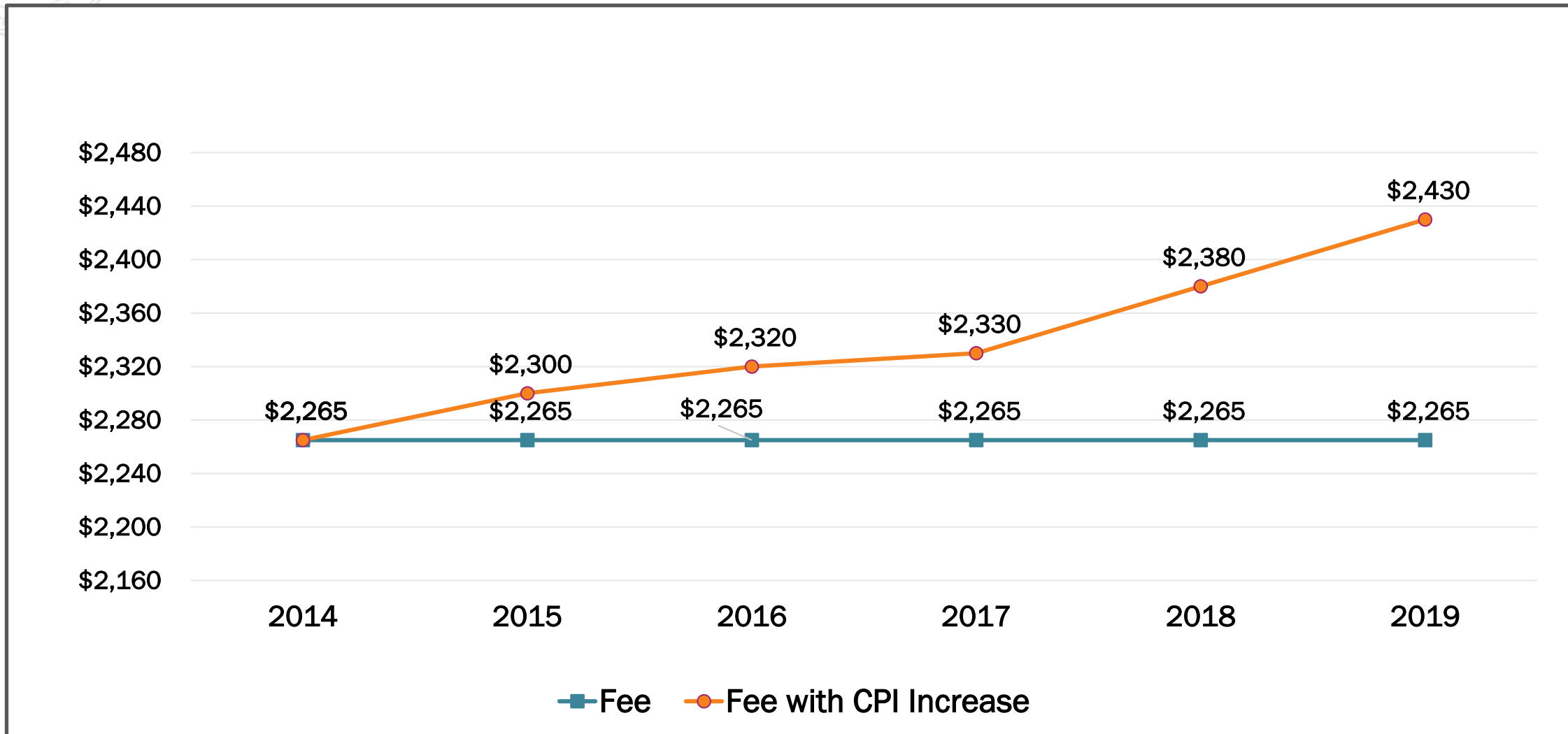
Tips from ABP....

**** Accurate Data! ****

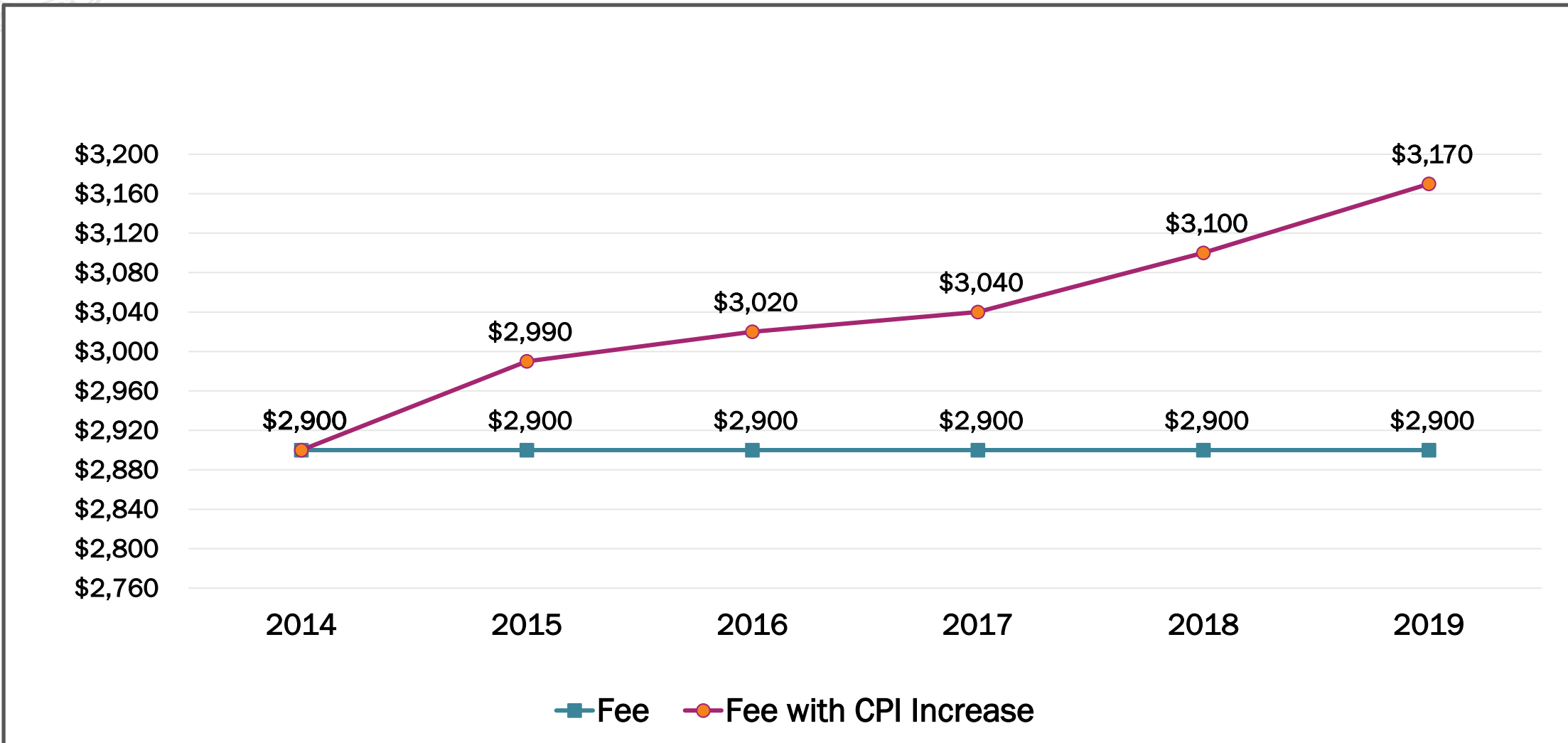
- Timely return of roster/evaluations
- SOC members – careful mentoring /sign off
- Eligibility for Certifying Exams
 - ✓ All info submitted by applicant and PD
 - ✓ Successful completion of an ACGME accredited program
 - ✓ Osteopathic graduates education



GP Certification Fee Actual vs. Consumer Price Index (CPI)



Subspecialty Certification Fee Actual vs. Consumer Price Index (CPI)





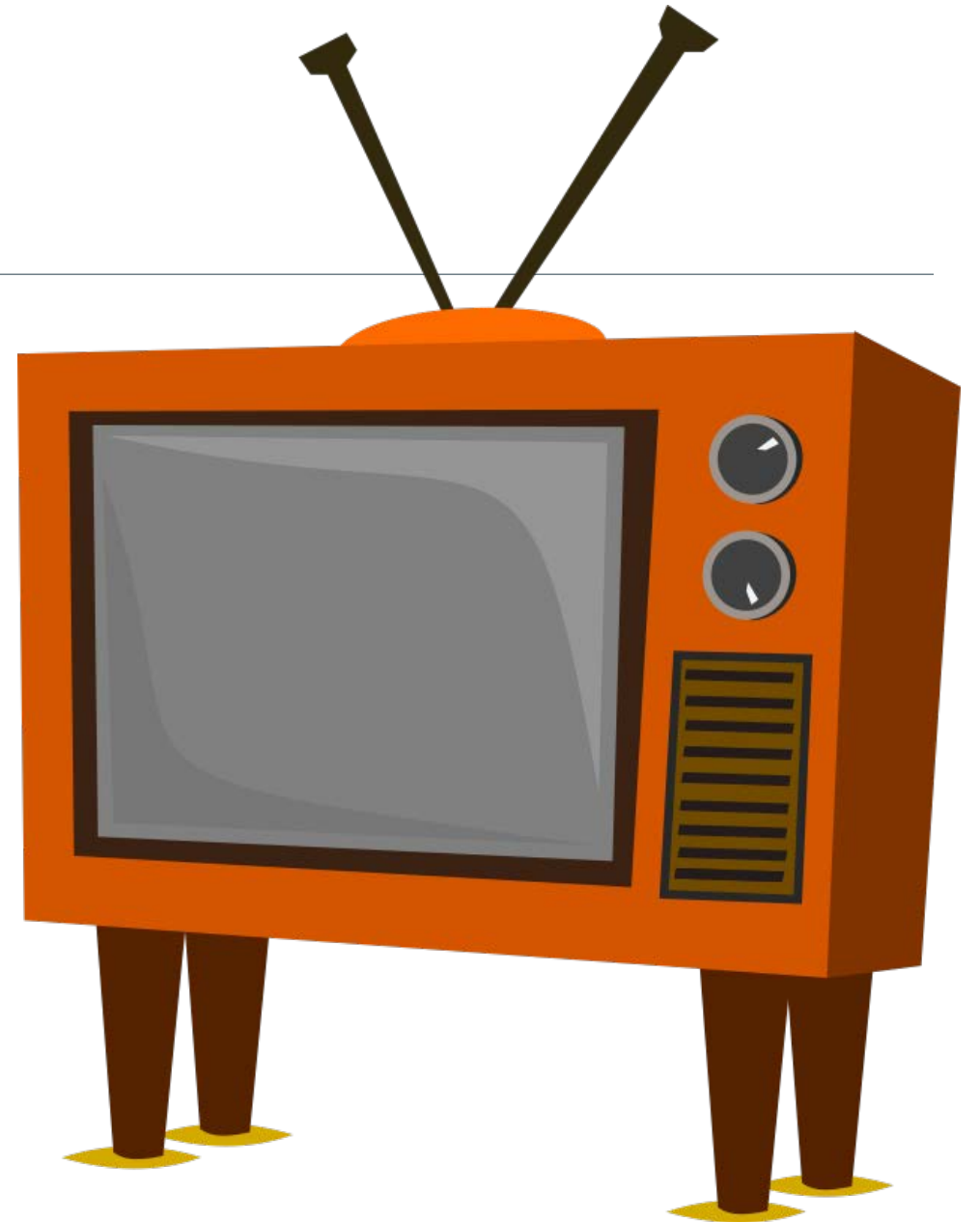
EPA's

E-Books sent 2018

SPIN

STAY

TUNED for more...





Overview of MOCA-Peds



["What is MOCA-Peds?"](#)



Subspecialty Rollout Schedule – MOCA Peds

Year	Subspecialties
2019	CHAB, GAST, IDIS (Gen Peds)
2020	DBEH, NEON, NEPH, PULM
2021	CRIT, ENDO, HMED, RHEU
2022	ADOL, CARD, EMER, HEMO



Opportunities for MOC Points

- ACGME follow up from annual program eval
- The Journey of Improvement: Basics of QI
- Institutional QI leadership
- National Committee for Quality Assurance (NCQA) Patient-Centered Medical Home or Specialty Practice (PCMH/PCSP)
- Specialty self-assessment activities as group level projects



Hospital Medicine

- Applications Feb 1 – April 30, 2019
- ACGME – requirements posted for comment
- Pathways:
 - Training / Practice / Combined
- Practice pathway exams: 2019, 2021, 2023
- Eligibility criteria / FAQs on website
- Total received: 1070





Online Tracking – PD Portal





Online Tracking



ABP Demo!
Thursday March 29
Carondelet Room
8:00 - 8:45 AM

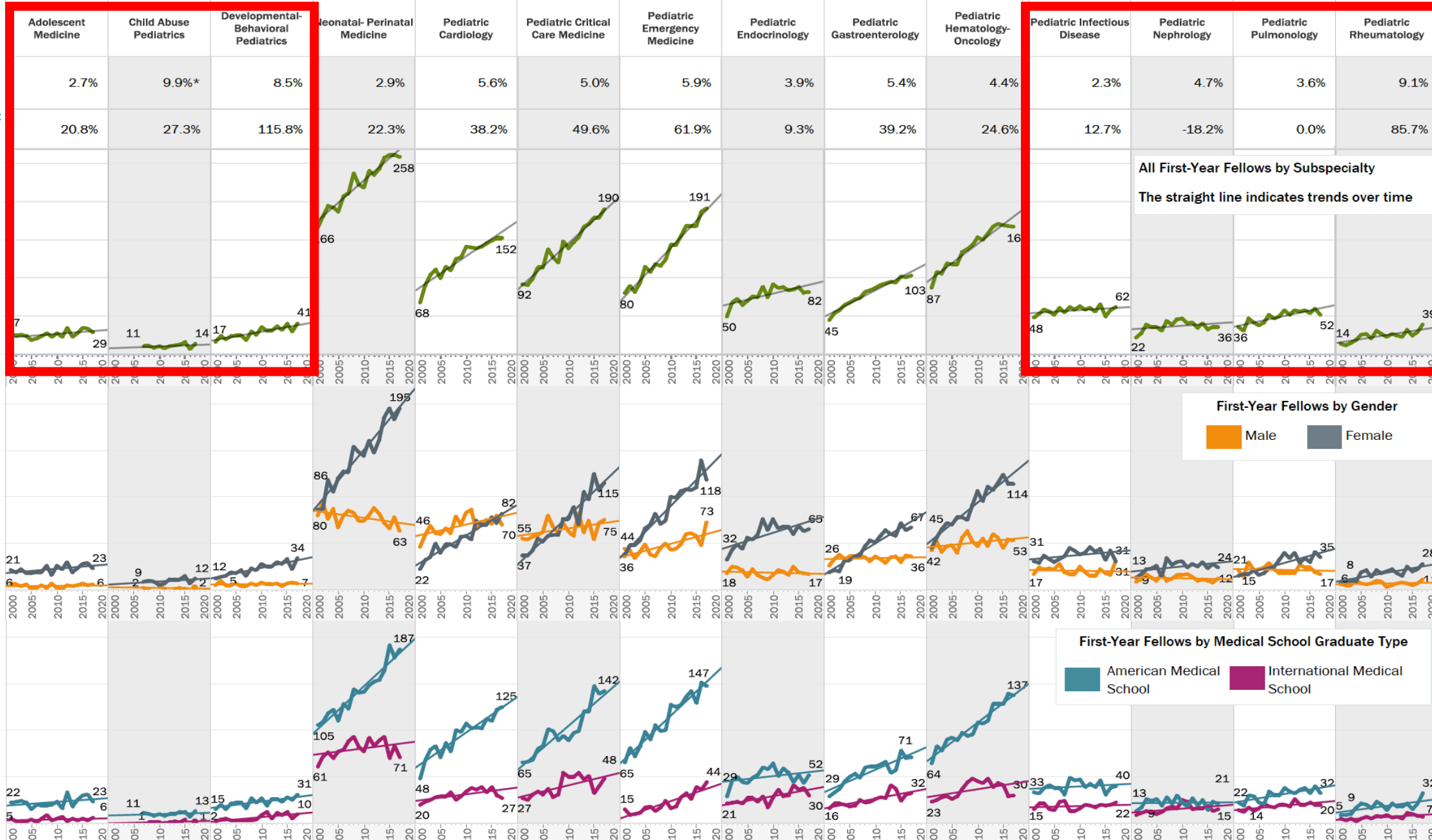




Pediatric Workforce Data

The screenshot shows the website <https://www.abp.org> with a navigation menu. A red arrow points to the 'Workforce' link in the 'RESEARCH' dropdown menu. The main content area features a banner for 'MOC PART 4 OPTIONS' and a 'WELCOME TO THE AMERICAN BOARD OF PEDIATRICS' section with a 'VERIFY CERTIFICATION' button. The browser's address bar and taskbar are also visible.

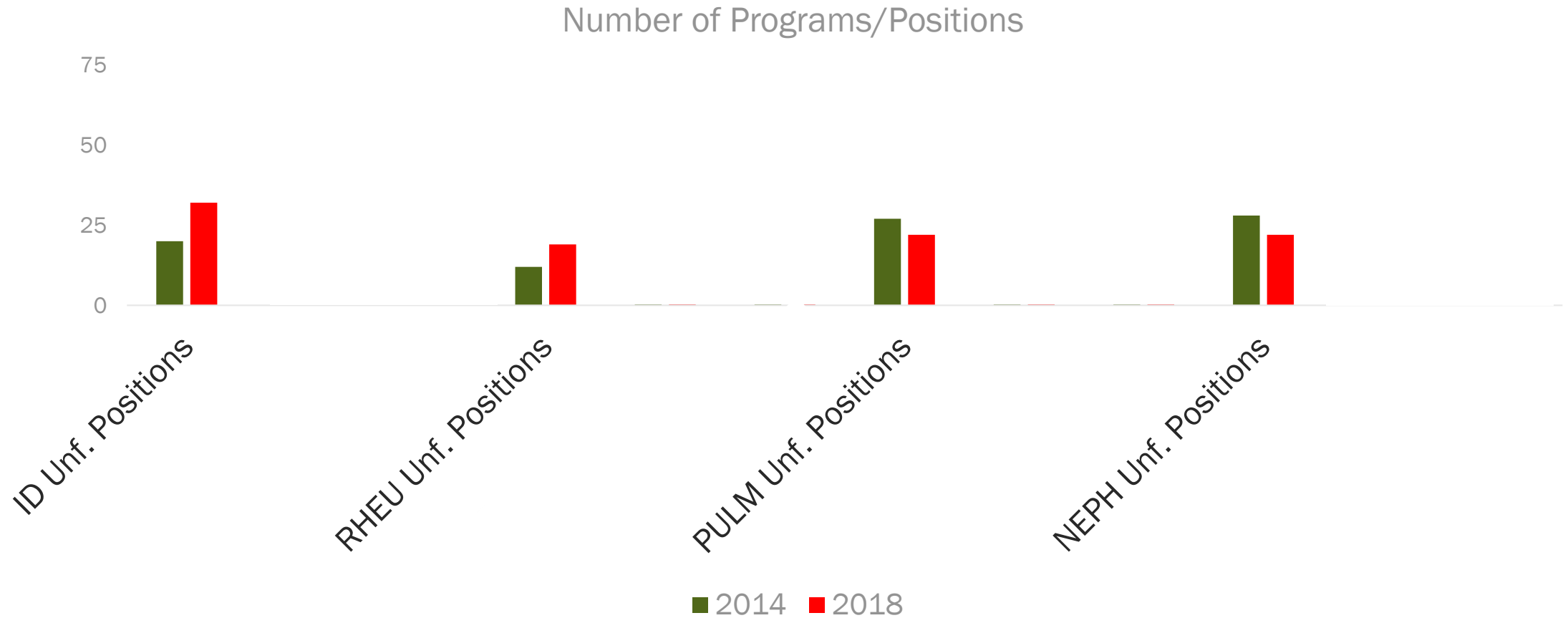
Trends in First-Year Fellows in United States Programs by Subspecialty and Demographics from 2001 - 2017





Pediatric Fellowship Match Trends: 2014 vs. 2018

(National Resident Matching Program, Results and Data: Specialties Matching Service 2018)





Match Data vs ABP Data 2017

ABP pediatric subspecialty trainees	ABP Fellowship Tracking 2017 Count	2017 Match Data Count	Difference In Counts
Adolescent Medicine	29	26	3
Child Abuse Pediatrics	14	12	2
Developmental-Behavioral Pediatrics	41	31	10
Neonatal-Perinatal Medicine	258	234	24
Pediatric Cardiology	152	139	13
Pediatric Critical Care Medicine	190	179	11
Pediatric Emergency Medicine	191	177	14
Pediatric Endocrinology	82	60	22
Pediatric Gastroenterology	103	86	17
Pediatric Hematology-Oncology	167	163	4
Pediatric Infectious Diseases	62	48	14
Pediatric Nephrology	36	32	4
Pediatric Pulmonology	52	47	5
Pediatric Rheumatology	39	29	10
Total	1416	1263	153
General Pediatrics	3161	2693	468



Considerations

- Why are training programs and positions expanding despite being underfilled?
- What are the implications of designing fellowship training pathways that shorten the overall duration of training?
- What will be the impact on research/scholarly output/advancing the science of the discipline with shorted training?
- What is the data on EPA's and level of competence at the end of year 2 vs year 3?
- What is the possible impact on funding if training duration is shortened and then an individual needs to/wants to extend a year?

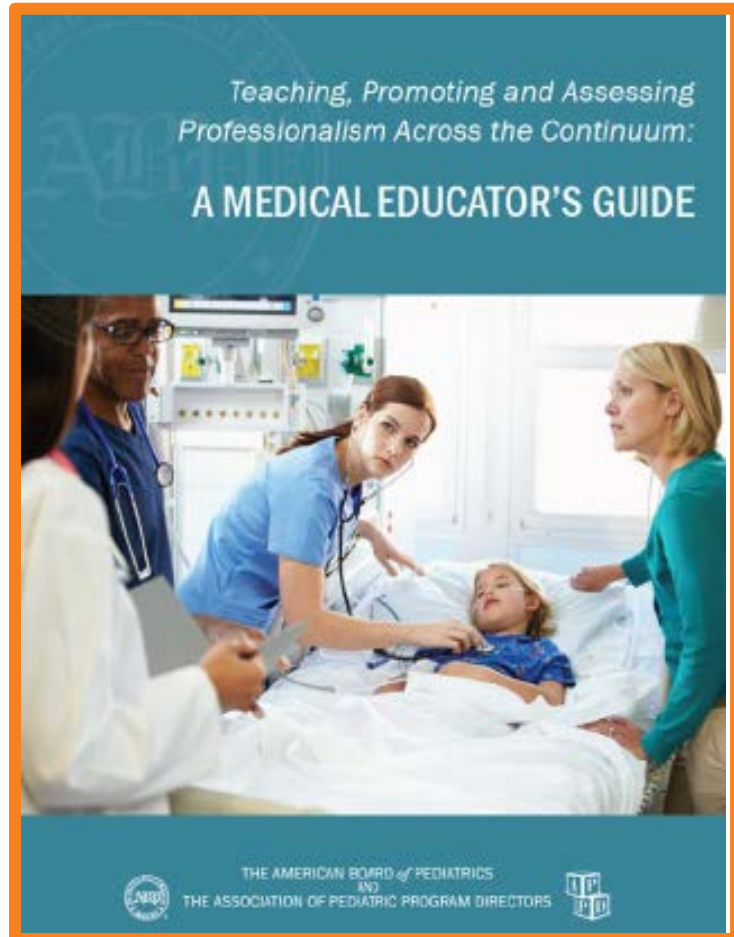


Considerations

- Given all current subspecialties are 3 yrs. in duration, trainees are preferentially entering some and not others, why?
- What role does compensation play in a given discipline, affecting one's choice to enter a given fellowship? How should this be addressed?
- What is the actual need for a given specialty to provide quality care to children?
- What does the current subspecialty workforce look like?
- How do we address the problems of specialty shortages in some parts of the US and not in others?



ABP Professionalism Guide



New Chapter Available Soon!

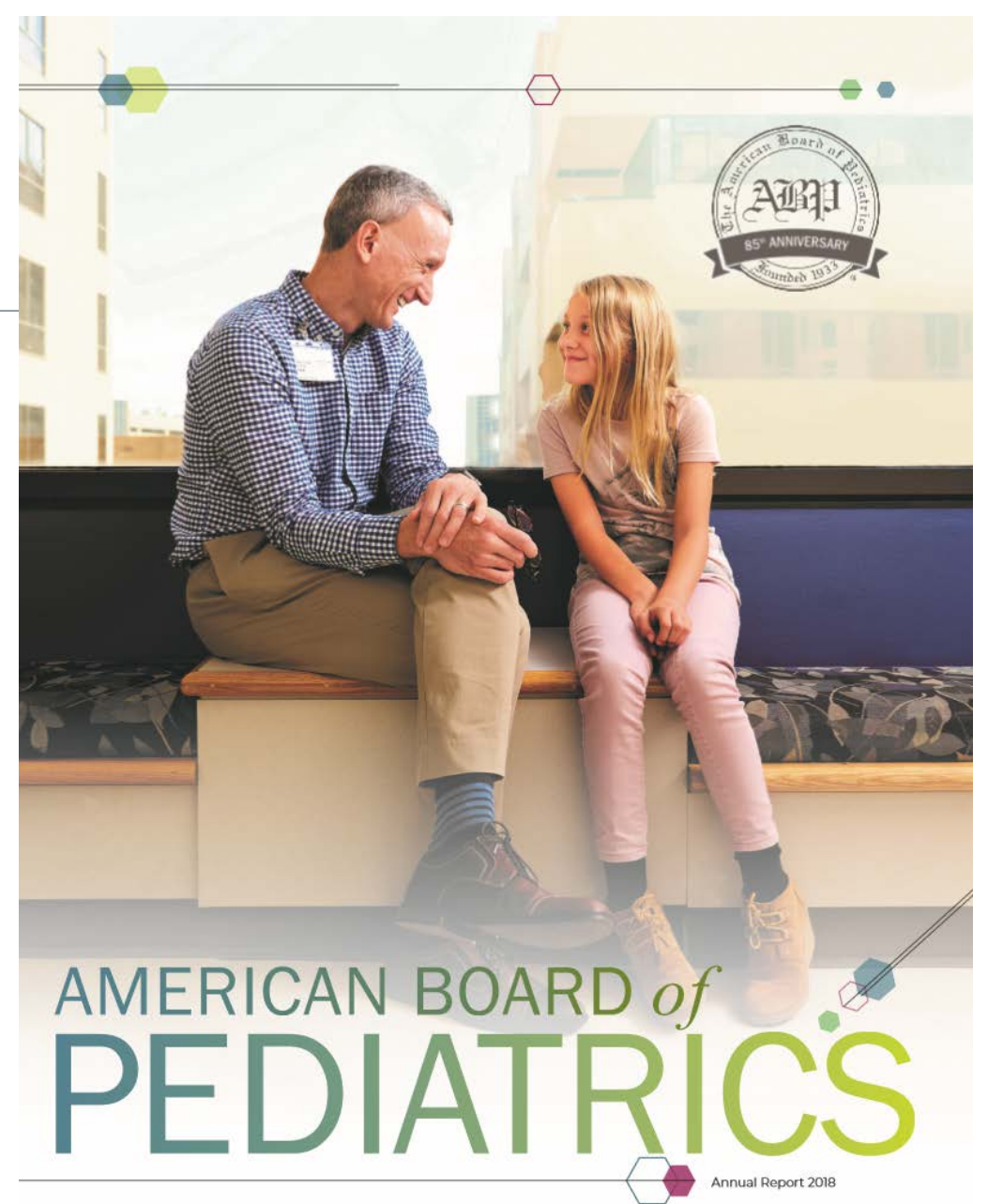
<https://www.abp.org/professionalism-guide>



ABP Annual Report 2018

Contents include:

- ✓ Anatomy of an Exam
- ✓ Why MOCA-Peds?
- ✓ Cultivating a Culture of QI
- ✓ Data Visualization Highlights Disparities
- ✓ Public Volunteers
- ✓ 2018 Publications





Contact ABP

Pediatric Subspecialties

In-Training examinations: site@abpeds.org

Initial Certification examinations: sscert@abpeds.org

Maintenance of Certification: moc@abpeds.org

support@abpeds.org

919 929-0461





Subspecialty Pediatrics Investigator Network (SPIN)



SPIN is a Collaboration

CoPS	APPD LEARN	Subspecialty Representatives	ABP	APPD Fellowship Committee
<ul style="list-style-type: none"> • Provide overall supervision of recruitment of programs • Maintain list of participating programs • Coordinate IRB application within institutions • Serve as point of contact for subspecialties • Organize calls and meetings • Prepare data for presentations • Supervise manuscript & abstract submission 	<ul style="list-style-type: none"> • Provide template and guidance for IRB application • Instruct how to create subject LEARN identifiers • Create web-based data collection tools • Serve as a database repository • Manage and “cleanup” data • Perform data analysis 	<ul style="list-style-type: none"> • Provide instruction to programs about the study at organizational meetings • Recruit programs within their subspecialty • Provide input into data collection tools • Assist with IRB submission • Assist with program compliance in submitting data 	<ul style="list-style-type: none"> • Provide expertise regarding study question(s) and design • Assist with obtaining MOC credit for participation 	<ul style="list-style-type: none"> • Assist with subspecialty and program recruitment • Provide a forum for discussion about the project • Disseminate information about the project

SPIN Steering Committee

Organization	Representative(s)
CoPS	Richard Mink
APPD LEARN	Alan Schwartz
ABP	Carol Carraccio
APPD Fellowship Committee	Bruce Herman

Other Personnel

- Alma Ramirez, BS
- Beth King, MPP

Subspecialty	Representative(s)
Adolescent	Sarah Pitts
Cardiology	Gina Baffa & Shubhika Srivastava
Child Abuse	Bruce Herman & Mary Moffat
Critical Care	David Turner & Angela Czaja
DBP	Jill Fussell & Pam High
EM	Deborah Hsu & Melissa Langan
Endocrinology	Diane Stafford & Tandy Aye
GI	Cary Sauer
Heme-Onc	Jennifer Kesselheim
ID	Angela Myers & Kammy McGann
Neonatology	Christiane Dammann & Patricia Chess
Nephrology	John Mahan & Susan Halbach
Pulmonary	Pnina Weiss
Rheumatology	Meghan Curran

Assessing the Association between EPAs, Competencies and Milestones in the Pediatric Subspecialties

- Rating of fellow performance for 6/7 common EPAs
- Scale validity
- Relationship between milestones and level of supervision
- Only two rounds

Determining the Minimum Level of Supervision Required for Graduating Fellows

- Survey of all pediatric fellowship program directors (FPDs)
- For all common and subspecialty EPAs, the survey asked FPDs to identify the minimum level of supervision a fellow must achieve to successfully complete fellowship
- 82% response rate
 - All subs except one meet the goal of 75%

Minimum Level of Supervision At Graduation Per FPDs

EPA	Apply QI Methods	Provide Consultation	Practice Management	Facilitate Handovers	Lead Healthcare Team	Lead within the Profession
Minimum Level at Graduation	2	4	2	4	3	2
Description	Trusted to contribute with direct supervision and coaching as a member of a collaborative effort to improve care at the institutional level	Trusted to execute with indirect supervision and may require discussion of information conveyed but only for selected complex cases	Trusted to perform with direct supervision and coaching with supervisor verifying work product for accuracy	Trusted to execute with indirect supervision with verification of information after the handover for selected complex cases	Trusted to lead with supervisor occasionally present to provide advice	Trusted to contribute to advocacy and public education activities for the subspecialty profession with direct supervision and coaching at the institutional level

Are Fellows Meeting These Levels?

- 331 graduating fellows (total~1275)
 - 91% (302) met all 6
 - 5% (16) met 5
 - 4% (13) met 4 or less
- Consultation and Handover EPAs (min level =4)
 - 7% (23) did not meet levels for both
- Differences across the subspecialties
- Poster at APPD

Longitudinal Evaluation of the Required Level of Supervision for Pediatric Fellows

- Several objectives
 1. Validity evidence
 2. Determine if graduating pediatric fellows are meeting the previously defined minimum levels of supervision
 3. Determine if the time in training at which pediatric fellows meet the previously defined minimum levels of supervision differ among the subspecialties
 4. Compare level of supervision assessments made by the CCC with those of the pediatric fellow

Longitudinal Evaluation of the Required Level of Supervision for Pediatric Fellows

5. Compare the level of supervision assigned to a resident at graduation to the level assigned at first assessment as a fellow for the 5 EPAs that cross
6. Investigate the thought process of the CCC in deciding what constitutes a simple versus complex case

Study Participation: Round 1

Assessment Type	Number
CCC	1705
FPD	1700
Fellow	1096
CCC Case Complexity	316
Fellows also in GP EPA study	161

Subspecialty Participation

SUBSPECIALTY	ACGME PROGRAMS	Submitted Data	%
Adolescent Medicine	29	11	37.9
Cardiology	60	17	31.7
Child Abuse Pediatrics	31	15	51.6
Critical Care Medicine	67	24	38.8
Developmental & Behavioral Peds	41	18	53.7
Emergency Medicine	78	24	32.1
Endocrinology	72	20	27.8
Gastroenterology	64	25	39.1
Hematology-Oncology	74	21	31.1
Infectious Diseases	65	27	41.5
Neonatology	100	41	43.0
Nephrology	44	10	31.8
Pulmonary Medicine	54	16	33.3
Rheumatology	36	13	38.9
TOTAL	815	281	37.2

MOC/Collaboration

- All FPDs who submit data are collaborators
- MOC Part 4 for FPDs (and APDs) if submit data for 3 cycles (potential for 50 points)
 - 6 rounds of data collection

Scholarly Activity Training During Fellowship: A National Survey of Pediatric Fellowship Directors

- SPIN sponsored study
- PI: Erika Abramson
- Survey of FPDs
- Goals
 - Examine resources available for fellow scholarly activity
 - Understand FPD attitudes about fellow scholarly activity
 - Identify factors associated with scholarly productivity and FPD satisfaction.
- Please complete the survey!



APPD LEAD

- Leadership in Educational Academic Development
- Over 50% of LEAD graduates took on new leadership positions and 40% chosen to lead national committees within 3 years of completing the program
- 9-month educational program
- Three educational conferences (July, Fall and Spring APPD)
- Applications due April 19th
- “Ask me about LEAD”

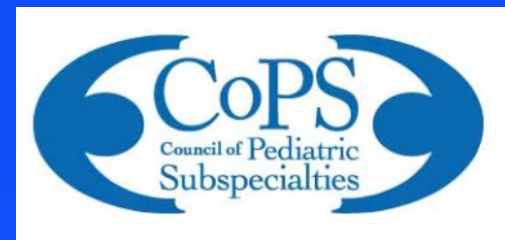
APPD/PAS

Fellows Core Curriculum

- Friday April 26th 1-6:30p Baltimore, MD
 - <https://www.xcdsystem.com/pas2019/program/2019/index.cfm?pgid=156&sid=1196>
-
- Getting your papers published
 - Fundamentals of QI
 - Effective Teaching
 - Grant writing
 - Research ethics
 - Biostatistics
 - Career development
 - Conflict resolution
 - Negotiation

CoPS Updates

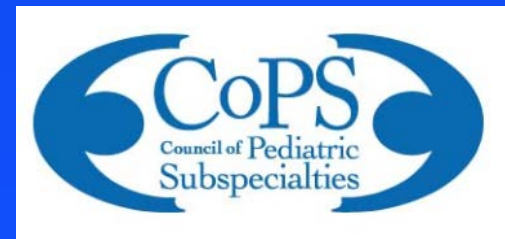
March 26, 2019



CoPS structure

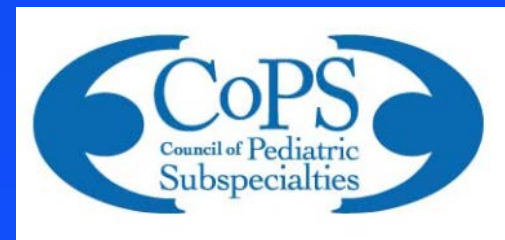
- Representation from most pediatric subspecialties (generally 2 reps per sub)

- Allied Members
 - ABP
 - AMSPDC
 - APPD
 - APA
 - AAP



CoPS Past Activities

- ERAS
- Fall Match
- Fellowship Readiness
- SCTC (Initiative on Subspecialty Clinical Training and Certification)
- Fellowship funding



Workforce Action Teams- 1

- | Workforce Surveys Action Team-
 - Developed a base workforce survey along with the AAP
 - Also a guide for development of your own subspecialty survey

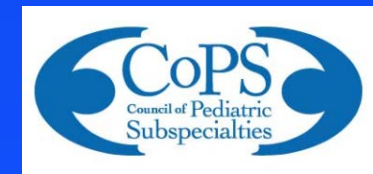
- | Early Exposure of Pediatric Subspecialties Action Team-
 - Creating a toolbox to increase visibility of pediatric subspecialties
 - Exploring other early exposure areas
 - Working to catalog early career offerings



Workforce Action Teams- 2

- | Exploring the length of training Action Team-
 - Working with the AAP and ABP to develop a checklist of considerations for shortening length of training
 - Developing a survey to explore a particular subspecialties interest in shortening length of training

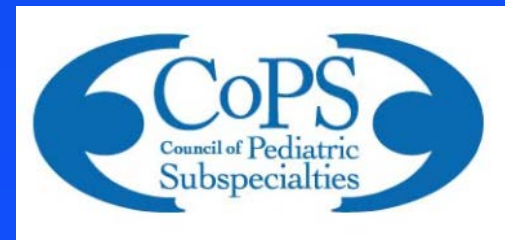
- | Recruiting and Sustaining Fellows and Junior Faculty in their Research Paths Action Team-
 - APPD workshop on physician scientist training
 - Hot Topics session at PAS
 - Developing a survey to define resources for trainees and PDs



Workforce- Virtual Pediatric Workforce Network (CoPS/ABP)

- CHA
- APPD
- APA
- AAP
- AMSPDC

- SPR
- CoPS
- ABP
- Gary Freed



Workforce- Virtual Pediatric Workforce Network

- ❑ Improve research and advocacy efforts around the Pediatric Workforce
- ❑ Propose and conduct collaborative projects
- ❑ Topics covered to date
 - GME funding
 - Capacity of current workforce/Access to care
- ❑ Future potential topics
 - Future pipeline
 - Physician Scientist pipeline
- ❑ Consideration of work force summit



ABP's Roadmap to Resilience, Behavioral and Emotional Health

- Working to improve screening for mental health issues in patients/families with children with chronic medical conditions
- Survey of CoPS Council to understand their efforts/resources to teach these areas to their subspecialty trainees
- An active partner in the Behavioral/Mental Health Network, lead by ABP



Updates to CoPS Website

www.pedsubs.org

The screenshot displays the CoPS website homepage. On the left is a dark blue navigation sidebar with white text for 'ABOUT COPS', 'MEETINGS', 'MEMBERSHIP', 'PROJECTS', and 'UPDATES'. Below these is a search bar with a magnifying glass icon, and contact information including a phone icon with the number '703-556-9222' and an email icon with 'info@pedsubs.org'. The main content area has a header with the CoPS logo and the text 'ABOUT COPS council of pediatric subspecialties'. Below the header, the 'MISSION' section states: 'The Council of Pediatric Subspecialties advances child health through communication and collaboration within its network of pediatric subspecialties and liaison organizations.' The 'VISION' section states: 'All pediatric subspecialties working together for optimal child health.' The 'VALUES' section begins with 'As an organization, we embrace:' followed by a bulleted list: 'Collaboration', 'Responsiveness', 'Diversity', and 'Transparency'. On the right side of the main content area, there is a circular diagram with four blue arrows forming a clockwise cycle. The nodes in the cycle are labeled 'Network', 'Expertise', 'Workforce', and 'CoPS'.

CoPS
Council of Pediatric Subspecialties

ABOUT COPS
council of pediatric subspecialties

ABOUT COPS

MEETINGS

MEMBERSHIP

PROJECTS

UPDATES

Search...

703-556-9222

info@pedsubs.org

MISSION

The Council of Pediatric Subspecialties advances child health through communication and collaboration within its network of pediatric subspecialties and liaison organizations.

VISION

All pediatric subspecialties working together for optimal child health.

VALUES

As an organization, we embrace:

- Collaboration
- Responsiveness
- Diversity
- Transparency

Network

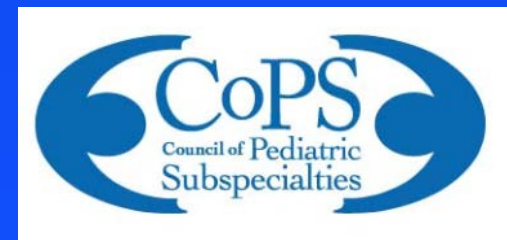
Expertise

Workforce

CoPS

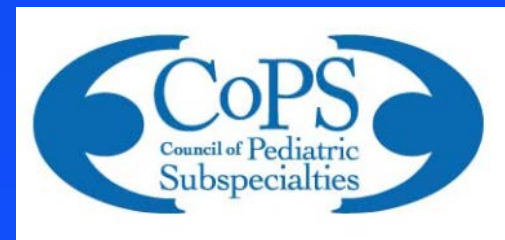
Milestones 2.0

- ACGME undertaking revisions to current Milestones
- General Pediatrics Milestones are under revision
- Pediatric subspecialties will have the option to develop cohesive or subspecialty specific Milestones
 - CoPS recommendation- Wait until Gen Peds revisions are complete prior to moving forward

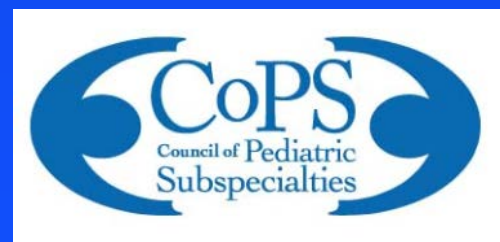


Additional CoPS Efforts

- ❑ Delayed fellowship start date
- ❑ Transition Action Team
- ❑ Fellowship funding paper published in J Peds



Questions?



Update from the AAP

Hilary Haftel, MD, MHPE, FAAP

March 26, 2019

American Academy of Pediatrics

DEDICATED TO THE HEALTH OF ALL CHILDREN®



AGENDA

- Expanded benefits for fellowship trainees
- Expanded benefits for fellowship directors
- Current opportunities at the AAP



PRT (FELLOWSHIP) MEMBERSHIP BENEFITS

- All member benefits at a significantly reduced cost
- Full access to PediaLink, including all educational product and EQIPP (QI) modules as a member benefit
- Reduced cost for participation in the Annual Legislative Conference
- Leadership opportunities through AAP and section participation, Federal Advocacy Action Network



FELLOWSHIP DIRECTOR BENEFITS

- Opportunities to promote lifelong learning for trainees:
 - Full access to subspecialty PREP products as a trainee member benefit; can be monitored FD
 - Access to Red Book Online, Pediatrics, AAP News, eBreaking News, AAP News OnCall
- Opportunities for trainee scholarship
 - Presenting abstracts at NCE
 - Writing news articles
- Ability to craft and follow ILPs (upgrade in progress)



WHAT'S NEW? OPPORTUNITIES AT

- Part
Trai
- Ped
– F
– F
- Nev
– C
– Board PREP conference



ber





"Life is like
underwear,
change is good."

hhaftel@aap.org

American Academy of Pediatrics
DEDICATED TO THE HEALTH OF ALL CHILDREN®



Applicants and % Unfilled Programs by Subspecialty: 2019 Appointments



Subspecialty	# Applicants		Positions Offered	# Programs	% Filled		# Unfilled Prgms	% Prgms Unfilled
	US Grads	All Applicts			US Grads	All Apps		
Pediatric Nephrology	18	27	65	43	27.7	41.5	33	77
Pediatric Pulmonology	25	43	74	48	33.8	54.1	29	60
Pediatric Infectious Diseases	23	40	79	54	29.1	46.8	35	65
Pediatric Rheumatology	14	22	39	30	35.9	48.7	15	50
Child Abuse	14	17	20	19	50	65	7	37
Pediatric Endocrinology	26	53	99	64	26.3	50.5	42	66
Developmental and Behavioral Pediatrics	22	35	48	35	41.7	62.5	15	43
Adolescent Medicine	22	31	36	25	55.6	77.8	7	28
Pediatric Hospital Medicine	65	59	56	39	78.6	92.9	3	8
Pediatric Hematology/Oncology	102	165	176	71	55.1	89.8	14	20
Pediatric Critical Care Medicine	144	217	191	67	66	99	2	3
Pediatric Gastroenterology	62	102	101	61	57.4	92.1	6	10
Pediatric Cardiology	122	177	154	58	70.8	98.1	3	5
Neonatal-Perinatal Medicine	148	245	270	96	53	86.7	25	26
Pediatric Emergency Medicine	176	270	196	77	73.5	100	0	0



ASSOCIATION
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DISCUSSION TOPICS

(Break up into Groups - Brainstorm solutions -
Report back key solutions)

- Fellowship funding overall and for research years
- Fellow career development/job search support
- How to implement the ACGME requirements for:
 - Faculty wellness
 - Faculty Development (related to education)
- How to handle home call, as part of 80hr work week
- Recruitment for fellowships with low applicant numbers
Ideas re: increasing the pipeline and enhancing recruitment