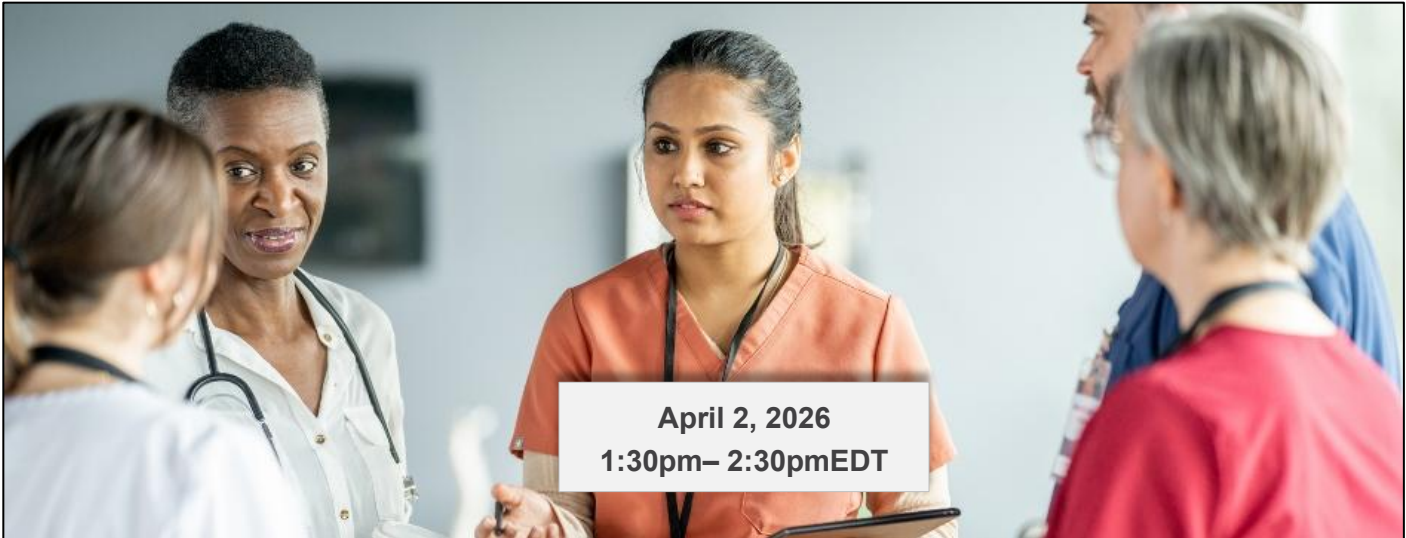


Envisioning a More Nimble System for Educating Health Professionals: A Workshop Series

Opening of the Workshop Series



AGENDA APRIL 2, 2026

Workshop Series Description:

Health professional education is under intense pressure shaped by financial, technological, social, policy, and regulatory forces. The traditional academic model, often characterized as expensive with rigid structures, is unsustainable in the current landscape of alternative health system designs, evolving educational pathways, and technological innovations. Health professional education can respond by adapting to the changing times. This workshop series aims to learn from past experiences of how HPE has adapted to internal and external pressures, and what levers and tools exist to facilitate future adaptability.

Opening Session Objective:

To demonstrate how forces outside of health professional education (HPE) are impacting HPE and why adapting HPE in response to a changing landscape is urgently needed.

1:30-1:35

Welcome

Jody Frost, IHPE Forum Co-chair

Ryan Scilla, Workshop Co-chair

Explain what this session aims to accomplish and how the session fits within the entire workshop series.

1:35-1:55 Roundtable Discussion

Moderator:

Reamer Bushardt, Workshop Co-chair

Setting the Stage:

Christopher J. King, Georgetown University School of Health

Panel Discussants:

Richard Berman, University of South Florida

Aaron Calhoun, Norton Children's Hospital, Kentucky

Kim Dunleavy, University of Florida

Jennifer Graebe, American Nurses Credentialing Center

Michaela Jansen, Texas Tech University Health Sciences Center

Breanne Jaqua, A.T. Still University-School of Osteopathic Medicine

Neil Maniar, Northeastern University

2:25pmET Closing Remarks

Ryan Scilla, Workshop Co-chair

2:30pmET Adjourn

MEETING MATERIALS (p. 3-9)

- Statement of Task
- Speaker Biographies
- IHPE Forum Co-Chair Biographies
- Planning Committee Roster

Statement of Task

Envisioning a More Nimble System for Educating Health Professionals

A planning committee of the National Academies of Sciences, Engineering, and Medicine will organize a public workshop series exploring how to construct a more adaptable, sustainable, and forward-looking educational system for health professionals. Presentations and discussions will draw upon national and global examples to understand barriers to a more flexible system, and how to overcome such challenges. The workshop series will emphasize interprofessional, cross-sectoral dialogue to spark ideas on:

- what levers and tools exist to facilitate greater agility in health professional education;
- who needs to be engaged for change to occur;
- how education and practice might strengthen collaborations in response to patient, population and health workforce needs; and
- envisioning a spectrum of incremental to more radical changes that incorporate professional competency development with critical thinking and patient safety.

Biographical Sketches

Speaker



Christopher J. King, PhD, FACHE is a nationally recognized health systems strategist, educator and thought leader whose expertise is at the nexus of health system transformation, public health, health equity, and health professions education. As inaugural Dean of Georgetown University School of Health, he works with internal and external stakeholders to establish a world class academic destination for advancing health and well-being through innovative research, interdisciplinary education, and transformative engagement with communities. He is responsible for academic and operational leadership of the school which is composed of three Departments - Human Science, Global Health and Health

Management and Policy and a growing healthcare graduate degree portfolio.

Prior to his role as Dean, he served as chair of the Department of Health Systems Administration where he provided visionary leadership and oversight of the undergraduate degree in Health Care Management and Policy and a nationally accredited master of science in Health Systems Administration.

As an associate professor, he teaches and contributes to scholarship on the creation of equitable systems of care within the context of national health reform goals. He works closely with public and private providers to bridge the gap between medical care and healthcare. Prior to joining Georgetown University, Christopher served as the first Assistant Vice President of Community Health for MedStar Health, a \$6B not-for-profit healthcare system comprised of 10 hospitals in the Baltimore/Washington region. Accomplishments included planning, launching and managing a new corporate function designed to apply more rigor and evidence in community-based planning, implementation and evaluation. He was also responsible for developing, testing and evaluating innovative approaches to integrate social factors in systems of care.

Planning Committee



WORKSHOP CO-CHAIR

Reamer L. Bushardt, PharmD, PA-C, DFAAPA serves as Provost & Vice President for Academic Affairs at the MGH Institute of Health Professions, a graduate school founded by the Massachusetts General Hospital and the only degree granting member of the Boston-based Mass General Brigham. As Provost, he is the Institute's chief academic officer with responsibility for all academic programs, research programs, faculty, and students. Dr. Bushardt is an educator, researcher, clinician, and administrator with experience in rural, community-based practice and faculty service within four academic health centers. He is licensed as a PA and pharmacist, specializing in the care of older adults and management of inappropriate polypharmacy and drug injury. As a PA, he has spent more than twenty years in

primary care practice. In research, he has led training grants and workforce development programs to increase workforce diversity and advance career opportunities for health professionals in medically underserved communities and health professional shortage areas. Recently, he has led a HRSA-funded health careers opportunity program, a SAMHSA-funded expansion of practitioner training in substance use disorders program, and a T32 postdoctoral national research service award to prepare primary care researchers. Prior to joining Mass General, he was professor and senior associate dean in the School of Medicine and Health Sciences at George Washington University in Washington, D.C. and co-led the NIH-funded Clinical Translational Science Institute at Children's National. Prior to that, he served as department chair at Wake Forest School of Medicine and associate vice president for workforce and process innovation in the Wake Forest Baptist Medical Center in Winston-Salem, N.C. Previously, he was associate professor and division chief for PA studies at the Medical University of South Carolina in Charleston. He attended the University of South Carolina and earned a BS in Pharmaceutical Sciences in 1998 and graduated in 1999 with a Doctor of Pharmacy degree. He later attended the Medical University of South Carolina where he trained and practiced as a PA. He is editor-in-chief emeritus for the Journal of the American Academy of PAs.



WORKSHOP CO-CHAIR

Ryan Michael Scilla, MD, MS-HPE serves as Director of Medical and Dental for the Office of Academic Affiliations (OAA), Department of Veterans Affairs, Veterans Health Administration (VHA). In this role, he oversees educational programs for over 51,000 resident physicians, 29,000 medical students and 1,000 dental students and residents. Dr. Scilla previously served as Director of Quality, Safety, and Improvement and Associate Chief of Staff for Education for the VA Maryland Healthcare System. Dr. Scilla has served as the VHA representative on the National Academies of Sciences, Engineering, and Medicine Global Forum on Innovation in Health Professions Education since 2024. Additionally, he serves on the American Association of Medical Colleges (AAMC) Group on Resident Affairs Steering Committee and the Accreditation Council on Graduate Medical Education (ACGME) Council of Residency Review

Committees and chairs the National Collaborative for Improving the Clinical Learning Environment (NCICLE). Dr. Scilla received a B.S. from Pennsylvania State University, an M.D. from Lewis Katz School of Medicine at Temple University, and an M.S. in Health Professions Education from the University of Maryland Baltimore. He completed his internal medicine residency at the University of Maryland Medical Center, where he also served as Chief Resident in Medicine.



Richard Berman, MPH, MBA is the Associate Vice President for Strategic Initiatives for Innovation and Research at the University of South Florida, and a professor in the institute for Advanced Discovery & Innovation. He is currently an elected member of the National Academy of Medicine of the National Academy of Sciences

(Formerly known as the Institute of Medicine) in Washington, DC, and is a board member of EmblemHealth, a board member for the Savannah Centre for Diplomacy, Democracy and Development in Abuja, Nigeria . Additionally, he is the chair of the board of directors for OIC in Florida. Previous organizations in which he has served on the board of directors include the Lillian Vernon Corporation, the seeds of Peace Board, and Chm of the Westchester Medical Center Board..the Westchester Jewish Chronicle (Chairman of the Advisory Board), the American Jewish Committee (Westchester Chapter), and the March of Dimes. Previously, Richard has worked as a management consultant for McKinsey & Company, the Executive Vice President of NYU Medical Center and Professor of Health Care Management at the NYU School of Medicine. He served as the Special Advisor to the leader of the African Union-United Nations Peace Keeping Mission in Darfur, and served as an advisor to the EU/JRC on issues related to water. He has also held various roles at Korn Ferry International, Howe-Lewis International, served in 2 cabinet level positions in New York State Government, and served in the US Department of Health Education and Welfare. In 1995, Mr. Berman was selected by Manhattanville College to serve as its tenth President. Mr. Berman is credited with the turnaround of the College, where he served until 2009. Mr. Berman received his BBA, MBA, and MPH from the University of Michigan and holds honorary doctorates from Manhattanville College and New York Medical College.



Aaron W. Calhoun, MD is a tenured professor in the Department of Pediatrics at the University of Louisville and an attending physician in the Just for Kids Critical Care Center at Norton Children’s Hospital. He received his MD from Johns Hopkins University School of Medicine in 2001, completed his general pediatrics residency at Children’s Memorial Hospital/Northwestern University Feinberg School of Medicine in 2004, and completed his pediatric critical care fellowship at Children’s Hospital of Boston/Harvard School of Medicine in 2007. Dr. Calhoun is the Division Chief of Pediatric Critical Care, and senior advisor for the SPARC simulation program at Norton Children’s Hospital. He has numerous publications in the field of simulation and medical education. Dr. Calhoun is the president-elect for the Society for Simulation in Healthcare (SSH) and serves as the Associate Editor-in-Chief for Simulation in Healthcare, the primary journal in the field of

medical simulation. In 2017 he was awarded membership in the Society for Simulation in Healthcare Fellow’s Academy.



Kim Dunleavy PT, PhD, FNAP is a Clinical Professor and Director of Community Engagement at the University of Florida in the Physical Therapy Department. She serves as the American Council of Academic Physical Therapy representative to the Global Forum. Her experience and contributions to multiple initiatives to improve entry level and continuing professional education for Global Health Professions in Vietnam, Haiti, Rwanda, and Suriname has provided extensive experience with needs assessment and project planning requiring flexibility and change. Her research and scholarship of teaching and learning has spanned interprofessional education, continuing education models, and global instructional design, including evaluating impact of materials for the World Health Organization. Her current NIOSH funded grant integrates instructional design and

educational methods investigating the impact and implementation of self-management to manage and limit low back pain in nursery and landscape workers. She has received multiple awards for scholarship of teaching and

learning and the Societal Impact Award from the American Physical Therapy Association. Dr Dunleavy served on the planning committee for the NASEM/Global Forum Nonpharmacological Management of Pain, Implementation Science in Health Professions Education, and co-chaired the Scholarship of Teaching and Learning Global Forum workshops. Her Physical Therapy training from the University of Cape Town and the University of Central Arkansas was followed by a PhD in Instructional Technology from Wayne State University.



Jennifer Graebe, DrPH, RN, NEA-BC, FNAP, FAAN, has been a nurse for 29 years and is committed to advancing nursing practice through Competency-Based, growth-mindset, human-centered learning and accreditation standards with a strong focus on human flourishing through learning and development. Dr. Graebe is an expert in Competency-Based education, competency mapping, inclusive learning environments, and democratizing education and workforce development through alternative credentials and apprenticeship development.

As Senior Director of Nursing Continuing Professional Development (NCPD) and Joint Accreditation programs at the American Nurses Credentialing Center (ANCC), she leads strategic operations and program expansion—building partnerships, launching new products, and strengthening quality and consistency across a large, complex accreditation portfolio. Her leadership has driven sustained program growth and strong year-over-year financial performance while keeping learner and patient impact at the center of continuing professional development.

A Fellow of the American Academy of Nursing (FAAN), Dr. Graebe is recognized for her contributions to workforce development, healthcare education, and systems-level improvement. Dr. Graebe was inducted into the National Academy of Practice as a Distinguished Fellow in March 2026 for her contributions to interprofessional education and collaborative practice. Dr. Graebe is Chair of the Competency-Based Education Network (C-BEN) Board of Directors as of May 2025 and previously served as Vice-Chair. Her governance leadership also includes service on the Board of Directors for the Academy for Forensic Nursing (2022–2024) and past leadership as Chair of the Alliance Board Nominating Committee; she continues to advise organizations on board governance and strategic alignment. Dr. Graebe serves as faculty at Capella University and Villanova University.



Michaela Jansen, PhD, PharmD is Associate Dean for Medical Education and Accreditation and Professor at TTUHSC School of Medicine. She previously served as Assistant Dean for the Pre-Clerkship Curriculum and later Associate Dean for Curriculum.

Her expertise includes LCME accreditation, assessment, continuous quality improvement (CQI), and curricular transformation. She led preparation for the 2025 LCME survey visit (full 8-year accreditation), established the Office for Accreditation, and directed a curricular renewal launched with the Class of 2025. Outcomes included USMLE Step 1 performance above the national average and the school's highest AAMC Graduation Questionnaire satisfaction (near the 90th percentile). She also co-led the AAMC NEXT

Step 1 Curriculum Work Group.

Her scholarship spans medical education interventions and administration, and drug discovery and neurotransmitter receptor mechanisms at the intersection of neuroscience and biophysics, supported by NIH NINDS funding since 2007.

Honors include the TTUHSC President's Excellence in Teaching Award, the Dean's Curricular Development Award, the Douglas M. Stocco Scholarship/Research Award, and NIH K99/R00 Pathway to Independence Awards.

Dr. Jansen earned a PharmD and PhD from Johannes Gutenberg University Mainz (Germany), completed postdoctoral training at Albert Einstein College of Medicine, and was a 2023–24 Fellow in Drexel University's ELAM program.



Neil Maniar, PhD, MPH is a Professor of the Practice at Northeastern University and Director of the Master of Public Health (MPH) program. He previously served as Associate Chair of the Department of Public Health & Health Sciences from 2020 to 2023. Dr. Maniar specializes in developing data-driven public health interventions to improve community health and advance health equity. His work also focuses on understanding and addressing upstream determinants of chronic disease, cancer, and other health outcomes and developing sustainable community-based solutions to these problems. He co-founded and co-led the Academic Public Health Volunteer Corps during the COVID-19 pandemic, mobilizing over 1,000 volunteers to enhance local public health response. He received the Kenerson Faculty Award in 2021 for his commitment to urban community health. Dr. Maniar was inducted as a Distinguished Fellow of the National Academies of Practice Public Health Academy and currently serves as the inaugural Chair of the NAP Public Health Academy.

Dr. Maniar holds a PhD from Johns Hopkins University, an MPH from Yale University, and a BA in English and Zoology from Connecticut College.

IHPE GLOBAL FORUM CO-CHAIRS



Jody Frost, PT, DPT, PhD, FNAP is currently an Education Consultant and Facilitator with expertise in strategic planning, educational assessment, consensus building, leadership development training programs, professionalism, and interprofessional education. After 25 years, she retired as the Lead Academic Affairs Specialist and founding Program Director, APTA Education Leadership Institute Fellowship at the American Physical Therapy Association. Dr. Frost facilitated initiatives in physical therapy academic/clinical education, clinical performance assessments, professionalism and related assessments, interprofessional education, and higher education leadership. Her publications and presentations are reflective of these areas of expertise. She received APTA's Education Section President's Award and most recently honored as Education Section's 21st Pauline Cerasoli Lecturer in 2018. She is a Distinguished Fellow of the National Academy of Practice, founding member and Vice Chair of NAP's PT Academy, and past President of NAP. She serves

as a Community Moderator for the National Center for Interprofessional Practice and a manuscript reviewer for the Journal of Physical Therapy Education and Physiotherapy Theory and Practice. Frost received her bachelor's in physical therapy from Ithaca College, master's in counseling and personnel studies from Rowan University, PhD from Temple University, and DPT from Marymount University. She was a tenured faculty member, Director of Clinical Education, and Assistant Chair at Temple University with past experiences as Physical Therapy Department Director, clinical educator and coordinator at pediatric and orthopedic/sports medicine facilities.



Zohray Talib MD, FAC is Executive Vice Dean of Education, Chair of the Department of Medical Education and Professor of Medical Education and Medicine at the California University of Science and Medicine. Her experience spans the field of medical education and global health, having worked with medical education programs in the US and across Sub-Saharan Africa to address the global health workforce shortage and to implement education best practices in low-resource settings.

Dr. Talib is Co-Chair for the National Academy of Medicine's Global Forum for Innovations in Health Professions Education, an interprofessional incubator for contemporary issues in education. She holds visiting faculty appointments at the Aga Khan University in East Africa as well as Mbarara University of Science and Technology in Uganda where her research has included examining the integration of mental health services into primary care. Dr. Talib is currently serving as Chair of the Aga Khan Social Welfare Board for the USA

which provides social safety net services including a crisis line, mental health education, training and case management and community-based care for the elderly.

Dr. Talib is a practicing internal medicine physician. She received her Bachelor of Science in Physical Therapy from McGill University and her Doctor of Medicine from University of Alberta. She completed her residency in Internal Medicine at the George Washington University. She is board certified by the American Board of Internal Medicine, and a Fellow of the American College of Physicians.

IHPE GLOBAL FORUM's NAM FELLOW



Breanne M. Jaqua, DO, MPH is an emergency medicine physician and an Associate Professor in the Department of Clinical Science Education at A.T. Still University School of Osteopathic Medicine in Arizona (ATSU-SOMA). She served as a former member of the Accreditation Council for Graduate Medical Education's Board of Directors and recently completed her service as Chair of the Council of Review Committee Residents. She serves on the Board of Trustees with the Arizona Osteopathic Medical Association. Her research and scholarly activity focus on innovative medical education practices and trainee wellness. As an educator, she serves as a didactic course director and teaches advanced clinical and procedural skills. She also facilitates case-based, small-group discussions and participates in case writing and curriculum development. She is dedicated to fostering psychologically safe learning and working environments, creating a culture of inquiry and collaboration, and supporting targeted interventions to increase

diversity, equity, and inclusion. She has presented and published on a variety of topics, such as the continuum of medical education, medical school curricular interventions, and trainee well-being. She has several projects in progress, including a second iteration of a student-driven mindfulness curricular intervention and an investigation of food insecurity among osteopathic medical students at ATSU-SOMA. She received her BA from the University of Michigan, her DO from ATSU-SOMA, and her MPH from A.T. Still University's College of Graduate Health Studies. She completed her emergency medicine training at Mercy Health—St. Vincent Medical Center. She is certified by the American Board of Emergency Medicine.

Full Workshop Planning Committee Roster Below

WORKSHOP PLANNING COMMITTEE ROSTER

Workshop Co-Chairs

Reamer L. Bushardt, PharmD, PA-C, DFAAPA (Co-chair)

Provost & Vice President for Academic Affairs,
Professor
MGH Institute of Health Professions

Ryan Scilla, MD, MS-HPE, FACP (Co-chair)

Director of Medical and Dental Education
VA Office of Academic Affiliations
Veterans Health Administration
Department of Veterans Affairs

Planning Committee Members

Richard A. Berman, MHA, MBA

NAM Member
Associate Vice President Strategic Initiatives
Research & Innovation
University of South Florida

Aaron W. Calhoun, MD, FSSH

Professor, Department of Pediatrics
Division Chief, Pediatric Critical Care
University of Louisville
Norton Children's Hospital, Kentucky

Regina F. Doherty, OT, OTD, OTR, FAOTA, FNAP

Professor and Dean, Interprofessional Education and Practice
Associate Provost for Faculty Affairs
MGH Institute of Health Professions

Kim Dunleavy, PhD, PT, OCS

Clinical Professor, Director of Community Engagement
Department of Physical Therapy
University of Florida

Chris Feddock, M.D., M.S., M.B.A.

Vice President
National Board of Medical Examiners

Jennifer Graebe, DrPH, MSN, RN, NEA-BC, FAAN

Senior Director
NCPD and Joint Accreditation Programs
American Nurses Credentialing Center

Halah Ibrahim, MD, MEHP

Vice President of International Outreach
Accreditation Council for Graduate Medical Education International

Michaela Jansen, PharmD PhD

Professor, Associate Dean for Medical Education and Accreditation
School of Medicine
Texas Tech University Health Sciences Center

Neil Maniar, PhD, MPH

Director, Master of Public Health Program; Professor of Practice
Public Health and Health Sciences
Northeastern University

Bjorg Palsdottir, MPA

CEO
THEnet, Belgium

Julianne P. Sees, DO, MBA, FAOAO, FAOA, FAAOS

Executive Medical Director & Faculty
CVS Health
Haub School of Business Saint Joseph's University

Corinna Sicoutris, CRNP, FCCM, FAANP, FACHE

Associate Chief of Advanced Practice, Penn Medicine
Director of Advanced Practice, Office of Advanced Practice, Hospital of the University of Pennsylvania

Halaevalu F. Ofahengaue Vakalahi, MSW, PhD

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