



## WHAT HURTS THE PHYSICIAN HURTS THE PATIENT

Iris Mushin, M.Ed, MBA



*“What Hurts the Physician Hurts the Patient” describes the MedRAP system in its entirety and details a clear path to implementation.*



## MEDRAP FACILITATOR MANUAL

Iris Mushin, M.Ed, MBA



*The MedRAP Facilitator Manual is a supplement to the book and provides step-by-step instructions for implementing individual topic sessions.*

### A Comprehensive Program that Helps Transform Medical Training

*What Hurts the Physician Hurts the Patient* describes MedRAP, a comprehensive program designed to advance the professional growth of medical trainees and improve their well-being by addressing factors that lead to stress and burnout. The program focuses on facilitating the transition into the medical training environment and addressing ACGME competencies. The Quality Improvement component of the program involves the entire health care team to facilitate collaboration and improve the efficiency of the hospital work environment and patient care. Because of MedRAP’s efficient design, maximum benefits for medical training programs can be achieved with a judicious commitment of time and resources.



**Iris Mushin** developed MedRAP as an MBA student while her husband was completing his surgical training at Baylor College of Medicine and she witnessed the stress of medical residency. She managed the program for 25 years. MedRAP brought numerous organizational changes to the training and affiliated hospitals’ work environment.



*“Comprehensive and clearly written, of enormous value to graduate medical education. Highly recommended to all medical residents, resident program directors, department chairs, and administrators who are connected with the training of new physicians.”*

— **ANTONIO GOTTO, JR., MD, DPHIL.**

Dean Emeritus, Weill Cornell Medicine  
Provost for Medical Affairs Emeritus, Cornell University

*“Thoughtful, excellent work that will benefit program directors and other institutional leaders and non-physician training programs.”*

— **STEPHEN B. GREENBERG, MD, MACP**

Distinguished Service Professor, Margaret M. and Albert B. Alkek,  
Department of Medicine, Baylor College of Medicine



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*“What Hurts the Physician Hurts the Patient is the result of a career’s work and labor of love by Ms. Iris Mushin, who was an MBA student at the time she initiated the MedRAP program, while I was serving as Chair of Internal Medicine at Baylor College of Medicine in 1989. Subsequently, she directed the program over two decades. Ms. Mushin has now produced a wonderful publication describing MedRAP, which addresses training, professional development, and the well-being of medical residents. This publication is comprehensive and clearly written, and will be of enormous value to graduate medical education. I highly recommend this book to all medical residents, resident program directors, department chairs, and administrators who are connected with the training of new physicians. Ms. Mushin has made an enormous contribution not only to resident training at Baylor, but also to the overall training of residents in the United States.”*

**– ANTONIO GOTTO, JR., MD, DPHIL**

Dean Emeritus, Weill Cornell Medicine  
Provost for Medical Affairs Emeritus, Cornell University

*“As Chief of Medicine at Ben Taub Hospital, chairman of the Internal Medicine Department and the Dean of Graduate Medical Education at Baylor College of Medicine (BCM) during the implementation of MedRAP, I came to appreciate the many benefits of such a program for any residency program or medical institution. During the 25 years of this program, I have also witnessed firsthand the benefits for resident morale and team building. The Quality Improvement component was used to improve both education and patient care. With the introduction of the Core Competencies by ACGME, this program became essential to meeting the milestones expected for accreditation. This comprehensive and thoughtful book will be of valuable benefit for program directors, as well as for other institutional leaders and non-physician training programs. I highly recommend this excellent work.”*

**– STEPHEN B. GREENBERG, MD, MACP**

Distinguished Service Professor, Margaret M. and Albert B. Alkek Department of Medicine, Baylor College of Medicine

*“As a resident in the Internal Medicine residency program at Baylor College of Medicine when there was no MedRAP program, and subsequently as the Program Director of that same residency program after MedRAP had been operational for nearly a decade, I have witnessed the benefits such a program offers on multiple levels including that of individual residents, the training program, and the institution as a whole... for many programs, not instituting a program such as MedRAP is actually the more expensive decision... I highly recommend not only reading this book, but also implementing its lessons at your training program.”*

**– AMIR HALEVY MD, JD**

Director of Internal Medicine Residency Program, 2000-2006, Baylor College of Medicine

*“I personally have had the opportunity to participate in the MedRAP program as an intern and a senior resident mentor, and have observed the benefits from afar as a residency program director. The benefits are numerous in addressing workplace issues that are beyond the reach of a program director or an institution. Communication, collaboration and self-reflection are key components for an individual to assimilate, adapt and excel in challenging workplaces such as the hospitals and clinic settings of residency training. Programs such as MedRAP provide a dedicated and protected space for medical residents to have an outlet to share their experiences in a productive and safe manner, receive support and advice from senior residents, and develop meaningful skills through facilitator- led workshops. They can also help residency programs meet numerous ACGME requirements while making a real difference in the lives of its residents. In an ideal world, all residency programs should make programs such as MedRAP a core offering of their residents’ training.”*

**– ANOOP AGRAWAL, MD**

Program Director, Internal Medicine and Pediatrics Residency Program, Baylor College of Medicine