cess, how do we make appointments, what’s really our commitment to getting patients in here in a timely way?” says Formella. She anticipates improving information technology, performance reviews, and clinical and administrative systems.

“We’ve been an organization that has been good at launching a project, and we don’t hold our own feet to the fire,” she adds. “We’re designing these improvement projects in a way that—the best way I can say it is—will hold our own feet to the fire—[by developing] metrics and . . . building accountability.”

Formella—who has more than 30 years of experience as a staff nurse, a clinical nurse specialist, and a nursing executive—came to DHMC as senior nurse executive in 1999. She had previously worked for a national consulting firm for three years and before that held leadership positions in Mayo system hospitals for 15 years.

**Magnet:** In 2003 she led the effort to obtain Magnet status in nursing for DHMC. In 2004 she was named Nurse Leader of the Year by the New Hampshire Nurses’ Association. And in 2005 she was honored for Nursing Management Excellence by the New Hampshire Organization of Nurse Leaders. She holds a B.S.N. from the University of Iowa and an M.S.N. from Marquette University.

“It is so humbling to be asked to take on this role at this time in this organization’s history,” says Formella. “It is just very, very gratifying.”

Laura Stephenson Carter

**Too much coursework? Try some hair of the dog!**

For medical students whose “chief complaint” is intense coursework, a proven cure seems to be more courses. Courses, that is, that they’ve designed or on subjects that they’ve chosen.

Electives organized by students let them “follow their passions and not lose parts of themselves” to the rigor of medical school, says Dr. Joseph O’Donnell, senior advising dean. And students are often “way ahead on societal trends,” he adds, so it’s not unusual for elective subjects to later be absorbed into the formal curriculum.

Kalindi Trietley, the director of learning and disability services, coordinates these “enrichment” electives. She says the program allows DMS to be sensitive to “pockets of interest that aren’t big enough for a course but [are] very valid.” There are more than 30 current offerings, on topics from wilderness medicine to medical Spanish. The program, now 10 years old, includes both student- and faculty-initiated courses; each is overseen by a faculty member.

Two electives offered last term—Medical Anthropology and the Art and Craft of Medicine—offer a window on why and how such courses come to be.

Katherine Ratzan’s interest in medical anthropology dates from some courses she took before coming to DMS. “I thought others might find the perspective from that field . . . refreshing,” she says. She set up six lectures; one, “Asian Medical Systems in Interaction with Biomedicine,” was given jointly by a U.S. physician and a Tibetan physician.* “Students discussed the idea that science itself is culturally mediated,” Ratzan says, “and this must be kept in mind when interacting with patients who do not hold the same set of beliefs.”

The art elective had its genesis when Daniel Kaser took a one-year leave from DMS to pursue his interest in art (see dartmed.dartmouth.edu/fall06/html/student_notebook.php). This experience reinforced his belief in the importance of art in healing. Upon his return to DMS, he organized a course combining studio work with classes led by an educator at Dartmouth’s Hood Museum of Art. “Students are encouraged not only to draw, but to talk about what they have drawn,” Kaser says. “Further, we look at objects in the Hood galleries . . . and discuss what we see. This practice of observation and oral presentation is critical to medical encounters.”

**Wake:** O’Donnell likens such electives to “letting a thousand flowers bloom.”

O’Donnell likens such electives to “letting a thousand flowers bloom.”

*This lecture was listed on the syllabus but did not actually happen. We apologize for . . . well, not doing our homework.

**THEN & NOW**

A reminder of the pace of change, and of timeless truths, from the Spring 1987 issue of this magazine:

In an article titled “Pernicious Weed,” Dr. A. Stuart Hanson, DMS ’60, wrote: “As an internist specializing in pulmonary disease, I had begun to realize [10 years previously] that I was making my living from the end results of cigarette smoking. My mentors in pulmonary disease had trained at tuberculosis sanatoriums . . . but what I was seeing now, in my own practice, was a new set of pulmonary diseases that were in large part caused by tobacco.”

**1992**

Year DMS students began a tobacco-education initiative in local schools

For more about the enrichment electives.

James DiClerico

**TEA-TOTALER: A DMS study of the correlation between tea consumption and skin cancer incidence found that subjects who drank two or more cups of tea a day had a 65% lower risk of squamous cell carcinoma. Lemon boosted the effect.**

*TEA-TOTALER* — DMS study of the correlation between tea consumption and skin cancer incidence found that subjects who drank two or more cups of tea a day had a 65% lower risk of squamous cell carcinoma. Lemon boosted the effect.

Mentions since then in the magazine of tobacco’s effects or of smoking cessation.

**1922**

Year DMS students began a tobacco-education initiative in local schools

For more about the enrichment electives.

James DiClerico