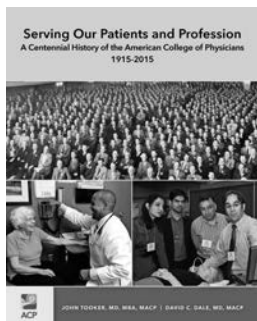


Serving Our Patients and Profession

**A Centennial History of the American College of Physicians
1915-2015**



About the Cover:

Serving Our Patients and Profession: A Centennial History of the American College of Physicians (1915-2015) chronicles the environment and events that have shaped—and continue to shape—the College into the professional society it is today. The photographs on the cover illustrate a few of the College’s changes in education, patient care, diversity of our members and the patients they serve, and professionalism over the past century. *Top:* The 28th Annual Session, held in Chicago, Illinois, in 1947. *Lower left:* Ryan D. Mire, MD, FACP, with a patient in Nashville, Tennessee, in 2010 (photograph by Sharon Anchel). *Lower right:* At the ACP Internal Medicine Meeting 2011 in San Diego, California, one of the College’s Herbert S. Waxman Clinical Skills Center faculty members, Dr. Hamid Shokoohi (far right), demonstrates ultrasonography techniques, with standardized patient Susan Conley (on table), to three meeting attendees (from left to right): Drs. Huma (Younas) Khan, Faisal R. Khan, and Sunil Juthan (photograph by Kevin Berne).

Serving Our Patients and Profession

A Centennial History of the American College of Physicians

1915-2015

John Tooker, MD, MBA, MACP

David C. Dale, MD, MACP

Editors

American College of Physicians
Philadelphia

Vice President, Publishing: Diane Scott-Lichter
Associate Publisher, Circulation, Licensing and Permissions: Aileen McHugh
Associate Publisher, New Product Development: Thomas McCabe
Production Editor: Jennifer Kearney-Strouse
Developmental Editor: Mary Beth Murphy
Copyeditor: Suzanne B. Meyers
Books Associate: Charles Graver
Research Assistant: Kathleen Nolan
Archives: Eric Greenberg
Text Design: Michael Ripca
Composition: Michael Ripca

Copyright © 2015 by American College of Physicians

All rights reserved. No part of this publication may be reproduced in any form or by any means (electronic, mechanical, xerographic, or other) or held in any information storage or retrieval systems without written permission from the publisher.

Printing/binding by Sheridan Books, Inc.
Printed in the United States of America

Library of Congress Cataloging-in-Publication Data
American College of Physicians (2003-), author.

Serving our patients and profession : a centennial history of the American College of Physicians (1915-2015) / [edited by] John Tooker, David C. Dale.

p. ; cm.

Centennial history of the American College of Physicians (1915-2015)

Includes bibliographical references and index.

ISBN 978-1-934465-99-8 (alk. paper)

I. Tooker, John (Physician), editor. II. Dale, David C., editor. III. Title. IV. Title: Centennial history of the American College of Physicians (1915-2015).

[DNLM: 1. American College of Physicians. 2. American College of Physicians (2003-) 3. Internal Medicine--history--United States. 4. Physicians--United States. 5. Societies, Medical--history--United States. 6. History, 20th Century--United States. 7. History, 21st Century--United States. WB 1 AA1]

R690

610.69'5--dc23

2014049083

Editors

John Tooker, MD, MBA, MACP

CEO Emeritus, American College of Physicians
Adjunct Professor of Medicine, Perelman School of Medicine at the University of Pennsylvania

David C. Dale, MD, MACP

President Emeritus, American College of Physicians
Professor of Medicine, University of Washington School of Medicine

Authors

Michael S. Barr, MD, MBA, FACP

Former Senior Vice President, Division of Medical Practice,
Professionalism & Quality, American College
of Physicians
*Executive Vice President, Quality Measurement &
Research Group, The National Committee for Quality
Assurance (NCQA)*

Marie Brown, MD, FACP

Governor, Northern Illinois Chapter of the American
College of Physicians
Associate Professor of Medicine, Rush Medical College

Robert M. Centor, MD, MACP

Chair, American College of Physicians Board of Regents
(2014-15)
Professor of Medicine, the University of Alabama

Clifton R. Cleaveland, MD, MACP

President Emeritus, American College of Physicians
*Adjunct Professor, Honors Program, University of
Tennessee at Chattanooga*

Robert Doherty

Senior Vice President, Governmental Affairs and Public
Policy
American College of Physicians

Yul D. Ejnes, MD, MACP

Chair Emeritus, American College of Physicians Board
of Regents
*Clinical Associate Professor of Medicine, Alpert Medical
School of Brown University*

Jack Ende, MD, MACP

Regent, American College of Physicians
*Adele and Harold Schaeffer Professor in Medicine,
Perelman School of Medicine at the University of
Pennsylvania*

Allison Ewing, MJ

Director, Public Relations and Web Communications
American College of Physicians

Joseph J. Fins, MD, MACP

Governor Emeritus, New York Downstate Chapter,
American College of Physicians
*The E. William Davis Jr. M.D. Professor of Medical Ethics
and Professor of Medicine, Health Care Policy and
Research, and Medicine in Psychiatry, Weill Cornell
Medical College*

Virginia L. Hood, MBBS, MPH, MACP, FRACP, FRCP Edin

President Emeritus, American College of Physicians
*Professor of Medicine, University of Vermont College
of Medicine*

Lynne M. Kirk, MD, MACP

President Emeritus, American College of Physicians
*Professor, Internal Medicine, UT Southwestern
Medical Center*

Philip A. Mackowiak, MD, MBA, MACP

Governor Emeritus, Maryland Chapter, American College
of Physicians
*Professor Emeritus and Carolyn Frenkil and Selvin
Passen History of Medicine Scholar-in-Residence,
University of Maryland School of Medicine*

Philip A. Masters, MD, FACP

Senior Physician Educator & Director, Clinical Content
Development

American College of Physicians

*Adjunct Professor of Medicine, Perelman School of
Medicine at the University of Pennsylvania*

Walter J. McDonald, MD, MACP

CEO Emeritus, American College of Physicians

*Professor of Medicine Emeritus, Oregon Health &
Sciences University*

**Thomas John (Jock) Murray, OC, ONS, MD, FRCP(C), FAAN,
MACP, FRCP(Lond), FCAHS, LLD(HON), DSc(HON),
MCFP(HON), D.Litt(HON), DFA(HON), LLD(HON)**

Chair Emeritus, American College of Physicians Board
of Regents

Professor Emeritus, Dalhousie University

Alan R. Nelson, MD, MACP, MACE

Former Associate Executive Vice President, American
College of Physicians–American Society of Internal
Medicine

*Executive Vice President Emeritus, American Society of
Internal Medicine*

James S. Newman, MD, FACP

Editorial Advisor, *ACP Hospitalist*, American College
of Physicians

*Assistant Professor of History of Medicine, Mayo Clinic
School of Medicine*

James M. Ott

Senior Vice President, International Programs
American College of Physicians

Fred Ralston Jr., MD, MACP, FRCP Edin

President Emeritus, American College of Physicians
Fayetteville Medical Associates, Fayetteville, TN

Wayne J. Riley, MD, MPH, MBA, MACP

President-Elect, American College of Physicians

*Clinical Professor of Internal Medicine, Vanderbilt
University School of Medicine*

José A. Rodriguez Portales, MD, MACP

Former Regent, American College of Physicians
Professor of Medicine, Catholic University of Chile

Dennis R. Schaberg, MD, MACP

Treasurer Emeritus, American College of Physicians

Harold C. Sox, MD, MACP

President Emeritus, American College of Physicians

Editor Emeritus, *Annals of Internal Medicine*

*Professor of Medicine (Emeritus, Active), The Dartmouth
Institute for Health Policy and Clinical Practice,
Geisel School of Medicine at Dartmouth*

Valerie E. Stone, MD, MPH, FACP

Former Regent, American College of Physicians

*Charles S. Davidson Professor of Medicine, Harvard
Medical School*

Lois Snyder Sulmasy, JD

Director, Center for Ethics and Professionalism
American College of Physicians

Donna E. Sweet, MD, AAHIVS, MACP

Chair Emeritus, American College of Physicians Board
of Regents

*Professor of Medicine, the University of Kansas School
of Medicine*

Steven E. Weinberger, MD, FACP

Executive Vice President and CEO

American College of Physicians

*Adjunct Professor of Medicine, Perelman School of
Medicine at the University of Pennsylvania*

Note: Authors are listed with the ACP leadership roles most relevant to the subjects covered in their respective chapters, as well as with their professional affiliations.

Reviewers

As the editors for this book, we would like to extend a sincere thank you for your careful and thoughtful review of chapters from the ACP centennial history: *Serving Our Patients and Profession: A Centennial History of the American College of Physicians (1915–2015)*. We could not have produced this important book without your help.

We would also like to thank the many ACP staff not listed as formal reviewers for their very helpful and timely suggestions on the chapter manuscripts as they were assembled.

We look forward to thanking you personally and hope to see you in Boston for the Centennial Celebration.

Sincerely,

John Tooker, MD, MBA, MACP

David C. Dale, MD, MACP

Patrick C. Alguire, MD, FACP

John A. Benson Jr., MD, MACP

Virginia Collier, MD, MACP

Jennifer J. Connor, PhD

Robert B. Copeland, MD, MACP

Martha Cornog, MA, MLS

F. Daniel Duffy, MD, MACP

David A. Fleming, MD, MA, MACP

Sandra Adamson Fryhofer, MD, MACP

W. Bruce Fye, MD

Robert B. Gibbons, MD, MACP

William E. Golden, MD, MACP

David Goldmann, MD, FACP

Paul Griner, MD, MACP

William J. Hall, MD, MACP

Jeffrey P. Harris, MD, MACP

R. Brian Haynes, MD, MACP

Edward J. Huth, MD, MACP

Kesavan Kutty, MD, MACP, FCCP, FRCP (L)

Christine Laine, MD, MPH, FACP

Eric B. Larson, MD, MPH, MACP

M. Douglas Leahy, MD, MACP

Joel S. Levine, MD, MACP

Wendy S. Levinson, MD, FACP

Barbara T. Licht, MBA

Stephen P. Lock, CBE, MD, FRCP, FACP Hon

Edwin P. Maynard, MD, MACP

Sean McKinney

David Myers

John R. Nelson, MD, MHM, FACP

Amir Qaseem, MD, FACP

Bernard M. Rosof, MD, MACP

David Sgrignoli

Christine Sinsky, MD, FACP

Thomas Sinsky, MD, FACP

Rosemary Stevens, PhD

Rolf Streuli, MD, MACP

Eve Swiacki

Jeffrey G. Wiese, MD, FACP

Contents

Preface, John Tooker, David C. Dale	ix
1. Introduction to the Centennial History of the American College of Physicians <i>John Tooker, David C. Dale</i>	2
2. First 75 Years: 1915–1990 <i>Clifton R. Cleaveland, Fred Ralston Jr.</i>	10
3. Leadership and the American College of Physicians <i>Walter J. McDonald, Alan R. Nelson</i>	44
4. A Historical Perspective on the Annual Session and Chapter Meetings of the American College of Physicians <i>Jack Ende, Marie Brown</i>	92
5. Annals of Internal Medicine, 1927–2015: Helping Define Internal Medicine <i>Thomas John (Jock) Murray</i>	114
6. MKSAP: Medical Knowledge Self-Assessment Program <i>Philip A. Mackowiak, Philip A. Masters</i>	132
7. Evidence and Clinical Practice: The College Guidelines Program, Physicians’ Information and Education Resource (PIER), and ACP Smart Medicine <i>Harold C. Sox</i>	146
8. Books to HEALTH TiPS: ACP Publications and Communications for Physician and Patient Education <i>Dennis R. Schaberg, Donna E. Sweet, Allison Ewing</i>	180
9. Ethics and Professionalism: Professing and Living Our Principles <i>Joseph J. Fins, Lois Snyder Sulmasy</i>	198
10. The Quest for Diversity and Inclusion for Our Members and the Patients We Serve <i>Wayne J. Riley, Valerie E. Stone</i>	218
11. The American College of Physicians and Public Policy <i>Lynne Kirk, Robert Doherty</i>	232
12. Improving Health Care Delivery <i>Michael S. Barr, Yul D. Ejnes, James S. Newman</i>	270
13. The American College of Physicians as an International Organization <i>Virginia L. Hood, José A. Rodríguez Portales, James M. Ott</i>	310
14. The Future of the American College of Physicians and Internal Medicine <i>Robert M. Centor, Steven E. Weinberger</i>	350
Index	365

Preface

In 2011 the Board of Regents of the American College of Physicians (ACP), then chaired by Robert (Robin) G. Luke, decided the College would publish an ACP centennial history in 2015 as a component of its 100th anniversary celebration. The 4 previously published histories of ACP written by College leaders—Drs. Morgan, Piersol, Rosenow, and Moser—covered 1915 to 1986. A timely 75-year historical article, authored by College archivist Bernice Lemley, was published in *Annals of Internal Medicine* in 1990, and the history of the American Society of Internal Medicine (ASIM) by Drs. Felch and Greene was published in 1981. Since these publications, much has happened to expand membership, scope of activities, and influence of ACP.

To fill the recorded gap between 1990 and 2015, we began working more than 2 years ago to collect facts, photos, and stories about key events in the life of ACP, primarily focusing on the last 3 decades. To decide, among many possibilities, what topics to cover, we asked for guidance from College members, governance (current and past), and ACP staff, through formal surveys conducted by the College Research Center, ably directed by Arlene Weissman. The surveys provided a rich list of topics and commentaries about historically important events in the life of the College and allowed us to create a table of contents based on this information. We then recruited knowledgeable and capable authors for each chapter. As they delved into topics, authors often went back to records of the early periods of the College to understand just when and why things happened and how ACP's history unfolded. As we worked, we repeatedly asked ourselves, why is a College history important? We believe that it is important to preserve an accurate historical record of the organization for its members and future leaders; to meet the social responsibilities of a nonprofit; and to acknowledge the patients, staff, members, leaders, and a host of others on whose shoulders the College now stands.

This book has been a formidable undertaking, especially documenting what has happened at ACP and the environmental context in which events occurred. Written as stories, each chapter is designed to be read independently. It is not possible to thank everyone who contributed their time and talent to this book, so we offer our heartfelt thanks and apologies to those we inadvertently omitted in thanking. We particularly thank the authors, who devoted many hours to research and writing, and the College staff (some of whom were also authors) who were very helpful in providing their knowledge of key events and in accessing departmental records. Steven E. Weinberger, the College Chief Executive Officer/Executive Vice President, Wayne Bylsma, Chief Operating Officer, and Helene Hopkins, Senior Executive Assistant, provided project support from the Executive Office, adding resources when needed and reviewing all the chapter manuscripts. Eric Greenberg, the Director of the College Archives, was immensely helpful in locating historical information, such as committee, council, and board records and historical photos. Jennifer Kearney-Strouse, *ACP Internist/ACP Hospitalist* Executive Editor, provided very timely editorial support. Diane Scott-Lichter, ACP Publisher, who joined the College midway through the project, provided expert advice and a steady hand. As attention was particularly focused on the years from 1986 to 2015, we were fortunate to have the engagement of many experienced College leaders and experts outside the College who freely informed our work through interviews and as reviewers of the draft chapter manuscripts. Thomas V. Hartman, who previously headed the books publishing program at ACP and is now a senior editor at John Wiley and Sons, provided developmental guid-

ance early in the project. We are also extremely grateful for the expert services of Mary Beth Murphy, the Centennial Project developmental editor, and Kathleen Nolan, our professional research associate.

Editing this book has been instructive, as a history should be. It has been an honor and privilege for us to guide the writing of this centennial history. As ACP looks to the next 100 years, we hope that this endeavor will inspire the College to encourage historical scholarship, to secure and maintain its historical records, and to plan for timely additions to its official published histories.

–John Tooker, MD, MBA, MACP, and David C. Dale, MD, MACP

SAMPLE ONLY. NOT FOR DISTRIBUTION.

“Declare the past, diagnose the present, foretell the future.”

–Hippocrates



Introduction to the Centennial History of the American College of Physicians

John Tooker, MD, MBA, MACP

David C. Dale, MD, MACP

The American College of Physicians (ACP) is celebrating the 100th anniversary of its founding in 1915. To celebrate that milestone, the ACP Board of Regents commissioned a centennial “history.”

This history is a collection of stories chronicling the environment and events that shaped and defined the College as the professional society it is today. The stories were truly written by hundreds of Members, Fellows, Masters, College leaders, and ACP staff who contributed time and talents to ACP through chapters, committees, councils, boards, meetings, publications, and public presentations over the century. A timeline of major events and historical figures that helped shape the first 100 years of the College history is online at www.acponline.org/about_acp/history/timeline/. In recording this centennial history, the editors and authors are deeply grateful for all these contributions. The title, *To Serve Our Patients and Profession: A Centennial History of the American College of Physicians (1915–2015)*, reflects the way the College sees itself as a service organization to put patients first and to preserve and enhance the best traditions of our profession.

To understand how the College and American medicine evolved over the past century, we sought to document what happened within the College during that time as well as why and how these events transpired. What

were the critical actions taken by the College leaders, either prospectively, as the future was anticipated, or in response to external forces? The ACP Archives provided much of the historical detail for each of the chapters, although there were some restrictions on access to committee minutes as determined by the Board of Regents (BOR).

Five previous published ACP histories—by Piersol (1), Morgan (2), Rosenow (3) Moser (4), and Lemley (5)—detail our first 75 years. The authors and editors relied on these records as foundations for their work here. Accordingly, the centennial history more strongly emphasizes the past 25 years—1990 to 2015—and for some of the chapters the history began only in the last quarter century. Major external events—such as the state of medical education and practice in the early years; the influenza epidemic of 1918; the world wars; the Great Depres-

...we sought to document what happened within the College during that time as well as why and how these events transpired.

sion and Recession; the role of organized medicine in health policy and politics; the imperative to translate new and remarkable scientific advances into knowledge for patients and physicians; and the evolution of medical practice, ethics, and professionalism—shaped how the College matured as a professional society. In the United States and Canada, Medicare also had a huge impact to improve access to care and reshaped the life and work of internists.

The College has survived and thrived by being an adaptable organization. Its adaptability is well illustrated by its embracing, initially reluctantly then wholeheartedly, the changes that came with the digital revolution. Over the last 35 years, computing and the Internet fundamentally changed how we share information and knowledge and communicate with each other and with our patients.

The digital revolution began in about 1980 and involved changing from analog and mechanical technologies to digital technology for information exchange, changes discussed at the College very early. It is easy now to forget how physicians communicated before 1980. Most physicians and hospitals were then still completely dependent on the typewriter and handwritten communications. Medical libraries were full of traditionally produced books and bound medical journals. Many physicians recall going to the library to use Index Medicus, a record of the tables of contents of medical journals begun in the 1870s.

The first ACP membership database “computer” was installed in the College in 1970. By the early 1980s the ACP, through its members, committees, and staff, was at work to understand the potential of computers and digital technologies. For example, at its 7 January 1983 meeting, the Educational Policy Committee (EPC) discussed computerization of the offices of ACP, development of a computer version of MKSAP VII and buying a mainframe computer. The Telecommunications Subcommittee discussed these topics, as well as the ACP’s potential uses for videotapes for teaching and a “hands on computer workshop” at the upcoming annual meet-

The College has survived and thrived by being an adaptable organization. Its adaptability is well illustrated by its embracing, initially reluctantly then wholeheartedly, the changes that came with the digital revolution.

ing in Atlanta. Richard J. Reitemeier, MD, MACP, then ACP President, met with the Committee and advised that he hoped by December 1983 the BOR would have clear policy regarding the new information management technologies. The EPC strongly recommended that the BOR adopt a proactive position and recommended the topic “Computers and Clinical Medicine” as the theme for the 1985 Annual Meeting, but it was disappointed when the Scientific Program Committee chose “Carcinogenesis.” On learning that its recommendation had been rejected, the committee reaffirmed its conviction and proposed a new theme, “Medical Informatics,” for the next meeting, believing that it might sound more appealing.

The College hired computer experts as consultants, and Ted Shortliffe, MD, PhD, MACP, a national leader in the development of medical informatics, agreed to develop a questionnaire to assess interest in an ACP users’ group. Beginning in 1984 the Educational Policy Committee, chaired by Jordan Cohen, MD, MACP, focused on MKSAP, including such enhancements as indexing questions and potentially adding more illustrations, and even motion and sound.

The BOR, in response to strong urging from the EPC, approved hiring a Director of Medical Informatics at the November 1985 meeting, but the recruitment proceeded very slowly.

Frank Davidoff, MD, MACP, began work at ACP on 1 July 1987. He accepted and endorsed plans for a vigorous effort to build medical informatics. In the interim, he became deeply involved in the computerization of MKSAP, fostered development of the Clinical Efficacy Assessment Project, new versions of the In-training Exam, and applications of information technology to membership and other College activities. It was fortuitous that not too long after Dr. Davidoff came to ACP, the new headquarters building was opened, with careful consideration to the wiring and infrastructure needs for computers and connections, a woe-fully difficult problem at the old headquarters. The new headquarters and the emergence of the Internet were a fortuitous and powerful combination for advancing the missions of the College.

After Dr. Davidoff's appointment, the focus was still on MKSAP. Creating a searchable version of MKSAP, called "HyperMKSAP," was the first project, a CD version with answers on paper. To move materials to the Internet for web-based distribution required an online address. The College tried to get the address "acp.org," but it was not available because it already belonged to the American Center for Physics. ACP committees and staff came up with many ideas, but finally settled on "aconline.org," the address the College is still using.

The ACP Associates were important voices calling for more Internet applications for information and communication. ACP soon created Resnet. This CompuServe-based, resident-driven project was really a forerunner of chat rooms. Resnet was a good idea, but it was not used as much as expected. At the time managing content was just too complicated and difficult, and it was finally discontinued in the late 1990s. Similarly, by the mid-1990s, the Board of Governors had burgeoning interest in Internet applications: to communicate with members, to plan annual chapter meetings, and to connect with one another and the Philadelphia office and leadership. "Governor's Assistant" was started, but too many governors and members did not have e-mail addresses or use the Internet. As a result this idea also floundered for a while. After Dr. Davidoff became editor of *Annals*, he led the journal to become an online publication. His successor as the College, Senior Vice President for Education Herbert Waxman, MD, FACP, continued the emphasis on finding ways to facilitate uses of information technology (IT) in all of ACP's educational programs and services.

By the late 1990s IT was part of almost every activity of the College: planning and conducting meetings, workshops to help members move into the digital age, planning and distributing educational materials, and making ACP materials increasingly available through the ACP Website.

The Chapters

This centennial history has 14 chapters written by 29 authors, all knowledgeable about the subject matter of their chapters. The selection of the topics for the book was influenced and to a large extent determined by centennial history topic surveys of the College membership, College governance (dating back to 1990), and the College staff, all conducted by the College Research Center. The response to the surveys was heartening—there was and remains great interest in the history of the College.

The titles of the chapters and their authors are profiled in the table of contents. The reader will be treated to a series of authoritative and topical stories, which can be read in sequence or individually; each chapter is a self-contained story.

"First 75 Years: 1915–1990" (Chapter 2) was written by two former ACP Presidents, Clifton R. Cleaveland, MD, MACP, and Fred Ralston Jr., MD, MACP, and details the first 75 years

of the College’s existence. It begins with the vision of one man, Heinrich Stern, MD, a New York physician who was heavily influenced by the Royal College of Physicians of London. Stern sought to develop a comparable but very American College of Physicians, an organization whose mission would be to improve the educational and medical practice standards of American medicine, a vision embodied in the Mission and Goals of ACP in 2015. The reader will see that the College went through several periods, some quite difficult, moving from a fledgling autocratic organization to a stable and increasingly democratic professional society and, finally, to an outward-facing and influential College.

“Leadership and the American College of Physicians” (Chapter 3), authored by Walter McDonald, MD, MACP, and Alan R. Nelson, MD, MACP, former Executive Vice Presidents of ACP and the American Society of Internal Medicine (ASIM), portrays the critical importance of leadership in the history of the College. There are many examples in the ACP history where

leadership was sorely needed and the right leaders stepped to the fore and guided the College around treacherous shoals. One such example was the aftermath of the death of the College founder, Heinrich Stern, in 1918, when the College was temporarily without the leadership it needed to survive. A self-appointed “Rescue Committee” of Frank Smithies, MD, MACP (Chicago), Clement Jones, MD, FACP (Pittsburgh), and William Gerry Morgan,

MD, MACP (Washington, DC), persuaded the governing council (all New York members) to make the College a broader *national* organization, reorganize the College administration, and move the headquarters to Chicago. In retrospect, this intervention likely saved the College.

Drs. McDonald and Nelson were influential leaders of the successful merger of ACP and ASIM in 1998. They describe three distinct leadership stages in the evolution of the College over the past 100 years, stages that, when completed, strengthened ACP as a leader within American and international medicine. These stages are:

- The evolution from an autocratic toward a more democratic organization;
- Moving from an exclusive to an inclusive organization; and
- Moving from an inward-looking to an outward-acting organization.

Subsequent chapters present the story of how ACP progressively engaged in public policy and advocacy, promoting better health care, and becoming an international organization.

“Historical Perspective on the Annual Session and Chapter Meetings of the American College of Physicians” (Chapter 4): Jack Ende, MD, MACP, Regent and former Scientific Program Chair of the ACP IM 2009 national meeting, and Marie Brown, MD, FACP, Governor (Illinois) and former Scientific Program Chair of the ACP IM 2007 annual meeting, wrote this chapter. Although informal clinical sessions had been associated with College meetings as far back as 1917, the first formal ACP scientific session—plenary topics included tuberculosis, syphilis, general medicine, and practical record keeping—was held in Chicago in February 1920, beginning a long tradition of educational excellence. The annual meeting also established important traditions honoring excellence in internal medicine and fostering collegiality within the profession. With the exception of the World War II years, ACP has held annual scientific sessions, which are now the flagship meetings of internal medicine. Regional scientific

There are many examples in the ACP history where leadership was sorely needed and the right leaders stepped to the fore and guided the College around treacherous shoals.

meetings, particularly as the College regional, state, provincial, and international chapters developed, also flourished and are detailed in this chapter.

“Annals of Internal Medicine 1927–2015: Helping Define Internal Medicine” (Chapter 5), written by Thomas John (Jock) Murray, MD, MACP, former Chair of the ACP BOR, and an accomplished author and editor, is devoted to the history of *Annals*, which began publication in 1927 and has evolved into a widely respected peer-reviewed scientific journal that also provides practice guidance to the profession. *Annals*, ably guided from its inception by excellent editors (who are profiled in the chapter), is now one of the top five medical journals.

“MKSAP: The Medical Knowledge Self-Assessment Program MKSAP” (Chapter 6) was written by Philip Mackowiak, MD, MACP, Emeritus Professor of Medicine at the University of Maryland, former ACP Governor, and author of *Post Mortem* (published by ACP), and Philip A. Masters, MD, FACP, MKSAP 17 Editor-in-Chief, accomplished medical educator, and ACP Senior Physician Educator and Director of Content Development. MKSAP, now in its 16th edition, has a long and remarkable history of helping members to assess and understand their medical knowledge, address knowledge gaps (a fundamental tenet of professionalism), and prepare College members via innovative digital and Internet-based formats for high-stakes exams, such as those used in the American Board of Internal Medicine certification and recertification exams.

“Evidence and Clinical Practice: The College Guidelines Program, Physicians’ Information and Education Resource (PIER), and Smart Medicine” (Chapter 7): Harold (Hal) Sox, MD, MACP, a former College President, Clinical Efficacy Assessment Subcommittee Chair, *Annals* editor, and Chair of the U.S. Preventive Services Task Force, wrote this chapter. This chapter primarily focuses on the history of the College’s Clinical Efficacy Assessment Project, which continues today as an exemplar of clinical guidance for physicians based on the systematic review of scientific evidence. PIER was an early and serious effort to bring current practice knowledge to the clinician and bedside in the form of guidance statements, predicated on the available evidence. The innovative approach to clinical-decision support embodied in PIER continues today in the form of ACP Smart Medicine, an online clinical-decision support tool that delivers point-of-care access to evidence-based recommendations.

“Books to Health Tips: ACP Publications and Communications for Physician and Patient Education” (Chapter 8) was written by Dennis Schaberg, MD, MACP, former Regent, ACP Treasurer, Chair of the ACP Publications Committee; Donna Sweet, MD, MACP, former Chair of the Board of Regents, Chair of the Board of Governors, and the ACP Foundation; and Allison Ewing, ACP Director of Public Relations and Web Communications. It chronicles the College history of communicating news and other popular information to its members and patients. Communication efforts include the current *ACP Internist* and *ACP Hospitalist* and their predecessor publications. ACP also provides educational material for physicians and patients through a range of vehicles (other than *Annals* and MKSAP), initially via books and other printed materials and now primarily through the College Website and other electronic formats. The ACP Foundation, founded in 1998, greatly improved our understanding of health literacy and how best to begin to address literacy challenges for our patients, providing health and health care guidance to them through a large series of educational offerings aimed at their health literacy level.

*The ACP Foundation, founded in 1998,
greatly improved our understanding
of health literacy and how best to
begin to address literacy challenges
for our patients*

“Ethics and Professionalism: Professing and Living Our Principles” (Chapter 9): The College, a moral community defined by the highest ethical and clinical standards from the very beginning of its history, has asked its member Fellows to pledge to conform to the College ideals and promise to uphold those ideals in the practice of medicine. This chapter, detailing the history of the College’s work in developing and promulgating standards in ethics and professionalism, was written by Joseph Fins, MD, MACP, former Chair of the ACP Ethics Committee, and Lois Snider Sulmasy, JD, the Director of the College’s Center for Ethics and Professionalism. ACP *Ethics Manual*, first published in 1985 and now in its sixth edition, and the Physician Charter on Medical Professionalism, published in 2002 in *Annals*, are examples of the ethics and professionalism work developed and published by ACP and the ACP Foundation.

“The Quest for Diversity and Inclusiveness at the American College of Physicians (1915–2015)” (Chapter 10): ACP began its history in 1915 as an autocratic organization of white men; the first women were elected to Fellowship in 1920, a seminal moment in College history. Wayne Riley, MD, MPH, MBA, MACP, ACP President-elect, and Valerie E. Stone, MD, MPH, FACP, former College Regent, are very knowledgeable about diversity—gender, ethnic, and racial—and about disparities in the care of our patients. Their chapter details the ACP progress, at times difficult, toward becoming a democratic and professional organization in which the rights and privileges of membership are granted to all members and for our patients to be treated with equity and respect, regardless of circumstance.

“The American College of Physicians and Public Policy” (Chapter 11) was written by two experienced and knowledgeable authors and leaders, Lynne Kirk, MD, MACP, former ACP President and ACP Health and Public Policy Committee Chair, and Robert Doherty, ACP Senior

Vice President, Government Affairs and Public Policy. The College, from its founding, focused on its educational mission and assiduously avoided health policy and politics until 1978, when the Division of Health and Public Policy was established; a Health and Public Policy office opened in Washington, DC in 1980. The College has undertaken major policy initiatives, including developing a broad body of health policy for the complex Affordable

The explosion of knowledge and the internist’s ability to access and mobilize that knowledge, especially over the past 30 to 40 years, have dramatically altered the delivery of care.

Care Act (ACA) and coalition leadership, with key stakeholders, to advocate for its passage with the Congress and White House. The merger of the College and the ASIM in 1998 reinforced and solidified the ACP–ASIM policy and political presence in Washington and, to a large extent, nationally.

“Improving Health Care Delivery” (Chapter 12): The practice of medicine has evolved remarkably since the practice days of Dr. Richard Cabot in the Back Bay of Boston. Over the past hundred years, medical practice has advanced in ways unimaginable to an internal medicine specialist in 1915. The explosion of knowledge and the internist’s ability to access and mobilize that knowledge, especially over the past 30 to 40 years, have dramatically altered the delivery of care. The division of labor in the care of patients continues; with the hospitalist movement, no longer does a general internist typically care for patients in the outpatient and inpatient settings. This important story of the reshaping of medical practice is told by Yul Ejnes, MD, MACP, former Chair of the BOR and an internist in private practice in Cranston,

Rhode Island; Jamie Newman, MD, FACP, a hospitalist and medical historian at the Mayo Clinic in Rochester, Minnesota, and leader of the Society of Hospital Medicine; and Michael Barr, MD, MBA, FACP, the former ACP Senior Vice President of the Division of Medical Practice.

“The American College of Physicians as an International Organization” (Chapter 13) was authored by Virginia Hood, MBBS, MPH, MACP, former ACP President and Professor of Medicine at the University of Vermont, who hails from and trained in Australia; José A. Rodríguez Portales, MD, MACP, Professor of Medicine at the P. Universidad Católica de Chile in Santiago; and James Ott, the ACP Senior Vice President, International Programs. After 100 years, the American College of Physicians is poised to realize its potential as a global organization, now having 15 international chapters on 3 continents and over 11,000 members in 132 countries on 6 continents. However, as the story will tell, evolution toward a global organization happened episodically over the century and was not without opposition.

“The Future of the American College of Physicians and Internal Medicine” (Chapter 14): This final chapter in the College centennial history is authored by Robert M. Centor, MD, MACP, the current Chair of the BOR, and Steven E. Weinberger, MD, FACP, the College Executive Vice-President and CEO. What will the future hold for ACP and internal medicine as we look back on the past 100 years? Will we know how to succeed as an organization over the next century of progress and change? ACP is in a much better position to address those challenges than our founders were in 1915—and they succeeded. Drs. Centor and Weinberger are well positioned to answer those questions for us.

Acknowledgments

We acknowledge and thank the authors and all the College staff and former staff who graciously gave their time and talent to this large effort; many individuals contributed to this history who are not named, our “unnamed soldiers.” The College would not have lasted to 100 years or become so widely appreciated by so many were it not for an outstanding staff and all that they contributed. The ACP Archives provided information on the formation of the Office of Information Technology and was supplemented by interviews with Mr. Thomson M. Kuhn, MA, Dr. Ted Shortliffe, and Dr. Frank Davidoff. We specifically acknowledge the contributions of Robert Spena and Thom Kuhn to the development of information technology at ACP.

References

1. **Piersol GM.** Gateway of Honor: The American College of Physicians 1915-1959. Philadelphia: American College of Physicians; 1962.
2. **Morgan WG.** The American College of Physicians: Its First Quarter Century. Philadelphia: American College of Physicians; 1940.
3. **Rosenow EC.** History of the American College of Physicians. Philadelphia: American College of Physicians; 1984.
4. **Moser RH.** A Decade of Decision: A Physician Remembers the American College of Physicians 1977-1986. Philadelphia: American College of Physicians; 1987.
5. **Lemley BR.** The First 75 Years. *Ann Intern Med.* 1990;112:872-8.