Program Coordinators’ Meeting

March 14, 2019
Agenda

- House Staff announcement

- **Guidebook 2.0** – Description
  - New Changes
  - Step by Step Usage Guide

- **Guidebook 2.0** – Discussion
Begin with the End in Mind...Steven Covey

If you don’t know where you’re going any road will take you there...George Harrison
NAS is focused on Quality Improvement and Innovation

- Programs expected to
  - Use internal processes and data to find issues and seek resolution
  - Track quality improvement over time
  - Have a rationale for the improvement plan
  - Address plans that are not implanted, not successful – what will be done differently next year?
  - Provide rationale for dropping issues

- Programs that innovate are to be commended
Self-Studies – What are they?

- Objective, comprehensive evaluation of your program
- Opportunity to explore means to **improve** your program
  - APE = year to year evaluation
  - Action planning = program improvement plan and evaluation of plan
  - Self study is a condensed version of these elements over many years
    - Five year “look” backward and forward
    - Emphasis on program strengths and “self-identified” areas for improvement (SWOT)
      - “self-identified” vs RRC identified
    - Initiated six months before the self-study is due
Self-Studies – What are they?

There are two new Self-Study concepts:

1. exploration of program AIMS
2. assessment of the program’s institutional, local and, regional environment.

These concepts help you:

1. Make the program evaluation relevant and useful
2. Go beyond compliance with requirements into innovation that improves your program
   • Meet baseline requirements *then*
   • Customize other improvement efforts based on your program’s environment and aim
What is a program “AIM?”

- Program and institutional leaders’ views of key expectations
- Differentiation from other programs in the country
- **Usually a longer-term strategic view,**
  - Adapt aim in response to program and environmental factors
    - local or national workforce demands
    - Interdisciplinary training
    - New settings, patient populations etc.

May focus on:

- Types of trainees recruited into the program
- Training for particular career paths (research, academic, clinical)
- Specific objectives (e.g., care for underserved patients, health policy or advocacy, population health).
SWOT Analysis – good, hard look in the mirror

What Is A SWOT Analysis?

**Aim**
It is a way to differentiate programs.
The self-study will ultimately evaluate program effectiveness in meeting the aim.
Moves beyond improvement solely based on compliance with minimum standards.

**Strengths**
It is important to acknowledge and celebrate positive aspects of the program.
What should definitely be continued (important question in an environment of limited resources)?

**Weaknesses**
Look for citations, areas for improvement, and other information from ACGME.
Identify in the Annual Program Evaluation and other program/institutional data sources.

**Opportunities**
They are external attractive factors that will contribute to the program flourishing, if acted upon.
What are capabilities for the future involving the program, and how can the program capitalize on them?
Has there been a recent change in the program’s context that creates an opportunity?
Are these opportunities ongoing, or is there a narrow window for them? How critical is the timing?

**Threats**
Are there external factors that affect the program and may place it at risk?
While the program cannot fully control its threats, it’s beneficial to have plans to mitigate their effect:
What are changes in resident’s specialty choice, regulation, financing, or other factors that may affect the future success of the program?
Are there challenges or unfavorable trends in the immediate context that may affect the program?
Create a Year to Year Assessment of Program Improvement

This Year

- Identify opportunities for improvement (weaknesses from SWOT)
- State a plan that is an attempt to improve situation
- Implement Plan
- Measure Impact

Next Year

- Determine if plan improved situation to the point it is “resolved”
- If the plan “worked,” do you need to continue efforts to maintain progress?
- If the plan did not work, do you still care about this issue?
  - If you drop the issue, should explain why it is no longer a focus
- If the plan did not work, and you still care about this issue what is your new plan?
  - If staying the course discuss why you think what didn’t work last year will work this year
Create a Longitudinal Assessment of Program Improvement

1 Year

- Determine if plan improved situation to the point it is “resolved”
- If the plan “worked,” do you need to continue efforts to maintain progress?
- If the plan did not work, do you still care about this issue?
  - If you drop the issue, should explain why it is no longer a focus
- If the plan did not work, and you still care about this issue what is your new plan?
  - If staying the course discuss why you think what didn’t work last year will work this year

5 Year

- Show number of issues resolved, continued and dropped
- Clear description of program improvement over time
- Aligns with ACGME Self Study “Look back 5 years”
How Guidebook 2.0 Streamlines Longitudinal Assessment of Program Improvement

Guidebook 2.0 is designed to make it easier!!
Guidebook 2.0: What stays the same?
Guidebook 2.0 continues to use a SWOT “look in the mirror”

What Is A SWOT Analysis?

**Aim**
It is a way to differentiate programs.
The self-study will ultimately evaluate program effectiveness in meeting the aim.
Moves beyond improvement solely based on compliance with minimum standards.

**Strengths**
It is important to acknowledge and celebrate positive aspects of the program.
What should definitely be continued (important question in an environment of limited resources)?

**Weaknesses**
Look for citations, areas for improvement, and other information from ACGME.
Identify in the Annual Program Evaluation and other program/institutional data sources.

**Opportunities**
They are external attractive factors that will contribute to the program flourishing, if acted upon.
What are capabilities for the future involving the program, and how can the program capitalize on them?
Has there been a recent change in the program’s context that creates an opportunity?
Are these opportunities ongoing, or is there a narrow window for them? How critical is the timing?

**Threats**
Are there external factors that affect the program and may place it at risk?
While the program cannot fully control its threats, it’s beneficial to have plans to mitigate their effect:

An Example of Cause-Effect Diagram

1. Download the Guidebook from prior year’s APE tab in MedHub.
2. Update the Guidebook for the current year’s APE.
3. Upload the Guidebook to the current year’s APE tab in MedHub.
Guidebook 2.0 still tracks from year to year
Using the Guidebook to Help with Longitudinal Assessment of Program Improvement

Step by Step Instructions for Guidebook 2.0
Guidebook 2.0 gives you step by step instructions

**During the APE Meeting**

1. Review the Action Plan from the prior year (by selecting the tab of the prior year) and update the last two columns in the action plan (Actual Outcome and Resolve Y/N).
2. Move any Unresolved Issues from the prior year's Action Plan to the current year's (simply do so by copying and pasting the cells).
3. Review:
   - Resident/Fellow Performance
   - Faculty Development
   - Graduate Performance
   - Program Quality
4. Complete the Outcome of the meeting:
   4.1 In the current year's tab, fill in the SWOT Analysis tables.
   4.2 Complete the Action Plan.
   4.3 The Cause-Effect Diagram (fishbone) will auto-populate content based on the entry in the SWOT Analysis tables.
5. Save the Guidebook.

**After the APE Meeting**

Upload this Guidebook (and any accompanying documents) to MedHub.

- For this Guidebook, please do NOT convert it to PDF or other format, simply save all the entries from the current year’s meeting and upload it as Excel workbook.
- How To Upload to Medhub? Login to MedHub Choose "Program Accreditation" under "Site Management" in "myHome", Click on "Annual Program Evaluation" tab, Choose the meeting for current year, Click on "Attach File" and attach this Guidebook.
Step 1: Make Sure Last Year’s Action Plan Issues Feed Into Guidebook 2.0 Action Planning Template Correctly

Previous year’s issues auto populate in “Last Year’s Issues” column
Step 2: Complete Indicated Plan & Use Dropdown box for Issue Status

<table>
<thead>
<tr>
<th>Issue Synopsis</th>
<th>Description</th>
<th>Proposed Actions</th>
<th>Person(s) Responsible/Targeted Outcome/Due Date</th>
<th>Action Completed? Actual Outcome</th>
<th>Resolved/To Be Dropped/Continuing</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Last Year's Issues
Weakness 01
Weakness 02
Weakness 03
Weakness 04
Weakness 05
| To be completed in next year's sheet | Fill status in next year’s sheet |
| To be completed in next year's sheet | Fill status in next year’s sheet |
| To be completed in next year's sheet | Fill status in next year’s sheet |
| To be completed in next year's sheet | Fill status in next year’s sheet |
| To be completed in next year's sheet | Fill status in next year’s sheet |
| Last Year's Dropped Issues
Item to be Dropped | Reason For Dropping Item |

**Fill in “Action completed? Actual Outcome”**

**Use drop down list to indicate if last year’s issues are “Resolved” “Continuing” or “To Be Dropped”**
Step 3: Complete “Last Year’s Continuing Issues” Plan

<table>
<thead>
<tr>
<th>Last Year’s Issues</th>
<th>Issue Synopsis</th>
<th>Description</th>
<th>Proposed Actions</th>
<th>Person(s) Responsible/Targeted Outcome/Due Date</th>
<th>Action Completed? Actual Outcome</th>
<th>Resolved/To Be Dropped/Continuing</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Continuing issues auto populate in “Last Year’s Continuing Issues” column.

Complete “Description,” “Proposed Actions,” & “Person Responsible” columns for each of the “Last Year’s Issues”
Step 4: Complete “Dropped Issues” Table

<table>
<thead>
<tr>
<th>Issue Synopsis</th>
<th>Description</th>
<th>Proposed Actions</th>
<th>Person(s) Responsible/Targeted Outcome/Due Date</th>
<th>Action Completed? Actual Outcome</th>
<th>Resolved/To Be Dropped? Continuing</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

Dropped issues auto populate in “Last Year’s Dropped Issues” table.

Add reason for dropping.
Step 5: Complete the SWOT “look in the mirror” table

Enter Date & Program

Enter Program Aim

Enter SWOT
Citations are a weakness and prioritized FIRST

All weaknesses will transfer to Action Plan

SWOT automatically goes onto Fishbone Diagram
Step 6: Complete “Current Year’s Issues”

“Current Year’s Issues” auto populate from SWOT “Weaknesses & Citations”

Complete “Issue Description,” “Proposed Actions,” & “Person Responsible” columns for each of the “Current Year Issues”
Guidebook 2.0 Action Planning Template – Tracking Year to Year

Issues from previous years will be auto-transferred over to “Last Year’s Issues.”

Decide if each of “Last Year’s Issues” are resolved, to be dropped or to be continued,

For “continuing issues” indicate you will continue plan, or how plan will be changed

For “dropped issues” indicate reason for dropping

• “Current Year’s Issues” will be auto-transferred from SWOT “Weaknesses & Citations”
• Complete the remaining columns of information (Description, Proposed Actions)
• Mark as “Resolved”, “Continuing” or “To be Dropped”
### 2018-2019 Example

#### 2018-2019 APE Meeting - SWOT Analysis

**Aim**

<table>
<thead>
<tr>
<th>Strengths (Internal)</th>
<th>Weaknesses &amp; Citations (Internal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1: Education Quality</td>
<td>B1: Lack of甲乙丙丁</td>
</tr>
<tr>
<td>B2: Faculty</td>
<td>B2: Curriculum Education</td>
</tr>
<tr>
<td>B3: Finance</td>
<td>B3: Lack of甲乙丙丁</td>
</tr>
<tr>
<td>B4: Undergraduate</td>
<td>B4: Undergraduate</td>
</tr>
<tr>
<td>B5: Graduate School</td>
<td>B5: Graduate School</td>
</tr>
</tbody>
</table>

**Opportunities (External) |

<table>
<thead>
<tr>
<th>Threats (External)</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1: Market Expansion</td>
</tr>
<tr>
<td>B2: Economic Climate</td>
</tr>
<tr>
<td>B3: Competition</td>
</tr>
<tr>
<td>B4: Internal Affairs</td>
</tr>
</tbody>
</table>

#### 2018-2019 APE Meeting - Action Plan for Next Year

**Used For Current Year’s Meeting**

- **Issue Synopsis**
- **Description**
- **Proposed Actions**
- **Priority**
- **Responsible/Targeted**
- **Achieved/Expected Outcome**
- **Result/Next Step**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Description</th>
<th>Proposed Actions</th>
<th>Priority</th>
<th>Responsible/Targeted</th>
<th>Achieved/Expected Outcome</th>
<th>Result/Next Step</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue1</td>
<td>Detail 1</td>
<td>Action1</td>
<td>High</td>
<td>PersonA</td>
<td>Outcome1</td>
<td>Step1</td>
</tr>
<tr>
<td>Issue2</td>
<td>Detail 2</td>
<td>Action2</td>
<td>Medium</td>
<td>PersonB</td>
<td>Outcome2</td>
<td>Step2</td>
</tr>
</tbody>
</table>

**Used For Next Year’s Meeting**

- **Issue**
- **Description**
- **Proposed Actions**
- **Priority**
- **Responsible/Targeted**
- **Achieved/Expected Outcome**
- **Result/Next Step**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Description</th>
<th>Proposed Actions</th>
<th>Priority</th>
<th>Responsible/Targeted</th>
<th>Achieved/Expected Outcome</th>
<th>Result/Next Step</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue3</td>
<td>Detail 3</td>
<td>Action3</td>
<td>Low</td>
<td>PersonC</td>
<td>Outcome3</td>
<td>Step3</td>
</tr>
<tr>
<td>Issue4</td>
<td>Detail 4</td>
<td>Action4</td>
<td></td>
<td>PersonD</td>
<td>Outcome4</td>
<td>Step4</td>
</tr>
</tbody>
</table>

#### Last Year’s Changes

- **Issue To Be Chopped**
- **Reason For Dropping Issue**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Reason For Chopping</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue5</td>
<td>Explains the reason</td>
</tr>
<tr>
<td>Issue6</td>
<td>Explains the reason</td>
</tr>
</tbody>
</table>

---

Using the 5 Year Tracker to Help with Longitudinal Assessment of Program Improvement

Step by Step Instructions for 5 Year Issue Tracker
Guidebook 2.0 - APE Action Item
5 Year Tracker

- All issues from the past 5 years are automatically added into the 5 Year Aggregate sheet
- Tracker keeps a cumulative count of issues resolved, dropped and continued
- Dropped items and reason for dropping auto populates into correct year
Step 7: Verify the 5 Year Tracker

Cross reference aggregate report with each year’s APE – ensure all data transferred correctly.
Guidebook 2.0 automatically feeds into a 5 year report to help you complete the Self Study

<table>
<thead>
<tr>
<th>5 Year Aggregate APE Meeting - Action Plan for Next Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issue Synopsis</strong></td>
</tr>
<tr>
<td>Feedback/Evaluation Process</td>
</tr>
<tr>
<td>Service over Education</td>
</tr>
<tr>
<td>Lack of staff</td>
</tr>
<tr>
<td>Broken Equipment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Issue Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Issues &quot;Resolved&quot;</td>
</tr>
<tr>
<td>Total Issues &quot;Continuing&quot;</td>
</tr>
<tr>
<td>Total Issues &quot;To Be Dropped&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For Continuing Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue Synopsis</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>Service over Education</td>
</tr>
<tr>
<td>Lack of staff</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For issues that were dropped</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue to be dropped</td>
</tr>
<tr>
<td>----------------------</td>
</tr>
<tr>
<td>Service over Education</td>
</tr>
<tr>
<td>Lack of staff</td>
</tr>
</tbody>
</table>

Addressing Pitfalls

- Dropped Issues – 5 year aggregate
- Too many Issues – We suggest 4 to 5 issues
  - Root Causes
  - Related to education of trainees
  - Actionable
- Misclassification of SWOT – Internal vs External
- Excel Issues
  - Guidebook lab in April
- Template Issues
  - Give input, we’re flexible
Discussion and Questions