Creating a Comprehensive and Progressive Program in Women’s Health

Lori A. Boardman, MD, ScM, Assistant Dean for Medical Education
Deborah German, MD, Vice President for Medical Affairs and Founding Dean; Ralph Caruana, MD, Associate Dean for Clinical Affairs; Richard Peppler, PhD, Associate Dean for Faculty & Academic Affairs; David Moorhead, MD, Senior Vice President and CMO; Marla Silliman, Senior Vice President, Women’s Services; Lee Johnson, Vice President, Performance and Patient Safety

Opportunity
- In 2012, Florida Hospital announced a $270 million plan to expand and integrate women’s health care services across their four Central Florida campuses
- Full advantage of the current affiliation between FH and UCF COM could be realized through strategic bridging of resources and alignment of strengths in creating a comprehensive and progressive program in women’s health
- COM brings academic credibility, educational resources and expertise in basic, translational and clinical research, while FH provides clinical volume, a multidisciplinary faculty with a wide range of general and subspecialty training and a commitment to develop an outstanding community-based program in women’s health

Objectives
- To create a culture of critical appraisal for all aspects of care delivery, to provide evidence-based and externally validated services, and to be responsive and accountable to the diverse community served by Florida Hospital

Approach

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<tr>
<th>Goals</th>
<th>Timeline</th>
<th>Required Resources</th>
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<tr>
<td>Engage Clinical Teams and Embrace Transparency</td>
<td></td>
<td>▪ Central oversight</td>
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<td>1. Establish performance benchmarks</td>
<td>Years 1-2</td>
<td>▪ Ability to implement changes across sites</td>
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<td>2. Establish/revise standards</td>
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<td>▪ Rewards for all involved</td>
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<td>3. Implement across sites; begin outcomes collection</td>
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<td>Focus on Quality Care: Chart New Paths to Care</td>
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<td>▪ Research infrastructure</td>
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<td>5. Compare clinical outcomes to national benchmarks</td>
<td>Years 2-3</td>
<td>▪ Management of poor performers as well as physician/staff leaders</td>
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<td>6. Expand on-site services (GI, Psych, Cardiology)</td>
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<td>▪ Access and ability to form multidisciplinary teams</td>
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<td>7. Create ‘Centers of Excellence’</td>
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<td>Nurture the Inventor</td>
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<td>▪ Continued strategic faculty hiring</td>
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<td>8. Expand faculty visibility</td>
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<td>▪ Increase to continue ties to UCF COM Associate Dean for Research and the VAMC</td>
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<td>9. Create multidisciplinary teams to undertake innovative projects</td>
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<td>10. Reward processes, devices, as well as research</td>
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<td>Believe in Learners</td>
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<td>▪ Develop tailored curriculum for residency program</td>
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<td>11. Expand roles as research mentors, clinical teachers</td>
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<td>▪ Take advantage of other departmental resources (e.g., Surgery, Adolescent Med, IM)</td>
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<td>12. Establish Ob/Gyn residency program as collaboration with UCF COM, VAMC</td>
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Evaluation Strategy

- Product: Inter-disciplinary programs targeting unmet community needs
  ▪ Cost-effectiveness of outpatient perinatal psychiatry unit
  ▪ Adherence to screening guidelines in Menopause Clinic

Discussion

Alignment of the strategic goals, strengths and resources of Florida Hospital and the College of Medicine has the potential to lead to expansion and/or development of both much needed and progressive, high-quality health care for the women of Central Florida. Factors critical for success include buy-in from physician leaders and clinical teams, outcomes data that support changes made, and the commitment by FH and COM to build new clinical programs.

Next Steps

- Update/develop FH standards and policies
- Determine choice of national benchmarks
- Levels of evidence
- Update/develop FH standards and policies
- Assess site outcomes
- Provide faculty feedback
- Develop tailored curriculum for residency program
- Target strategic clinical services needed to enhance program

Presented at the 2014 ELAM® Leaders Forum
**Project Title:** Creating a Comprehensive and Progressive Program in Women's Health

**Name and Institution:** Lori A. Boardman, MD, ScM – Assistant Dean for Medical Education and Professor of Obstetrics and Gynecology, University of Central Florida College of Medicine

**Collaborators:** Deborah German, MD, Vice President for Medical Affairs and Founding Dean; Ralph Caruana, MD, Associate Dean for Clinical Affairs; Richard Peppler, PhD, Associate Dean for Faculty & Academic Affairs; David Moorhead, MD, Senior Vice President and CMO; Marla Silliman, Senior Vice President, Women’s Services; Lee Johnson, Vice President, Performance and Patient Safety

**Opportunity:** In 2012, Florida Hospital, one of the University of Central Florida College of Medicine’s major clinical partners, embarked on a major initiative to expand and integrate women's health care services across their four Central Florida campuses including the construction of the Florida Hospital for Women in Orlando. The expansion provided a unique opportunity for the medical school to partner with Florida Hospital to create a comprehensive and progressive program in women’s health. FH brings clinical volume and a multidisciplinary faculty with a wide range of general and subspecialty training, while COM provides educational resources, research expertise and experienced academicians.

**Objectives:** To create a culture of critical appraisal for all aspects of care delivery, to provide evidence-based and externally validated services, and to be responsive and accountable to the diverse community served by Florida Hospital.

**Approach:** Over a period of the next 3-5 years, the following is planned:
- Working with clinical teams, performance benchmarks will be determined, and evidence-based standards for care delivery revised or developed as needed;
- Clinical outcomes compared to national benchmarks to ensure quality care;
- Expansion of on-site services, creation of multidisciplinary teams will allow for creation of innovative clinical services and research;
- Creation of innovative Ob/Gyn residency training program that takes into account evolving role of Ob/Gyn in primary and specialty health care.

**Evaluation Strategy:**
- **Product:** Cohesive Framework for Evaluation of Clinical Outcomes
  - Plan comparison of internal data to national benchmarks (as determined by review of ARHQ, Healthy People 2020; NQF; Leapfrog; JCAHO et al.)
- **Interdisciplinary Clinical Programs Targeting Unmet Community Needs:**
  - Plan evaluation of new programs, including a perinatal psychiatry unit (evaluate cost-effectiveness of this model) and Menopause Clinic (evaluate adherence to screening guidelines)
- **Innovative Ob/Gyn Residency Program** [allows for tailored curriculum and development of training tracks]:
  - Plan to assess written board pass rates, fellowship training, and Milestone Evaluation (percentage in top quartile nationwide)

2014 ELAM; Lori A. Boardman, MD, ScM