Challenges identified to be addressed

1. Rapidly expanding content with time in training fixed
2. GME inwardly focused and disconnected from community
3. Learning environment not attracting diverse providers
4. Program leaders with high levels of distress given all the demands placed upon them

Personal Goals:
1. Articulate a proactive vision and plan
2. Increase institutional visibility

Methods

Mission statement was articulated by self study working group.

Input was collected from stakeholders and preexisting data sources (ACGME surveys, Clinical Learning Environment Review visits, diversity and climate assessments, safety surveys, medical education literature including futures planning scenarios at ACGME).

Inputs were categorized and a vision was described for each priority.

A logic model was populated with potential action items to address each priority area.

5 Strategic Priority Areas Identified

1. Time to Think:
   - Innovate Education systems and structures to support development of Adaptive Expertise
   - Improve efficiency of learning

2. Health System Science/Service Learning
   - Partner with Health System and Communities to meet the needs of those we serve

3. JeffRES (Jeff Retain Elevate Sponsor):
   - Support and retain URM and women

4. Community of Scholars
   - Promote PD/GME as career path

5. LEARN (Learning Environment for Academics, Resiliency, Nurturing):
   - Modify the clinical learning environment to support wellbeing and education in service of patient care

Next Steps

Upon adoption by leadership, the vision will be socialized with key stakeholders (PDs, trainees, hospital and university leadership) for alignment and buy in.

We will undertake a formal analysis of needed resources and structures to support the vision.

We will establish which metrics will be used to track outcomes in each priority area.

We will develop a timeline for implementing changes.

Lessons Learned

Strategic planning means different things to different people. Here, the goal was using it to create a shared mental model of what GME could and should be, for critical stakeholders. Having the same vision allows for collaboration around innovation and empowers stakeholders with direction as they make local decisions. Additionally, it generates a blueprint for the infrastructure resources required to achieve and sustain the outcomes.

Change management is challenging when a system is adequately functioning, even if it has room for improvement.

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