Department of Medicine
Residency Strategic Plan
Medical College of Georgia

Residency Strategic Program Plan

MISSION:
- To train outstanding clinicians, future physician-scientists, educators and academic leaders
- To deliver the highest quality of patient care
- To develop innovation in health care

VISION:
- To be recognized as one of leading Internal Medicine training programs in the southeast

PRIMARY GOALS:
- Ensure leadership and faculty are aligned with and able to deliver on the comprehensive mission
- Improve resident satisfaction
- Attract highly qualified residents for both clinical and research tracks
- Improve performance versus benchmarks
- Effectively position and market the program to key targets
Key Assumptions

- Attract and retain our own graduates while also attracting top students from other competitive medical schools and improve our potential to expand the physicians workforce in Georgia

- Residents with diverse career goals will elevate the overall quality of the program and support a more comprehensive mission to provide primary care and continue to advance the health of the population of Georgia

- Retain top residents as fellows will enhance the quality of the program and will attract high quality residents

- Recruiting and retaining faculty with superior academic credentials will ultimately improve the quality of our resident pool
Medical College of Georgia

Residency Strategic Program Plan

Six Strategic Priorities

Strategic Priority 1: Ensure Leadership and faculty are aligned with and able to deliver on the comprehensive mission

Strategic Priority 2: Maximize clinical and scientific learning opportunities while delivering excellent patient care

Strategic Priority 3: Improve Resident satisfaction

Strategic Priority 4: Attract highly qualified residents for both clinical and research tracks

Strategic Priority 5: Effectively position and market the department to key audiences (residents)

Strategic Priority 6: Improve resident performance versus benchmarks
Strategic Priority 1: Ensure Leadership and faculty are aligned with and able to deliver on the comprehensive mission

Goals:
- Recruit Program Director with strong academic credentials and leadership skills
- Provide greater exposure to diverse faculty role models
- Formalize ongoing faculty development as academicians

Tactics & Measurables:
- Hire new director with qualifications and academic credentials to successfully achieve the RP mission, including better engagement and leadership of faculty throughout the system and ancillary locations (university, outpatient venues)
  - **Timeline: COMPLETED**
- Identify and enlist new core clinical faculty who can effectively deliver on the mission. (This may require moving faculty) who do not meet benchmarks for educational proficiency, academic and clinical leadership to other roles.
  - **Timeline: IN PROGRESS**
- Enlist core clinical faculty interested in development of new programs in order to enhance and continually improve their educational proficiency (This may overlap with MCG mission to grow student education, however resident education needs to be recognized as a distinct priority)
  - **Timeline: IN PROGRESS**
Strategic Priority 2: Maximize clinical and scientific learning opportunities while delivering excellent patient care

Goals:
- Adjust learning experience to more closely mirror clinical practice of an Internist in Academic Medicine
- Balance opportunities for learning and independent thinking while ensuring quality patient care; improve operational efficiency
- Promote faculty commitment to education, research and mentoring
- Increase resident slots with dedicated focus on academics and research

Tactics & Measurables:
- In conjunction with health system, identify and address system inefficiencies that detract from patient care and education opportunities
  - Timeline:
- Increase participation in learning activities (conferences, etc.) and teaching interactions without negatively impacting patient care; (1) Improve quality of teaching encounters. (2) Standardize approach to teaching on rotations. (3) Develop, maintain and update curricula that can be efficiently covered on services.
  - Timeline:
- Utilize core clinical faculty for educational mission; provide support for educators. Shift funds to support mission. Reward achievement.
  - Timeline:
- Development of Translational Research program to enhance mentoring program so that trainees are directed towards the most appropriate projects and research mentors (emphasis on translational); ensure that their experience is positive and rewarding. Maintain an updated list of research projects available to trainees.
  - Timeline:
Strategic Priority 2 continued:

- Strategize with MCG to fund research track with goal of (3) residents/year.
  Develop an intermediate research track that provides concentrated research time in exchange for clinical rotations.
  - Timeline:

- Develop combined resident-fellowship-faculty academic career pathway
  - Timeline:

- Faculty buy-in to research mission; develop “open door” policy to welcome residents into the research environment despite their limited time and experience.
  - Timeline:
Strategic Priority 3: Improve Resident Satisfaction

Goals:
- Interim analysis
- Annual survey
- Responsibility for mitigation plan – RPEC & Workgroup

Tactics & Measurables:
- Annual survey on resident satisfaction
  - Timeline: EVERY 12 MONTHS
- Presentation of annual survey results to RPEC for feedback & suggestions, then present to Medicine Chair
  - Timeline: WITHIN 6 MONTHS OF SURVEY ANALYSIS
- Establish workgroup that includes one chief resident, one faculty member and 3 IM residents to evaluate the facilities/incentives and develop a proposal to present to the Medicine Chair.
  - Timeline: WITHIN 6 MONTHS OF SURVEY ANALYSIS
- Formulate a proposal for the creation of “Core Teaching Faculty” group that provide oversight for housestaff clinical activities (this will take time and interaction with various levels of leadership, including the RPEC, IM Program Directors, GRMC Medicine Chair, VAMC Specialty Care, and Medicine Chief of Staff at both VAMC & GRMC)
  - Timeline: WITHIN 12 – 36 MONTHS
Strategic Priority 3 continued:

Goals

- Program Development Outcomes

Tactics & Measurables:

- Implement 4+2 (Inpatient & Outpatient) rotation schedule by July 2015
  - Timeline: July 1, 2015

- Enhance outpatient venues and opportunities for learning and work to reduce inpatient demands for housestaff coverage. Organize outpatient education for residents around the 4+2 rotations and implement outpatient subspecialty rotations as part of the 2 week blocks.
  - Timeline: July 1, 2015

- Improve resident satisfaction score for annual survey by at least 10% in regards to survey measurements that fall below 50%
  - Timeline: July 1, 2015

- Improve facilities and implement additional incentives for housestaff
  - Inpatient
  - Timeline: WITHIN 12 – 36 MONTHS

- Improve the clinical experience at the VAMC for IM housestaff by addressing concerns identified through the annual survey with VAMC leadership
  - Timeline: WITHIN 6 – 12 MONTHS
Strategic Priority 4: Attract highly qualified residents for both clinical and research tracks

Goals:
- Become the program of choice by the brightest MCG students

Tactics & Measurables:
- Identify and mentor top tier MCG students with medicine interests with top tier faculty (e.g. provide formal organization and structure)
  - Timeline: WITHIN 12 MONTHS
- Individual mentoring programs for students with enthusiastic faculty
  - Timeline: WITHIN 12 MONTHS
- Improve resident work load: minimize scut, emphasize education over service, improve ABIM pass rate, grow LCME graduate recruitment
  - Timeline: WITHIN 18 MONTHS
- Broaden faculty involvement and enthusiasm in all aspects of the program, improve attendance at afternoon report/journal club
  - Timeline: WITHIN 12 MONTHS
- Develop Educational Value Unit Model: EVU to reward those faculty most passionate about teaching trainees
  - Timeline: WITHIN 12 MONTHS
  - WITH NEW FACULTY INCENTIVAE PLAN 2015

Goals:
- Increase the number and quality of recruits from American Medical Schools

Tactics & Measurables:
- Identify target regional medical schools for recruitment focus: MUSC, Emory, UF & USC Columbia
  - Timeline: WITHIN 6 MONTHS
- Identify and mentor top tier MCG students with Medicine interests with top tier faculty
  - Timeline: WITHIN 6 MONTHS
Strategic Priority 4 continued:

- Aggressive post-match recruitment through SOAP: optimizing current excess of LCME graduates and less GME positions
  - Timeline: COMPLETED

Goals:

- Improve the mix of clinical and research residents to better align with the comprehensive mission of the program

Tactics & Measurables:

- Develop a process to identify best candidates during interview days and optimize pairing of faculty with their specific interests for interviews/research discussions
- Broaden faculty expertise and involvement in resident selection process
  - Timeline: WITHIN 12 MONTHS
Strategic Priority 5: Effectively position and market the department to key audiences (residents)

Goal:

- Identify a marketing position that is both realistic and aspirational using the department Vision and mission as the foundation

Tactics & Measurables:

- Perform or update SWOT to identify opportunities and weaknesses
  - Timeline: 1 YEAR
- Identify key strengths and proof points for each element of the mission: Clinical, Research and Education
  - Timeline: 1 YEAR
- Articulate the position and gain consensus among key stakeholders
  - Timeline: 1 YEAR
- Overhaul the website to support the program. Use social media to highlight our program
  - Timeline: COMPLETED (VIDEO IN PROGRESS)

Goal:

- Identify key ‘influencer’ targets and wants/needs of each target

Tactics & Measurables:

- Identify key targets (e.g. faculty recruits, Residents) what is important to them (Quality of training, program, size, community, donors, etc).
  - Timeline:
- Identify key messages and tactics to ensure that messages are tailored to the needs of the audiences and image we are trying to convey.
  - Timeline:

Strategic Priority 5 continued:
Where possible, benchmark, impressions of key targets and monitor improvement overtime
  • Timeline:

**Goal:**

• Meet or surpass overall quality visibility and impression of competitive marketing benchmarks

**Tactics & Measurables:**

• Audit competitor marketing including positioning, strategies and tactics to identify shortcomings and opportunities for improving current department communications and marketing
  • Timeline:

• Develop a plan for updating and upgrading all marketing efforts

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**Strategic Priority 6: Improve Resident Performance Versus Benchmarks**

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Goal: Elevate quality of leadership

- Recruit, educate and retain program leadership who can deliver on program mission

Tactics & Measurables:

- Ensure leadership aligned with and able to deliver on the comprehensive mission
  - Timeline:

- Identify and enlist ‘core clinical faculty’ who can effectively deliver on the mission, replacing existing staff who do not meet benchmarks for educational proficiency, academic and clinical leadership
  - Timeline:

- Require ‘core clinical faculty’ to participate in development programs in order to enhance and continually improve their educational proficiency
  - Timeline:

- Promote and monitor ‘core clinical faculty’ participation in educational research, e.g. EDI
  - Timeline

Goal: Enhance the Residency Experience

- Improve satisfaction, performance vs. benchmarks, expand the focus of train expert clinicians and future academicians

Tactics & Measures:

- Formalize the structure for teaching and evaluating standards of professionalism
  - Timeline:

- See ‘Improve Resident Satisfaction’ subheading for details
  - Timeline

Strategic Priority 6 continued:
Goal: Improve Performance against Goals

- Establish, monitor and compare key performance goals to assess progress and benchmark against competitors

Tactics & Measurables:

- Attract and retain more academically focused residents and fellows from within to support research and education goals. Target recruitment to meet shortfall
  - Timeline:
- Set benchmarks for standards for clinical performance and professionalism
  - Timeline:
- Improve board scores and pass rates
  - Timeline:
- Increase retention of Primary Care Residents within the state of GA.
  - Timeline:

Program Quality – OUTCOME MEASURES
• Board scores, performance measures

• Faculty Evaluations

• Professionalism – interaction with patients, colleagues

• Fellowship
  o Retain MCG and elsewhere
    o More academically oriented – train academicians, health policy, etc.

• Primary care retention in Georgia

• Resident satisfaction
  o Work
    ▪ Comfort
    ▪ Fear of retaliation and doing menial tasks
  o Life work balance

• Patient Satisfaction

• Research Productivity
  o Categoricals
  o Research Track