

Organized Chaos: Making Faculty Meetings More Effective

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We have no financial relationships or conflicts of interest to disclose.



Agenda

- Learn more about you
- Define the purpose of meetings
- Common reasons why meetings fail
- Conflict in meetings
- Pearls in meetings management
- Describe different types of faculty meetings
- Summary

Poll Question #1

Do you consider your current faculty meetings to be useful?

- A. Yes
- B. No
- C. We do not have faculty meetings



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Poll Question #2

Do you currently have different types faculty meetings?

- A. Yes
- B. No
- C. I don't know



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Poll Question #3

Do you generally enjoy your current faculty meetings?

- A. Yes
- B. No
- C. Trick question. It is impossible to enjoy faculty meetings.



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Poll Question #4

Do you personally run or set the agenda for your faculty meetings?

- A. Yes
- B. No
- C. What's an agenda?



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Poll Question #5

What is the main purpose of faculty meetings?

- A. To disseminate information to the group
- B. To make decisions
- C. To assign tasks
- D. To hold faculty accountable
- E. Team building



Our Program

Beaumont Health System Family Medicine
Residency in Troy, MI

- 8-8-8 dually accredited program

Department of Family Medicine for the
Oakland University William Beaumont School
of Medicine

- Medical students
- Research
- Community Medicine

Beaumont



Our Program

- ~15 years ago our program revamped meetings to address inefficiencies and lack of follow through
- 2015 revamped meetings again to improve efficiency and decision-making process



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Why Are Faculty Meetings Not Working?

- Your thoughts?



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The Basics

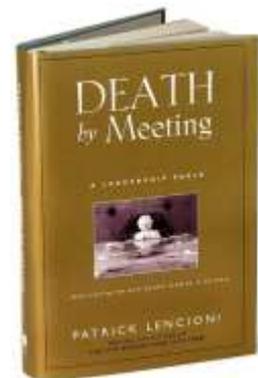
“Leadership Lesson: Tools for Effective Team Meetings - How I Learned to Stop Worrying and Love my Team” – Pigeon and Khan, AAMC Website

1. Organize meeting logistics
2. Distribute an agenda before the meeting
3. Start and end on time
4. Open with member check-in
5. Establish and review ground rules (pagers, etc.)
6. Assign administrative roles (timekeeper, recorder, facilitator)
7. Summarize decisions and assign action items
8. Debrief: evaluate and plan for improvement
9. Distribute meeting minutes promptly

Let's Dig a Little Deeper

The following is a culmination of:

- our own experiences (and failures)
- concepts from corporate management
- concepts from the book “Death by Meeting” by Patrick Lencioni
- There are many more resources available on the internet including the AAMC site



What is the Purpose of Faculty Meetings?

- Primary: **To make decisions**
- Secondary: To convey information
- Other outcomes: Assignment of tasks, faculty accountability, team building, fun (!!!)

The Meetings Paradox

- Meetings are critical and are central to the success of any department or business
- but*
- Are often painful, boring, or pointless
 - Particularly difficult because residency faculty are also direct providers of care and generators of revenue



Why Are Meetings Unsuccessful

- No agenda
- Too many agenda items for time allotted
- Agenda items do not match needs at that time
- People are not prepared for meeting
- No follow up from decisions made
- Not clear how decisions will be made
- “One size fits all”
- Not taking things offline
- No conflict (!?!)



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Conflict in Meetings?

- Avoiding conflict makes meetings boring and unproductive
- Avoiding conflict allows issues to not be resolved → personal conflict, politics
- Relevant, constructive, conflict can result in passionate, engaged discussions with **better decisions**



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How to Mine for Conflict

- Leader must **give permission** for conflict and debate
- Leader must **seek out issues without agreement** and force discussion
- Leader must **encourage conflict** to continue
- Make sure that disagreement is not personal
- Not always popular

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A Couple of Pearls for Meetings

- Hold people accountable for being on time
- Decide in advance how decisions will be made
- Take notes with specific action items (and follow up!)



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Different Meetings for Different Goals

- Usual faculty meeting is a randomly focused discussion about everything
- Difficult to bounce between day to day issues, strategic planning, team building, etc.
- Employ three different types of meetings
 1. Weekly (tactical) meeting
 2. Monthly (strategic) meeting
 3. Off site strategic and team building meeting

Weekly Faculty Meeting

- Usually 45-90 minutes
- **Tackles issues that just came up** (solve today's problems today)
- Offers clarity for ongoing issues
- Standing items, progress reports
- Should have **flexible agenda**
- Table strategic issues for monthly meeting

Monthly Faculty Meeting

- 3-4 hours
- Analyze, debate, decide on critical issues
- **Usually 2-3 issues at most**
- **Schedule more than enough time** for each issue
- Must research and prepare ahead of time → give topics and materials in advance
- Most interesting meetings!
- Most important meetings?

Off Site Meetings

- Quarterly? Yearly?
- Focus on strategy, faculty development, team building
- Does not need to be in an exotic or entertaining location
- Consider having a facilitator
- Don't overschedule!

What We Do at Beaumont

Weekly Faculty Meetings

- One hour on Friday mornings (except PGY reviews once per month)
- Faculty rotate role as facilitator / time keeper
- 30-40 minutes of agenda items added that week
- Standing items:
 1. Acknowledgement / What Are You Working On This Week?
 2. Office Updates
 3. Resident Updates

“What Are You Working On?”

- 30-60 second recap of your activities for the week
- Seemed dumb at first *but...*
- Keeps people apprised of happenings
- Avoids overlap
- Synergy
- Accountability

What We Do at Beaumont

Twice per month the PD and APD meet with the chief residents for 30 minutes before the faculty meetings

- Handle issues before involving whole faculty
- Encourages residents to handle more issues at resident level
- Keeps sensitive issues more confidential



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What We Do at Beaumont

Monthly Faculty Leader Forum (FLF) meetings

- Offsite at different faculty's houses
- Longer check-in for faculty and chief residents
- Tackle 2-3 larger items at most
- Project Tracker review
- More controversy
- More fun!



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What We Do at Beaumont

Yearly Faculty Retreats

- More remote location for 1.5-2 days
- Casual
- Includes both legacy Beaumont programs
- Team building
- Faculty development (Milestones, Quality Improvement, Advising Skills)



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Take Home Points

- The purpose of meetings is to make decisions
- Be clear on how a decision will be made ahead of time
- Mine for conflict in meetings
- Employ different types of meetings for different topics
- Keep a more open agenda for weekly meetings
- Don't overschedule agendas

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Questions?

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References

- Lencioni, Patrick. *Death by Meeting: A Leadership Fable...About Solving the Most Painful Problem in Business*. John Wiley and Sons, 2004.
- Pigeon, Y, Khan, O. *Leadership Lesson: Tools for Effective Team Meetings - How I Learned to Stop Worrying and Love my Team*. AAMC.org.

During the break...

- Discuss / think about how you might implement the information you just heard.
- Fill out a session evaluation.



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