

# DEVELOPING THE CLINICAL CHIEF ROTATION: A Capstone Leadership and QI Experience for Residents

Jonathan Lichkus, MD MPH

Cara Marshall, MD

Wendy Barr, MD, MPH

Joseph Gravel, MD



## Health Systems Management (HSM)

- Longitudinal Curriculum
  - Learn roles and functions of team
  - Institute for Healthcare Improvement (IHI) Basic Certification
  - QI Projects (AOC related, Team Projects, other interests)
  - Advocacy Work/Curriculum
- Clinical Chief Rotation
  - 4-6 weeks block rotation
  - Part of Clinic Leadership team
  - Clinic projects
  - Innovation Clinic
  - Junior Precepting



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# DO RESIDENTS REALLY NEED THIS?

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## “CLINIC FIRST” MODEL

*Bodenheimer et. al. High Functioning Primary Care Residency Clinics. AAMC 2016*

## “Clinic First” Action Steps to Fix Primary Care Residency Training

1. Design resident schedules that prioritize continuity of care and eliminate tension between inpatient and outpatient duties
2. Develop a small core of clinic faculty
3. Create operationally excellent clinics
4. Build stable clinic teams that give residents, staff, and patients a sense of belonging
5. Increase resident time spent in primary care clinic to enhance ambulatory learning and patient access
6. **Engage residents as co-leaders of practice transformation**

5

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## A Capstone Leadership Experience



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## Leadership

- Serve as “No. 2” to Site Director
- Attend weekly leadership meeting

## Quality Improvement

- Support ongoing QI projects
- Gain experience with teams

## Teaching

- Act as Junior Preceptor in continuity clinic

## Population Health

- Develop an Innovation Clinic using patient registries

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# Leadership Meeting: Helping make clinic decisions

- Weekly meeting of Site Clinical Director, Site Operations Director, Residency Program Director, Site Nursing Director
- Witness how issues are addressed
- Contribute experience from the front lines
- Report back to the residency community



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# Leading QI projects



- Dedicated time to be on-the-ground assisting with new workflows and initiatives
- Examples:
  - Clinical visit summary
  - Screening for hunger
  - Pilot test of MAs using laptops
  - Implementation of dedicated newborn clinic

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## Junior Preceptor: Learning by Teaching

- One half day per week
- Can either act as
  - Direct preceptor to 1-2 1<sup>st</sup>-2<sup>nd</sup> year residents
  - Serve as “clinical consult” and provide EBM-based answers to any point-of-care questions that come up for 4-8 residents in clinic
  - Share teaching pearls at the end of the session

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# Innovation Clinic: Improving Population Health

- One half day per week
- Resident identifies a specific population within panel to do specific outreach
- Flexible scheduling
  - At least 3 patients in 3 hours
- Examples:
  - Well-child checks
  - HIV PrEP
  - Geriatrics
  - Complex behavioral health issues



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## Weekly Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday
AM	Clinic	Clinic	Clinical Chief	Clinic	Innovation Clinic
PM	Clinical Chief	Clinical Chief	Clinic	Clinical Chief	Junior Preceptor
Eve		Clinic			

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## Successes

- More involvement of residents with and greater energy behind clinic QI initiatives
- Valuable experience attending clinic leadership meeting
- Resident satisfaction with the rotation

## Challenges

- 2 weeks is too short
- Unable to participate in other leadership meetings
- Finding the balance between continuity clinic and other educational opportunities

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## Ways to Integrate this Into Your Curriculum: No Six Week Block Required

- Have residents join existing meetings
- Identify ongoing residents for clinic leadership
- Recognize suitable Quality Improvement projects
- Utilize Innovation clinics to improve patient access and target specific patient populations

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# Conclusions

- Getting residents engaged in clinic leadership provides valuable input and resources for your clinic leadership team
- Getting residents involved with QI energizes the residents ... and the faculty/staff
- “Innovation clinic” can combat burnout- if planned well ahead of time
- No 4 year residency needed- You can get involved in leadership and QI in any program

“It’s cool!”

- Multiple 4<sup>th</sup> year residents

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# Questions?



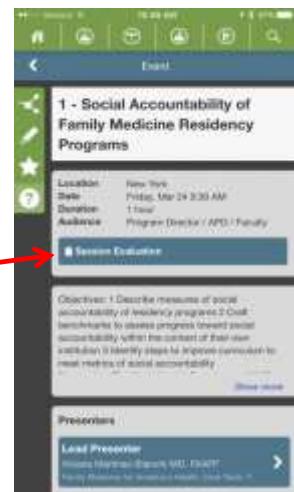
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# 4 Year Block Curriculum

R1	Adult Medicine (10 wks)			AM NF (2 wks)	Maternity Care (4wks)	MC/PD NF (4 wks)	Pediatrics (4 wks)	Outpatient Longitudinal (18 wks)			Spanish Elective (2wks)	Spanish/ Intro to FM (4 wks)	Vacation (4 wks)	
R2	Adult Medicine (4 wks)	ICU (4 wks)	AM NF (4 wks)	Maternity Care (4 wks)	MC/PD NF (2 wks)	PD (2 wks)	Neo (2 wks)	Peds ED (2 wks)	ED (4 wks)	Outpatient Longitudinal (16 wks)			Elective (4 wks)	Vacation (4 wks)
R3	Adult Medicine (6 wks)	AM NF (2 wks)	MC (2 wks)	MC/PD NF (4 wks)	Pediatrics (4 wks)	ED (4 wks)	UMASS Sports Med (4 wks)	Outpatient Longitudinal (10 wks)		Longitudinal AOC (4wks)	AOC (4 wks)	Elective (4 wks)	Vacation (4 wks)	
R4	Adult Medicine (4 wks)	FM NF (2 wks)	MC (2 wks)	Peds ED (2 wks)	Clinic Chief/PCMC (6 wks)	Outpatient Longitudinal (20 wks)				Longitudinal AOC (4wks)	AOC (8 wks)	Elective (2 wks)	Vacation (4 wks)	

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Please  
complete the  
session evaluation.



Thank you.



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