

# This Should Be Easy

## Starting a New Family Medicine Residency

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# A Choose Your Own Adventure



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# Goal

Achieve successful initial accreditation for a  
new Family Medicine Residency

(This should be easy, right?)

# Objectives

- Prepare timeline that is flexible
- Expect the best/prepare for the worst
- Recruit a first class

# Our Story Begins

## Chapter 1



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## POLL

How do you increase the number of physicians within a community?

- A. Recruit them
- B. Grown Your Own
- C. Beg older docs to not retire
- D. Some combination of A and B
- E. Call Dr. Oz.

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# Timeline

- 2010
  - Strategic Plan Developed
  - Medical staff age >54
  - Need for more physicians
    - Caps set at 2 of 3 hospitals in system
- 2012
  - Feasibility study
    - ACGME FM
    - AOA ER and ENT

# Timeline

- 2013
  - Senior Leadership gives go-ahead to start programs at St. Elizabeth Boardman Hospital campus
    - New tower to open in 2014
    - 205 beds + nursery
    - Unique TIN
  - VP Medical Education to direct program creation
  - Agree to 4-4-4 FM residency
  - 16,000 ft<sup>2</sup> Family Health Center constructed
    - On campus of hospital
  - Targeting AY 2016-17 to open with first class

# Somebody's Gotta Do It

## Chapter 2



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## POLL

What Kind of Program Director Would You  
Want to Hire to Start a New Program?

- A. Experienced PD from outside system
- B. Move an established PD from within the system
- C. Qualified external Associate PD but no PD experience
- D. Qualified internal Associate PD but no PD experience

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# Who runs the program?



# Qualified Internal Associate PD



# Leadership Timeline

- 2013 • Unofficially have Associate PD from existing program direct organization and construction aspects of FMR
- 4/2014 • Posted position for PD
  - Hired Associate PD from existing program
- 8/2014 • Site DIO hired
  - Experienced PD from an AOA ER program

# Critical Staff Timeline

- 8/2014 • Program Coordinator Hired, part time
  - Became Full time January 2015
- Med Ed Department Created

# Core Faculty Timeline

- 9/2014 • Associate PD #1
  - OB/GYN with reproductive endo fellowship
  - FM residency
  - Experienced teacher, researcher
  - Part time teaching in existing community residency

# Core Faculty Timeline

- 2/2015 • Associate PD #2
  - Recent graduate who had 3+ years experience in private practice
  - Part time teaching in existing community residency
  - Oozing potential
  - Completed Academic Medicine Fellowship 2012



# Core Faculty Timeline

- Fall 2014
  - Core Faculty #3
    - Hired to start September 2015
      - Experienced teacher
      - Faculty in a program out of state
      - CAQ in Sports Med
- Winter 2014
  - Advertise for Behavioral Health faculty

## This is the Easy Part

### Chapter 3



# POLL

When starting a new residency program, what would be your preferred resource?

- A. Hiring a consultant
- B. Supportive and experienced DIO
- C. Having a successful program's PIF
- D. "Flexible" ethics and morals
- E. AFMRD and STFM toolkits/resources

## Program Development Timeline

- Fall 2014
  - Application began
    - Reviewed PIF's from other successful programs
    - Institutional LOA's were being used
    - Policy manual developed
      - Each required item on application had policy created to reflect implementation, monitoring, and compliance
  - Curriculum Development
    - Key administrative and physician stakeholders

# Program Development Timeline

- Dec 2014
  - Application submitted
  - Site Visit date given
- Feb 2015
  - Site Visit

# Core Faculty Timeline

- July 2015
  - Director Behavioral Health hired
    - Ph.D. in Psychology
    - Prior teaching in pediatrics residency
- Fall 2015
  - Clinical faculty in community commit to precept

# Program Culture

- Focused
- Hard working
- Complimentary pieces
- Supportive

# Mistakes Were Made

## Chapter 4



# POLL

How do you handle unexpected obstacles?

- A. Denial
- B. Anger
- C. Bargaining
- D. Depression
- E. Acceptance

## Program Development Timeline

- Feb 2015
  - Site Visit
    - Told to expect decision in Spring 2015
  
- Spring 2015
  - Practice continues to grow
    - 1000 visit/month
  - Registered with ERAS and NRMP
    - Plan to interview starting October 2015
  - Recruitment strategy

# Program Development Timeline

- May 2015
  - Decision on program delayed until October 2015
    - Start considering impact on recruiting
- July 2015
  - Ad-hoc RRC Meeting announced
    - Program decision would be rendered
    - Anticipate results in August
- August 2015
  - Really bad couple of weeks

# Accreditation Withheld

- Citations
  - PLA ≠ LOA
  - Not enough scholarly activity
  - Location and time commitments of faculty
  - Faculty development lacking
  - Not enough plans for ECF
  - Not enough cardiology

## The following week...

- Faculty #3 withdraws his commitment
  - Stated will not come to an unaccredited program

## Critical Juncture

- Program's fate in balance

# Rebound

## Chapter 5



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## POLL

What would be the first thing you would do if failed to get initial accreditation?

- A. Make sure CV was updated
- B. Use a consultant to trouble shoot and regroup
- C. Step back and slowly reconsider options
- D. Try again next year

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# Program Re-Development Timeline

- August 2015
  - Open dialogue with ACGME
  - Internal review of application and program
  - Decision made to target October 2015 application deadline
- Sept 2015
  - RPS Consultations obtained

# Program Culture

- Critical to weathering the storm
  - Saved us
    - Regrouped together
    - Supportive environment
    - Divided tasks
- People are most important asset
  - Work short with the right people

# Repeat Application

- Citations
  - PLA ≠ LOA
  - Not enough scholarly activity
  - Time commitments
  - Faculty development lacking
  - Not enough ECF
  - Not enough cardiology
- Responses
  - PLA's in place
  - More activity had naturally occurred and plan in place
  - Miscommunication corrected
  - Scheduled Faculty Development sessions
  - ECF plans in place
  - New data showed ample cardiology

# Program Re-Development Timeline

- Sept 2015
  - Resubmitted application
  - October site visit granted
- Oct 2015
  - Site visit #2
  - Advised would know decisions by January 2016

# Limbo

- Professional Purgatory
  - Move forward?
  - Hold tight?
  - Delay 1<sup>st</sup> class?
  - Alternative careers?

# Program Re-Development Timeline

- Jan 29, 2016
- ACCREDITATION GRANTED
  - Effective date July 1, 2016

# Onward and Upward

## Chapter 6



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## POLL

How would you recruit an incoming class in a short recruiting season?

- A. Truncated interview season
- B. SOAP it
- C. Wait until after the match and then sign outside
- D. Accept cash bribes

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# Recruitment Timeline

- Summer 2015
  - Build robust list of potential candidates
    - AAFP Resident and Student meeting
    - Medical school residency fairs
    - Contacting regional medical schools
      - FMIG
- 2015-16
  - Keep all informed throughout process
    - Updates on timeline changes

# Recruitment Timeline

- Jan 29, 2016
  - Accreditation granted
    - Effective date July 1, 2016
- Jan 30, 2016
  - ERAS and NRMP contacted
    - Would not activate until July 1, 2016
  - Contacted ACGME
    - Moved effective date retroactive to September 2015
  - Opened to interviews

# Recruitment Timeline

- Feb 2016
  - Interviews
    - 49 interviews in 3 weeks
    - Rank list completed and submitted

# Recruitment Timeline

- March 2016
  - Match Week
    - All faculty pulled for week
    - Plans to immediately act in SOAP
      - Everyone had an assigned duty
    - Filled in match, all out of top 10!
    - Faculty finally could relax
- July 1, 2016
  - Inaugural class begins

# Epilogue



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## What Did I Learn from This?

- Timeline can be manipulated
  - Need at least 3 years
- Failure is not fatal
  - Earlier use of consultant
- Culture saved us
- Flexibility allowed success
- Recruitment begins at least 1 AY before 1<sup>st</sup> class

# What Did I Learn from This?

Opportunity for personal and professional development

- Groundwork
- Setbacks = Process ≠ Failure
- Power of being resilient, mindful, patient, and humble
- Who said leadership (or this) would be easy?

## Group Activity

- Pick your favorite...

*“Motivation Station”*

**Great things  
never came  
from comfort  
zones.**



## Poll Question:

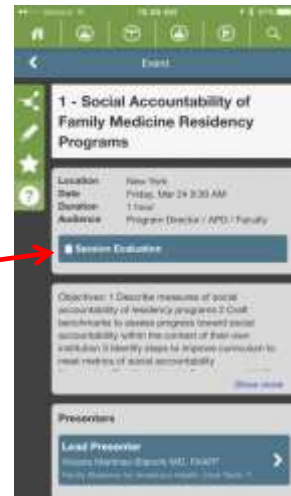
Enter your email address to be included in any follow-up communication from the presenter(s).



# Social Q & A

Please...  
Complete the  
session evaluation.

Thank you.



## Contact Us

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