

This Should Be Easy

Starting a New Family Medicine Residency

Thomas Macabobby MD FAAFP & Angelina Rodriguez MD
St. Elizabeth Boardman FMR, Boardman OH



AMERICAN ACADEMY OF
FAMILY PHYSICIANS

A Choose Your Own Adventure



AMERICAN ACADEMY OF
FAMILY PHYSICIANS

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



AMERICAN ACADEMY OF
FAMILY PHYSICIANS

5

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.

6

AMERICAN ACADEMY OF FAMILY PHYSICIANS

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 ft² Family Health Center constructed
 - On campus of hospital
 - Targeting AY 2016-17 to open with first class

Somebody's Gotta Do It

Chapter 2



AMERICAN ACADEMY OF
FAMILY PHYSICIANS

9

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

10

AMERICAN ACADEMY OF FAMILY PHYSICIANS

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



AMERICAN ACADEMY OF
FAMILY PHYSICIANS

31

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

32

AMERICAN ACADEMY OF FAMILY PHYSICIANS

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 1st class?
 - Alternative careers?

Program Re-Development Timeline

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

Onward and Upward

Chapter 6



AMERICAN ACADEMY OF
FAMILY PHYSICIANS

39

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

40

AMERICAN ACADEMY OF FAMILY PHYSICIANS

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



AMERICAN ACADEMY OF
FAMILY PHYSICIANS

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 1st 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:

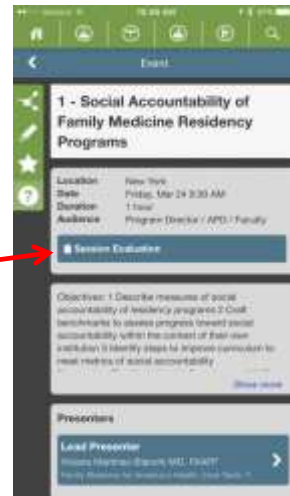
Enter your email address to be included in any follow-up communication from the presenter(s).



Social Q & A

Please...
Complete the
session evaluation.

Thank you.



Contact Us

- Thomas_Macabobby@mercy.com
- Angelina_Rodriguez@mercy.com
- Office 330-729-8749



AMERICAN ACADEMY OF
FAMILY PHYSICIANS

STRONG MEDICINE FOR AMERICA