

Leadership Training Strategies to Promote A Healthy Physician Workforce

Dorothy Dschida, MD
Eric Beaver, MD
Deborah Edberg, MD
Mary R. Talen, Ph.D.

*McGaw Northwestern Family Medicine Residency Program
Erie Family Health Center, Humboldt Park*



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Disclosure

- Sadly, nothing to disclose
- Looking for investment funding so that we have something to disclose

Purpose and Objectives

- Overview of Leadership, Mission and Wellness Model
- Mission-driven Curriculum Strategies
- Developing Leadership Skills and Opportunities
- Summary and Discussion

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Who are we?

- 8-8-8 FM Program
- HRSA funded THC
- Humboldt Park - Designated Underserved Area, primarily Latino and AA, median income \$30,000/household



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Why Link Mission with Wellness

Drains

- Work/Life “Balance”
- Loss of control and influence
- Feeling fractured and isolated
- Poor Capacity



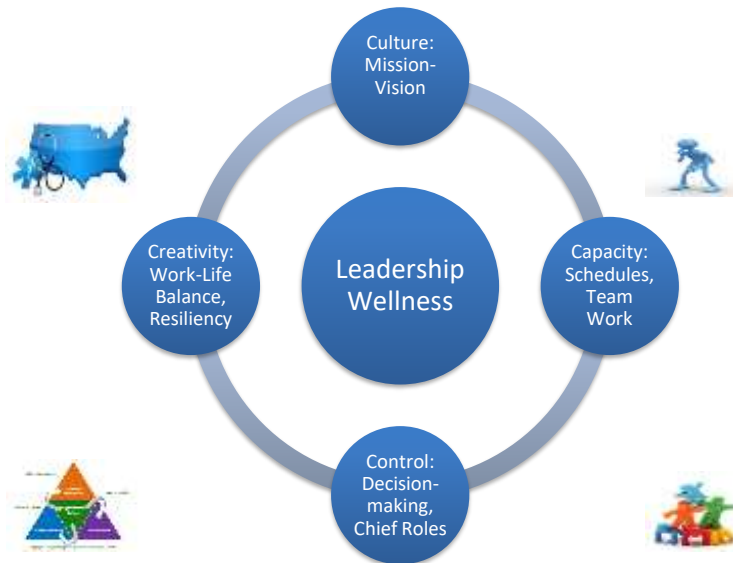
Drivers

- Regaining Control and Influence
- Efficient teamwork and communication
- Skills to Manage conflict and accountability
- Personal Meaning and Purpose
- Work-life “integration”



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Our Vision

- Community Engagement/Care for the Underserved
- Leadership and Advocacy
 - Engagement and Influence
- Quality Improvement and Research
 - Curiosity and Contribution



Our Mission Statement

n Clinical excellence

Attentive to evidence-based medicine, cultural competency, and continuous quality improvement we promote patient well-being.

n Scholarship

Supported by dedicated time and committed resources we promote ongoing learning, research, publication and presentation to advance medical knowledge and wellness.

n Leadership

Through community engagement, needs assessment and advocacy we seek sustainable partnerships and innovative care models to address health disparities and community priorities.

Defining Your Residency Mission

- Small Groups:
 - Write down your mission statement
 - Share
 - Identify common elements
- Large Group

The “Problem”

- Identify Problem
 - Morale barometer from Chiefs and residents
- Gather Information
 - Survey developed with Wellness Chief
 - Assess Drains-Drivers on Culture, Control, Capacity and Creativity
- 65% of resident responded as “very burned out” or “burned out”

Survey Results (n=24)

- Identified challenges with morale, burnout, and conflict
 - Transition to new inpatient setting
 - Changes in residency classes
 - Political/social context



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Wellness Survey

Control

Transfer to new hospital

Clinic Schedules

Rotation Schedules

Political Situation

Capacity

Loss of residents

Coverage Issues

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Wellness Survey

Drivers:

- Connection to Mission
- Opportunities for Leadership



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Core Curriculum: Culture of Mission, Vision and Leadership

- All areas are inter-related
- Culture of Mission, Vision and Leadership is the key driver
- Create strategies to enhance our culture



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Strategies to Develop Culture of Mission/Vision

- Retreats: All Residency/ by Class
- Mission Focused Curriculum
- Advocacy Opportunities
 - Local and Federal levels
- Resident Stakeholders in Governance:
 - Res-Fac Meetings
- Recruitment

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Strategies to Develop Leadership

Developmental Approach

- Interns: Committee involvement, Advocacy Opportunities
- R2: Senior roles and
- R3: Chief Roles and Engagement in Residency Team Meetings

Content Areas

- Professionalism
- Management
- Communication and Teamwork
- Managing conflict

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Strategies to Develop Leadership

- Monthly Training Sessions in Leadership
 - Communication Skills
 - Managing Change
 - Crucial Conversations
 - Running a Meeting
- Professionalism Training
 - Risk Management, Ethics and Errors
- Chief Rotation : 3 months
- Longitudinal Chiefs-
 - Teaching, Wellness, Scheduling, Curriculum

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Leadership and Wellness in Action: Survey Follow-up

- Didactic Feedback Session: Shared Results
 - Engagement of R1, R2, R3 residents and all faculty
 - Re-orient toward our Mission/Vision
 - Brainstorming options
 - Identifying process for changes
- Follow-up longitudinal session
 - R2s and R3s present with two faculty members
 - Setting Priorities, Goals and Objectives

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Leadership and Wellness in Action: Follow-up

- Immediate Steps
 - Capacity Changes in Schedules and Coverage
- Longitudinal Process
 - Solution-focused and Improved continuity of ideas/solutions
 - Increased social interaction and teamwork

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Brainstorming Your Next Steps

- Identify 2-3 key components of your mission
- Align mission with Residency Culture and Wellness
- Identify 3 ways to incorporate leadership into curriculum
- Identify Obstacles and Challenges
- List Next Steps

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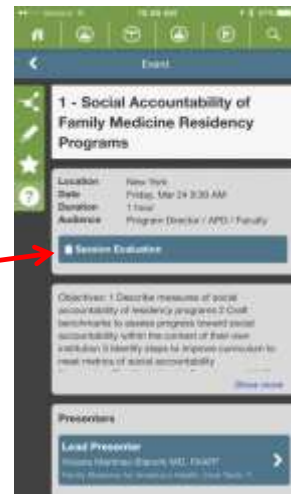
Summary and Discussion

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Please
complete the
session evaluation.

Thank you.



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