



BRIGHAM AND
WOMEN'S HOSPITAL

| Heart & Vascular Center |

ACGME Self Study: The Program Coordinator's Role in Strategic Planning

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Key Roles for the Program Coordinator

- Participate in the Annual Program Evaluation (APE)
- Provide input from the coordinator's perspective
- Track action plans for areas for improvement
- Maintain a multi-year record of improvements including what is still being worked on
- Coordinate self study data collection processes (ie, surveys, data collection, etc)



Key Roles for the Program Coordinator

- Maintaining self-study data and accreditation required files/documents (i.e. PLAs, Evaluations)
- Providing input into self-study
- Coordinate self-study
- Coordinate activities on site visit day



Self Study Experience

- BWH Cardiology fellowships
 - Cardiovascular Disease (3 years)
 - Advanced Heart Failure and Transplant Cardiology (1 year)
 - Interventional Cardiology (1 year)
 - Clinical Cardiac Electrophysiology (2 years)
- 27 fellows, lots of faculty
- Subspecialty of a Core Program (Internal Medicine)
- Assigned our Self Study in December 2016 and submitted May 31, 2017
- Our SS site visit will be in 9-18 months



Program Description and Aims: Your “elevator talk”

- ***Program Description and Aims***
 - Describe the program and its aims, using information gathered during the self-study.
- **Question 1: Program description and aims**
 - Provide a brief description of your residency/fellowship program, as you would to an applicant or a prospective faculty member. (Maximum 200 words)
- **Think:** What kind of trainee does the program strive to produce?
 - Succinct depiction of the program
 - Goals of the program
 - What does the program strive to “produce”



Activities to Advance the Aims

- **Question 2: Program activities to advance the aims**
- Discuss the subspecialty program's aims, and current activities to further these aims.
(Maximum 250 words)
 - List of actions or projects aligned with the aims



Environmental Context:

- **Question 3: Opportunities for the program**
 - Based on the information gathered and discussions during the self-study, what are important opportunities for this program? (Maximum 250 words)
- **Question 4: Threats facing the program**
 - Based on the information gathered and discussions during the self-study, what are real or potential significant threats facing this program? (Maximum 250 words)
 - **Think:** Strengths, areas for improvement/limitations/vulnerabilities, opportunities and threats (think barriers)
 - “SWOT” analysis



Annual Program Evaluation and Self-Study Process

- **Question 5: Self-study process**
 - Provide information on your subspecialty program's self-study, including who was involved, how data were collected and assessed, how conclusions were reached, and any other relevant information. (Maximum 250 words)
 - Five-year look back, and a five-year look forward
 - Review of program revisions and achievements
 - Defining the five-year strategic plan
 - **Think:** what will take this program to the next level?



Program Coordinator Role

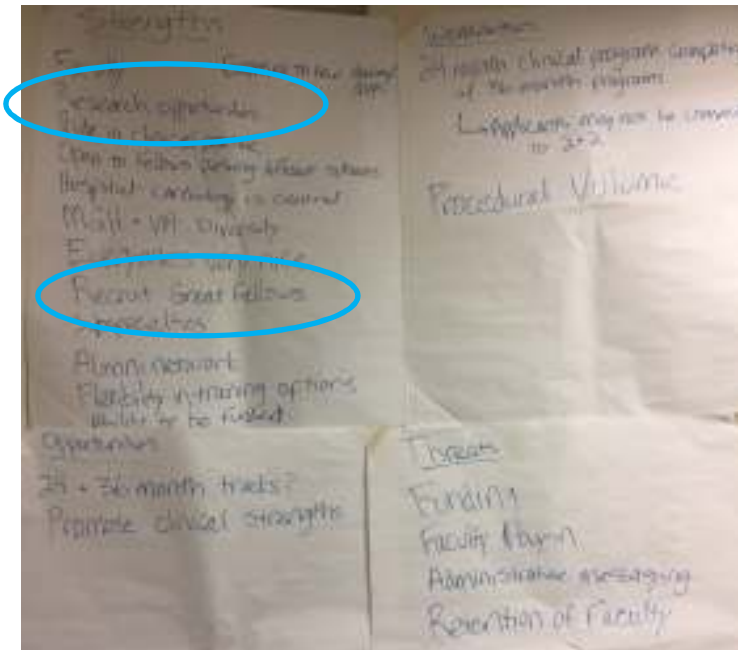
- Self Study can be fun!
 - Survey design and analysis
 - Pulls together everything we do each year such as annual program reviews, Program Evaluation Committee meetings, Annual Program Evaluation and action plans
 - Forces everyone to look at the big picture – can be energizing



Program Coordinator Role - Surveys

Fellows Survey and SWOT

	Received Some	Received None	Would like to receive	Total	Weighted Average
Documentation (Compliance)	52.63% 10	26.32% 5	21.05% 4	19	1.68
Billing and Coding	47.37% 9	21.05% 4	31.58% 6	19	1.84
Job Contract	47.37% 9	21.05% 4	31.58% 6	19	1.84
Health Insurance	36.84% 7	31.58% 6	31.58% 6	19	1.95
Health Care Delivery System	42.11% 8	21.05% 4	36.84% 7	19	1.95
Legal Issues	42.11% 8	21.05% 4	36.84% 7	19	1.95
Healthcare Policy	52.63% 10	10.53% 2	36.84% 7	19	1.84
Negotiation	31.58% 6	15.79% 3	52.63% 10	19	2.21
Credentialing and Privileges	47.37% 9	21.05% 4	31.58% 6	19	1.84
Accountable Care Organizations	42.11% 8	26.32% 5	31.58% 6	19	1.89





Program Coordinator Role - Surveys

Faculty Survey - Strengths

Q11: Program Strengths

Outstanding quality of incoming fellows
Outstanding faculty and research opportunities

Q11: Program Strengths

Superb fellows and faculty
Collaborative housestaff
Cardiovascular nursing and PAs

Q11: Program Strengths

research opportunities

Q11: Program Strengths

Complex clinical patient exposure, Cutting edge research opportunities, outstanding diverse faculty, cutting edge technological innovation

Q11: Program Strengths

Smart engaged fellows

Q11: Program Strengths

Great fellows

Q11: Program Strengths

Clinical exposure
Scientific expertise



Program Coordinator Role - Surveys

Faculty Survey - Weaknesses

Q12: Areas for Improvement

Q1

Upfront work on readiness for fellow-to-faculty transition as an investigator

Q7: Graduating fellows are clinically well prepared to join academic faculty in their specialty	Sometimes
Q8: Graduating fellows are well prepared to transition to research faculty in their specialty	Sometimes
Q9: Graduating fellows are prepared to teach students, residents and fellows.	Sometimes



Program Coordinator Role - Surveys

Alumni Survey - Strengths

Q10: Based on your experience since graduation, what would you list as the strengths in the program?

- unparalleled reputation
- strong evidence-based cardiology training
- culture of research and clinical investigation

Q10: Based on your experience since graduation, what would you list as the strengths in the program?

Excellent training and environment for physician-scientists.

Q10: Based on your experience since graduation, what would you list as the strengths in the program?

Co-fellows and faculty

Q10: Based on your experience since graduation, what would you list as the strengths in the program?

cohort of fellows; research-based mission; academic seminars/talks



Program Coordinator Role - Surveys

Alumni Survey - Strengths

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Program Coordinator Role - Surveys

Alumni Survey – Weaknesses

Q11: Based on your experience since graduation, what would you list as the weaknesses in the program?

Little work at job placement / career advising during my time

Q12: What suggestions do you have to improve the training program?

More mentoring in the job seeking stage of fellowship.

Q11: Based on your experience since graduation, what would you list as the weaknesses in the program?

enthusiasm among faculty for mentoring; transition from fellow to faculty; morale within program

Q11: Based on your experience since graduation, what would you list as the weaknesses in the program?

Lack of mentorship

Q11: Based on your experience since graduation, what would you list as the weaknesses in the program?

Concrete mentoring regarding strategies to successfully transition from fellow to junior faculty.

Q11: Based on your experience since graduation, what would you list as the weaknesses in the program?

Lack of preparation for how to survive business of medicine



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Program Coordinator Role - Surveys

Surveys can surprise you!

Q11: Program Strengths

Organization of teaching, caliber of the fellows and depth of clinical exposure. The leadership of the program director and administrator has been tremendous.



Program Coordinator Role – PEC and APE

Program Evaluation Committee

- **Looks at annual program review and evaluations to develop yearly action items that are *incremental***

Annual Program Evaluation

- **Programmatic changes that tweak existing experience**
- **Create action items that are re-visited/updated every year**
- **Helps pave the way to Self Study and Strategic Plan**



Program Coordinator Role – Education Retreat

Work with PD to develop agenda and run the meeting

- **We used this retreat to kick-off the self study**
- **Included faculty and fellows**
- **What is a cardiology fellow today vs. 10 years ago?**
 - **Baby Boomer vs. GenX**
- **Reviewed training requirements vs. recommendations vs. BWH training program.**
 - **Where can we innovate to meet the changing needs of the learners?**

ACGME Program Requirements

- 4 months of Cath
- 3 months of Echo
- 2 months of Nuclear
- 1 month of Imaging
- 2 months of EP
- 9 months of non-laboratory clinical practice

Total: 21 months

ACC COCATS4 Recommendations

- 1 month of prevention
- 3 months of Echo
- 2 months of Nuclear
- 1 month of Imaging
- 2 months of Vascular (either in dedicated rotations or throughout training)
- 4 months of Cath
- 2 months of EP
- 2 months of HF
- 8 weeks of CCU
- 4 weeks of ACHD

Total: 20 months

BWH program Current Rotations

- 1 month of prevention
- 4 months of Echo
- 2 months of Nuclear
- 1 month of Imaging
- 2 months of Vascular
- 4 months of Cath
- 2 months of EP
- 1 month of HF
- 2 months of CCU
- 1 month of ACHD
- 4 months inpatient cardiology

Total: 24 months



Program Coordinator Role – Strategic Planning

Strategic planning is an organizations process of defining its strategy/direction and making decisions on resources to pursue this strategy.

- **Setting goals**
- **What actions are needed to achieve these goals?**
- **What resources are needed to execute these actions?**



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Program Coordinator Role – Strategic Planning

**What is the future of cardiology and
how does it impact training?**

**What will cardiology look like in
5-10 years?**



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Program Coordinator Role – Strategic Planning

How do you define your program?

What is your elevator talk?



Conclusions

What skills can you obtain/develop from the self study process?

- **Survey creation and data analysis**
- **Effective communication with stakeholders to ensure all are engaged and active in the process**
- **Opportunity for leadership and professional development.**