IMPLEMENTING CHANGE IN YOUR PROGRAM: A CASE FROM UCLA
OVERVIEW

- Case
- Needs assessment
- Stakeholder identification
- Creating objectives
- Securing funding
- Incorporating scholarship
- Work-life balance
Problems:

- Participation in diversity activities limited to recruitment dinners
- Discussions at dinners superficial, unstructured
NEEDS ASSESSMENT

General Principles:
- Understand current "gaps" or challenges

Methods
- Surveys
- Group meetings
- In-person discussions

The UCLA Example:
- Informally:
  - Email
  - In-person discussions
- Formally:
  - Survey conducted at spring retreat
IDENTIFY THE STAKEHOLDERS

General Principles:

- Who will be impacted
  - Residents, attendings, nursing staff, patients, families, medical students, etc.
- Who will make it happen

The UCLA Example:

- Faculty Committee
- Medical student groups
  - SNMA
  - LMSA
  - PIG
General principles:
- Specific
- Measurable
- Achievable
- Realistic
- Within a timeframe

UCLA example:
- Improve the content of recruitment diversity discussion through improved structure
  - Using TED talks/articles
  - Survey
  - 2017-2018
SECURE FUNDING

General Principles

- Not always needed!
  - PDs, APDs, etc., are great at directing you to proper venues
- Use your needs assessment

The UCLA Example:

- Looked at the missions of groups at my institution: Do any of these support projects like mine?
  - Identified Faculty Committee to provide financial support
- Chief resident discretionary fund
General Principles:
- Already measuring your change!
  - future projects/funding
  - collaboration with other sites
  - change practices at other institutions

The UCLA Example:
- APPD Poster
- Facilitate resident scholarship
General Principles:

- Beware of burn-out
- Not everything can be changed (or needs to be)
- Make realistic, achievable goals
- Depend on your team

The UCLA Example:

- Delegation
  - It’s better for you, and may be best for the project
  - Better to involve stakeholders than to shoulder it on your own
IMPLEMENT YOUR CHANGE!
GROUP PRACTICE WITH YOUR IDEAS

wellness
resiliency curriculum
complicated patient reflection
morning report
teaching from attendings
advocacy
work hours
NICU schedule
call schedule
board review time
wellness
continuity clinic efficiency
mental health

educational tracks
noon conference
faculty mentorship
research opportunities
sports medicine curriculum
work space
ancillary staff relationships
noon conference
procedures
scholarly activities
more outpatient time
less 28h call
fellowship mentoring
morning report