COLLABORATION DRIVES INNOVATION:
WHY TEAMWORK IS CRITICAL IN THE NEW ERA OF NAS

Intromductions

Disclosures

- No conflicts of interest to report

Objectives

1. Provide background on the next accreditation system (NAS) and its impact on programs.

2. Define collaboration and its role in driving innovation.

3. Identify opportunities for program coordinators to collaborate and drive innovation in their programs to meet the requirements of NAS.

Ice Breaker

Rock – Paper - Scissors

Each table is a team – choose one person to be your player and the rest of the team is your cheering section! YAY!

Each player (and its cheering section) will find another player for a rousing game of Rock-Paper-Scissors

The winner of each round gains the cheering section of the player he or she beat, creating An ever growing team of cheering peers!

When the final two players are left, please come to the front of the room for the
Championship round of Rock-Paper-Scissors
(cheering sections – make sure you're LOUD!)

Winner gets a prize!!

- Each round is best of ONE!

- On the count of three, show your hand:

ROCK (balled fist), PAPER (flat hand), or SCISSORS (two fingers in a peace sign)

ROCK beats SCISSORS
PAPER beats ROCK
And, as it always has, SCISSORS beats PAPER

NAS: The Next Accreditation System

NAS Self Assessment

STATEMENT: I am knowledgeable when it comes to NAS and its many components.

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

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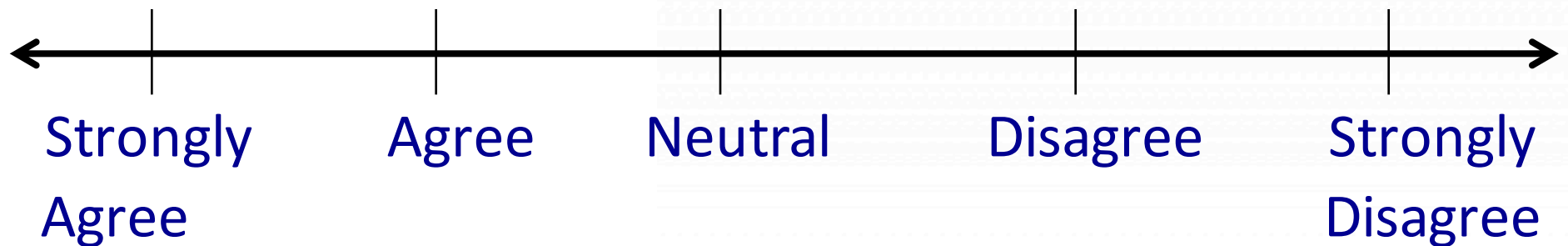
Next Accrediation System (NAS): Brief History of ACGME

- 1981 – ACGME established, GME was facing two stresses:
  - variability in the quality of resident education
  - emerging formalization of subspecialty education
- 1999 – ACGME introduces the six domains of clinical competency
  - DO you know what they are?
- 2009 – ACGME begins multiyear process of restructuring its accreditation system to be based on educational outcomes in these competencies
- July 2013 – ACGME implements phase-one of the Next Accreditation System (NAS)
  - Emergency Medicine, Internal Medicine, Neurologic Surgery, Orthopedic Surgery, Pediatrics, Diagnostic Radiology and Urology
- July 2014– ACGME implements phase-two of the Next Accreditation System (NAS)
  - All other core specialties and all sub-specialities

Nasca TJ, Philibert I, Brigham T, Flynn TC. The Next GME Accreditation System — Rationale and Benefits. N Engl J Med. 2012 Mar 15;366(11):1051-6.

ACGME Aims for NAS

- To enhance the ability of the peer-review system to prepare physicians for practice in the 21st century
- To accelerate the ACGME's movement toward accreditation on the basis of **educational outcomes**
- To reduce the burden associated with the current structure and process-based approach
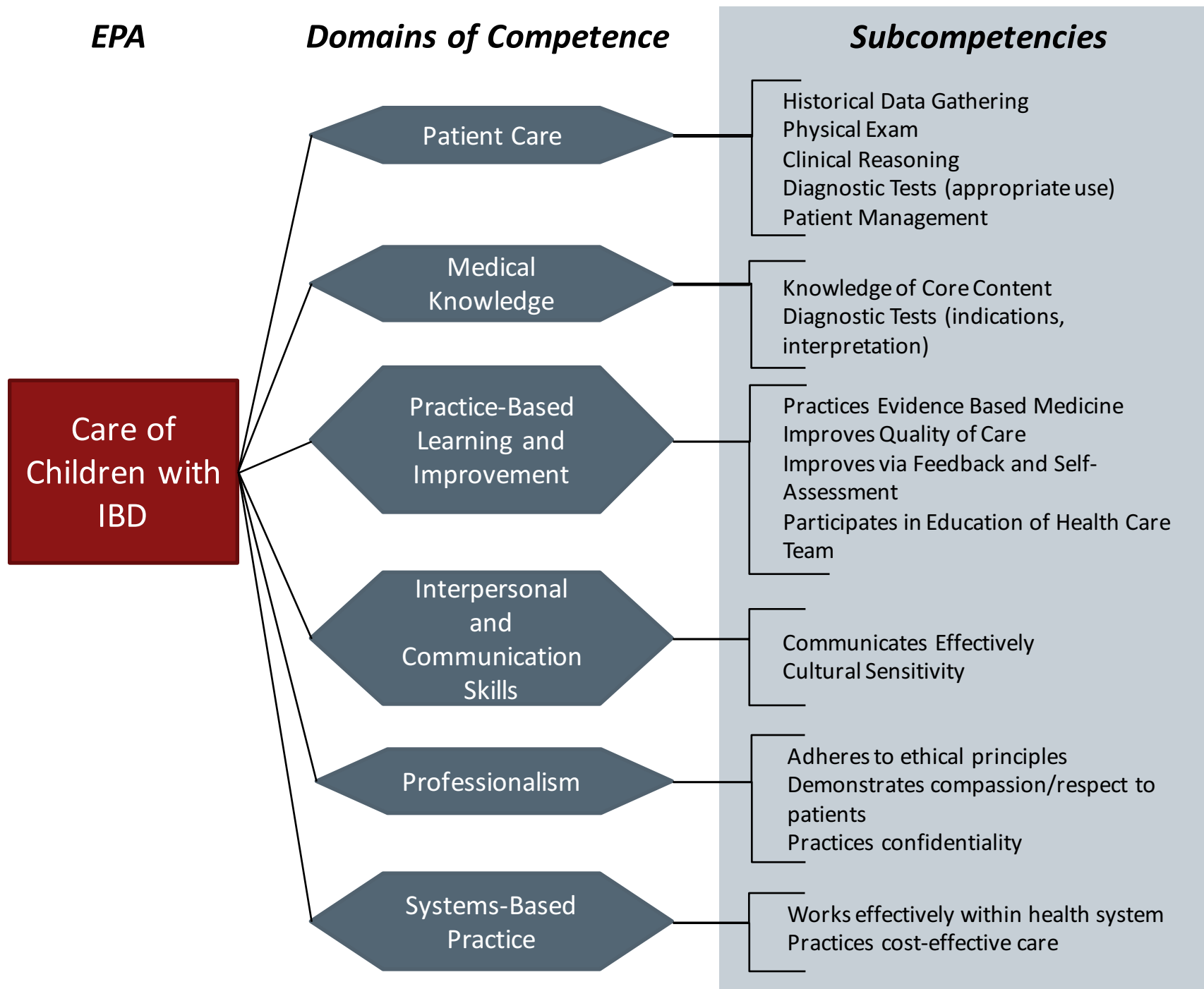
Nasca TJ, Philibert I, Brigham T, Flynn TC. The Next GME Accreditation System — Rationale and Benefits. N Engl J Med. 2012 Mar 15;366(11):1051-6.

Example

EPA	Domains of Competence	Subcompetencies

Care of Children with IBD

Patient Care
- Historical Data Gathering
- Physical Exam
- Clinical Reasoning
- Diagnostic Tests (appropriate use)
- Patient Management

Medical Knowledge
- Knowledge of Core Content
- Diagnostic Tests (indications, interpretation)

Practice-Based Learning and Improvement
- Practices Evidence Based Medicine
- Improves Quality of Care
- Improves via Feedback and Self-Assessment
- Participates in Education of Health Care Team

Interpersonal and Communication Skills
- Communicates Effectively
- Cultural Sensitivity

Professionalism
- Adheres to ethical principles
- Demonstrates compassion/respect to patients
- Practices confidentiality

Systems-Based Practice
- Works effectively within health system
- Practices cost-effective care

Pediatrics Milestone Project

The Pediatrics Milestone Project

A Joint Initiative of
the Accreditation Council for Graduate Medical Education
and
the American Board of Pediatrics

What is a Milestone?

"The Milestones provide the narrative descriptions of behaviors that represent the developmental progression of performance along a continuum from student to expert practitioner and should be used to guide learner assessment and ultimately entrustment decisions."

Carol Carraccio, MD, MA
Chair, Pediatric Milestones Working Group

What is a Milestone?

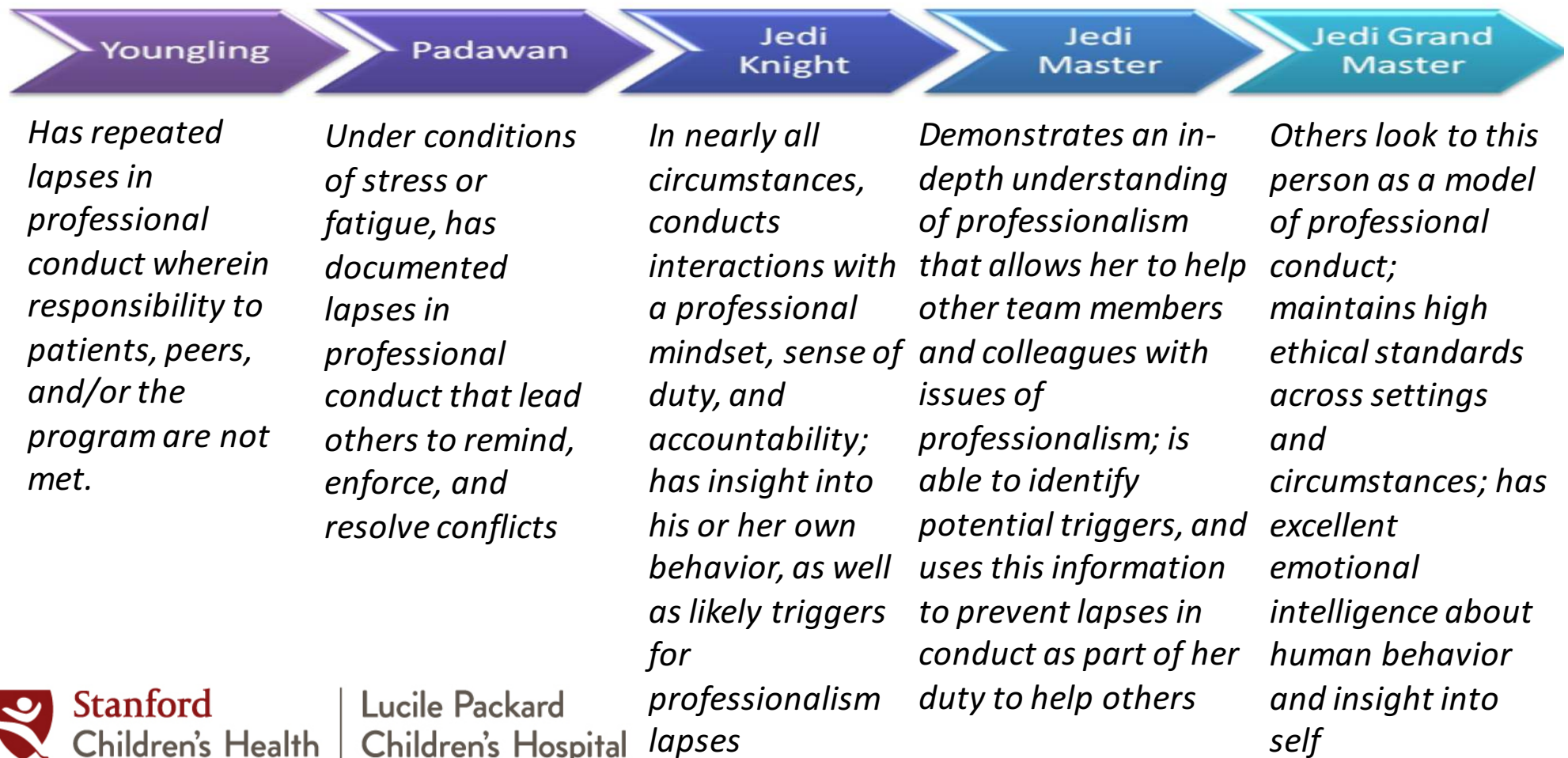Youngling → Padawan → Jedi Knight → Jedi Master → Jedi Grand Master

http://nursetopia.net/2011/06/29/star-wars-flavor-to-dr-patricia-benners-novice-to-expert/

"This concept, *graded and progressive responsibility,* is one of the core tenets of American graduate medical education."

-ACGME Common Program Requirements

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PROF1. Professional Conduct : High standards of ethical behavior which includes maintaining appropriate professional boundaries

Youngling	Padawan	Jedi Knight	Jedi Master	Jedi Grand Master
Has repeated lapses in professional conduct wherein responsibility to patients, peers, and/or the program are not met.	*Under conditions of stress or fatigue, has documented lapses in professional conduct that lead others to remind, enforce, and resolve conflicts*	*In nearly all circumstances, conducts interactions with a professional mindset, sense of duty, and accountability; has insight into his or her own behavior, as well as likely triggers for professionalism lapses*	*Demonstrates an in-depth understanding of professionalism that allows her to help other team members and colleagues with issues of professionalism; is able to identify potential triggers, and uses this information to prevent lapses in conduct as part of her duty to help others*	*Others look to this person as a model of professional conduct; maintains high ethical standards across settings and circumstances; has excellent emotional intelligence about human behavior and insight into self*

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Milestones Innovations

What is a CCC?

- Clinical Competency Committee

- A clinical version of the Scholarship Oversight Committee

- The CCC will…
  - Understand the milestones and EPAs & their use
  - Teach the faculty how to evaluate fellows under new system.

ABC

What is a CCC?

- The CCC will…
  - Review all evaluations for each resident and decide for each milestone and EPA the narrative that best fits that resident
  - Prepare/assure Milestone and EPA reporting to ACGME
  - Make recommendations regarding resident progress, promotion, remediation, and dismissal

CCC Innovations

What is a PEC?

- Program Evaluation Committee
- The PEC will…
  - Plan, develop, implement, and evaluate program's educational activities
  - Review and make recommendations for revision of competency-based curriculum goals and objectives
  - Address areas of non-compliance with ACGME standards
  - Review the program annually using evaluation of faculty, residents, and others

What is a PEC?

- The PEC will…
  - Provide a written, annual program evaluation, tracking:
    - Resident Performance
    - Faculty Development
    - Graduate Performance
    - Program Quality
    - Progress on last year's action plan
  - Provide a written action plan based on the above results, to be approved by all program faculty

PEC Innovations

Annual Updates

- The program director must prepare and submit all information required and requested by the ACGME:
  - This includes but is not limited to… annual program updates to the ADS. [PD must] ensure that the information submitted is accurate and complete.

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EPAs

- Entrustable Professional Activities
- The 20-30 routine professional activities that one engages in to provide care to patients
  - Observable and measurable units of work
  - Integration of competencies
  - Specific to each specialty/subspecialty

EPAs

> "We should only fully trust colleagues or trainees to carry out a critical activity once they have attained all the competencies that are needed to adequately complete this activity."

Olle ten Cate, PhD, and Fedde Scheele, PhD. Viewpoint: Competency-Based Postgraduate Training: Can We Bridge the Gap between Theory and Clinical Practice? Academic Medicine. 2007:82(6).

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Putting It All Together

- The CCC makes milestone decisions and reports to ACGME semi-annually
- The PEC suggests and monitors program improvements annually.
- Program data is collected through WebADs updates and ACGME surveys
- EPAs?

Self Study

By Conleth Brady / IAEA (Flickr: Ninh Thuan NPP Site Visit (01810490)) [CC BY-SA 2.0 (http://creativecommons.org/licenses/by-sa/2.0)], via Wikimedia Commons
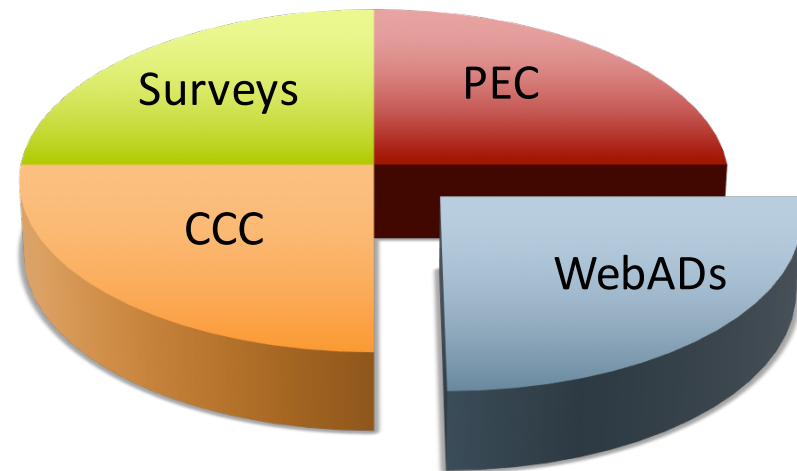
"Underlying the self-study is a longitudinal evaluation of the program and its learning environment, facilitated through sequential annual program evaluations"

- ACGME, "Eight Steps for Conducting the ACGME Program Self-Study"

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Self Study

To offer context for the self-study, there are two new concepts:

1. an exploration of program aims; and
2. an assessment of the program's institutional, local and, as applicable, regional environment.

- ACGME, "Eight Steps for Conducting the ACGME Program Self-Study"

SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	Strengths	Weaknesses
External origin (attributes of the environment)	Opportunities	Threats

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Self Study Innovations

CLER

- Clinical Learning Environment Review

- "The CLER program is designed to provide US teaching hospitals, medical centers, health systems, and other clinical settings affiliated with ACGME-accredited institutions with periodic feedback that addresses the following six focus areas: patient safety; health care quality; care transitions; supervision; duty hours and fatigue management and mitigation; and professionalism."

- ACGME, "Clinical Learning Environment Review (CLER) Program"

Table Discussions

1. Effectiveness and Efficiency of CCC
2. PEC and APE
3. Milestone Implementation
4. Program Dynamics

Collaboration Can Lead To Innovation
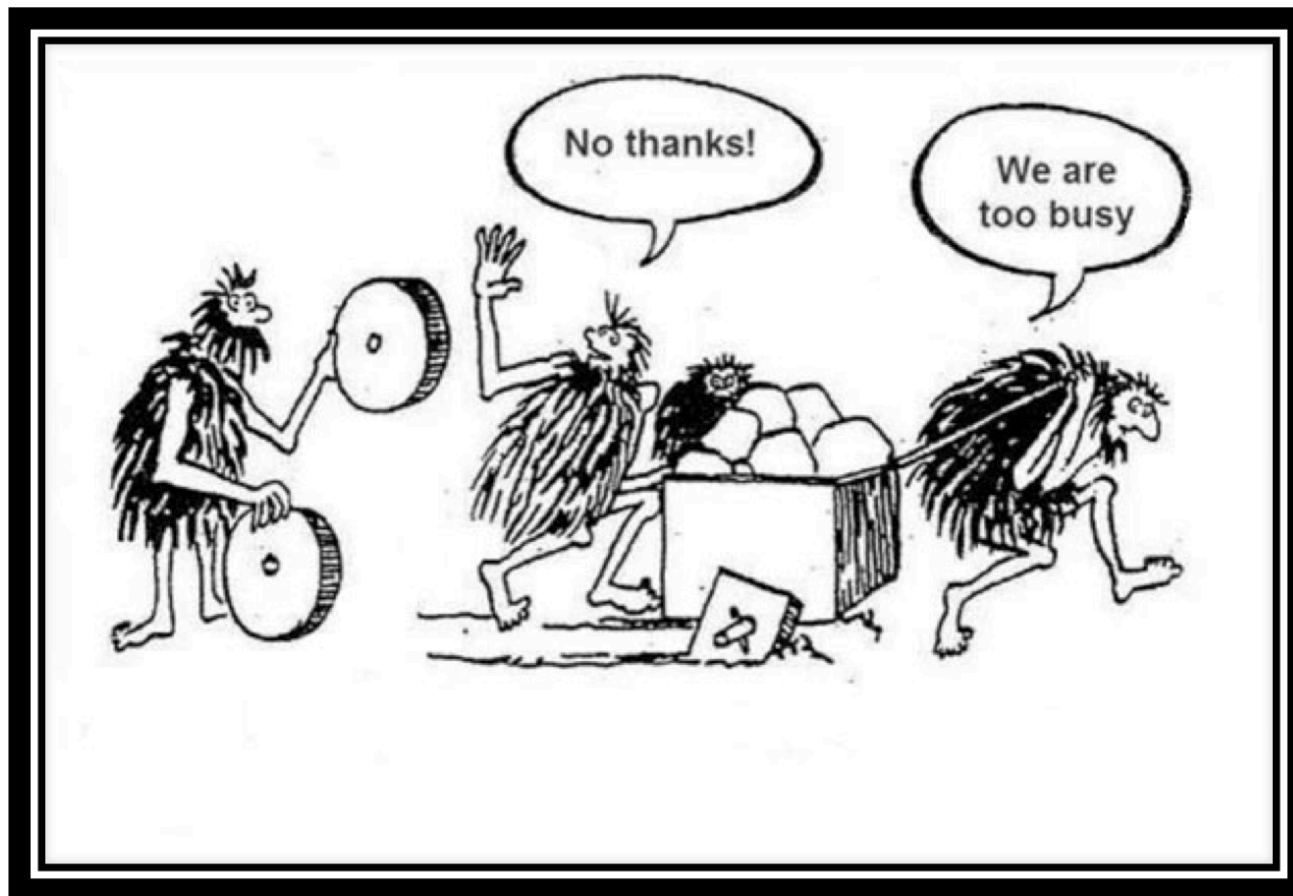
Work

- Program Evaluation Committee
- Self-Study Group

Life

- Family Vacation
- Neighborhood Block-Party
- Non-Profit Team
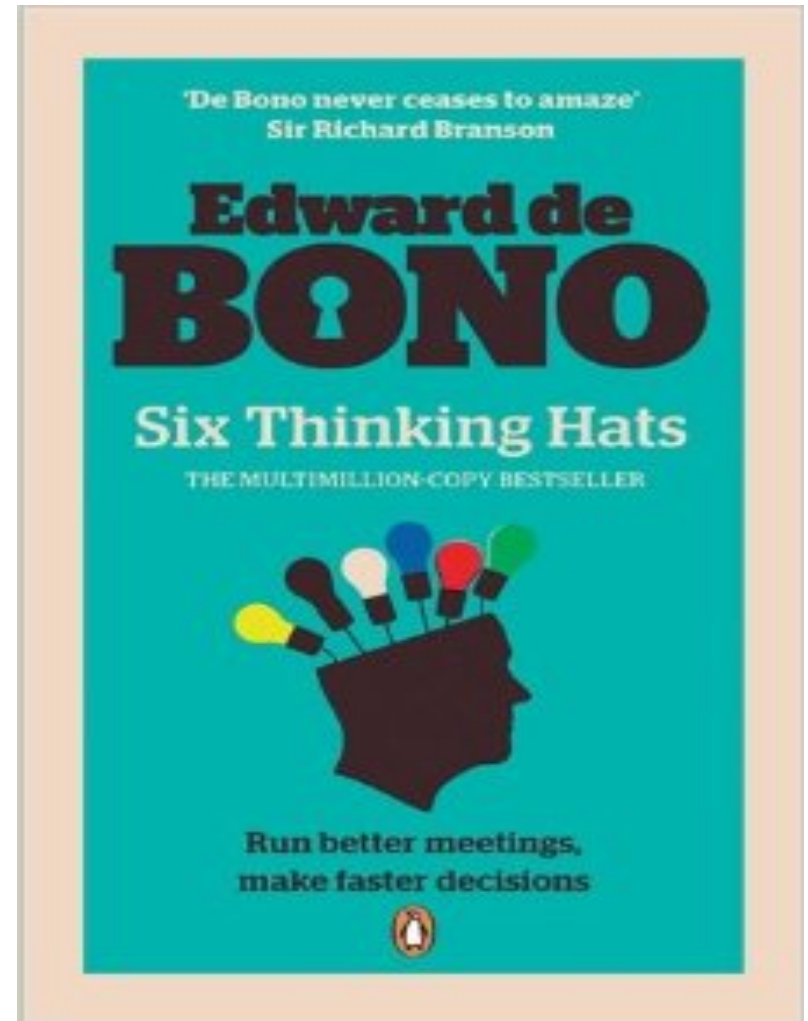
'De Bono never ceases to amaze'
Sir Richard Branson

Edward de BONO

Six Thinking Hats

THE MULTIMILLION-COPY BESTSELLER

Run better meetings,
make faster decisions

De Bono's Six Thinking Hats

© Paul Foreman http://www.mindmapinspiration.com

Stanford MEDICINE
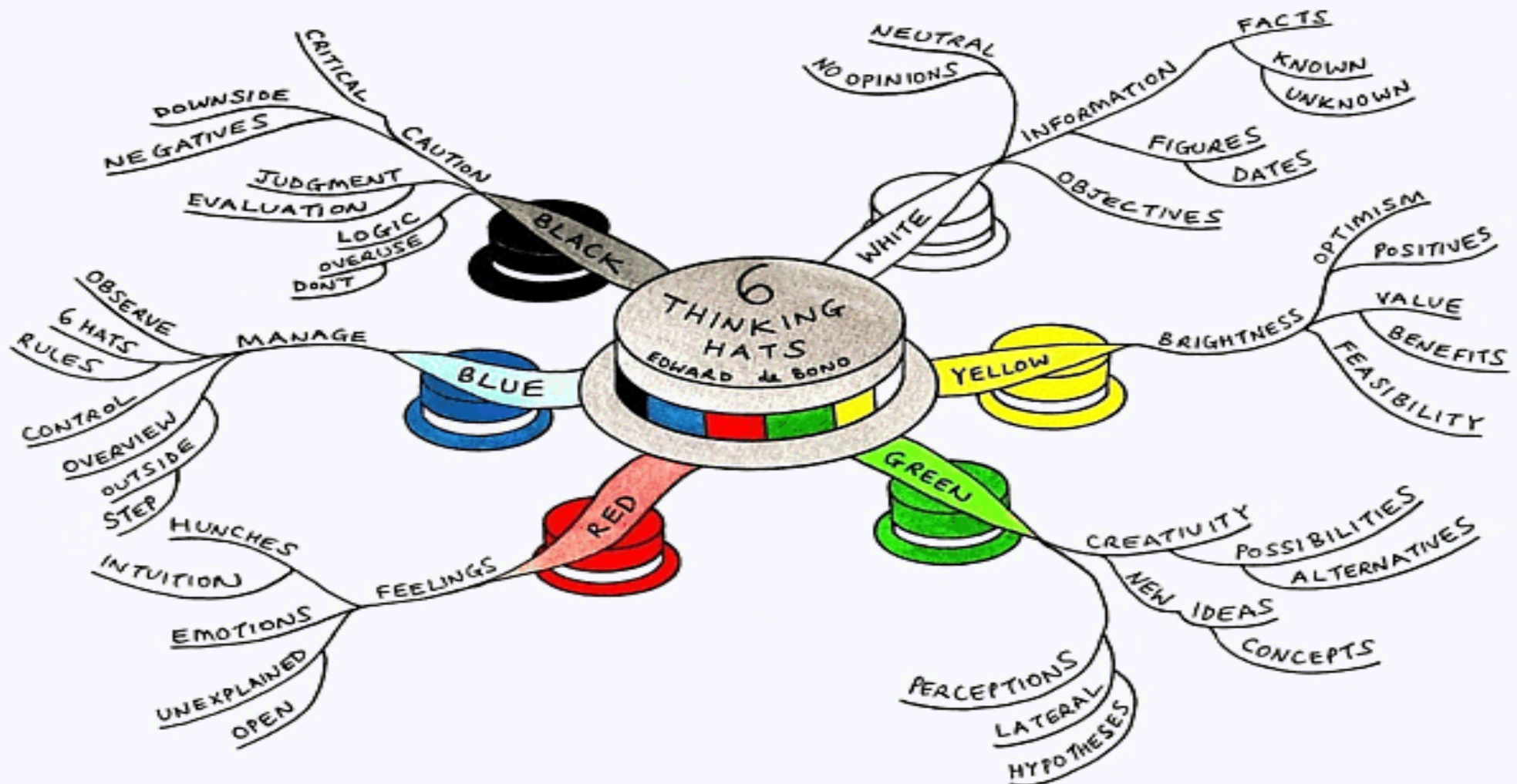
BLUE HAT-Process

The Big Picture/Thinking about Thinking
What thinking is needed?
Where are we now?
What do we need to do next?

RED HAT- Feelings

Intuition, hunches, instinct.
How do I feel about this?
What do I like about these feelings? (do not like?)

YELLOW HAT-Benefits

The Positives
Why is this a good idea?
What are the advantages and benefits?

WHITE HAT- Facts

What do I know?
What do I need to find out?
How will I get the information I need?

GREEN HAT- Creativity

What new ideas are possible?
What is my suggestion?
How can this be changed or improved?

BLACK HAT- Caution

The Negatives
What problems could arise?
What are the disadvantages?

De Bono's Six Thinking Hats

Parallel Thinking

- Everyone wears the same color hat at the same time
- Explore this particular thinking mode together
- Change hats & repeat

Benefits?

- Focus!
- One view at a time!
- Reduces confrontation
- Removes ego from decision making
- Value others roles in the Decision Making Process

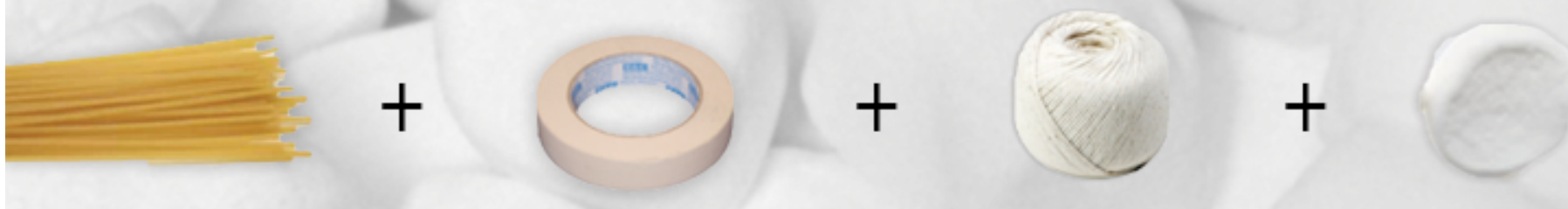# Green Hat of Creativity

Creativity

What new ideas are possible?
What is my suggestion?
Can I create something new?

- What can we create?

- How can this be improved?

- What are the possibilities?

- What are the alternatives?

- Can we find a new approach?

- Ideas do not have to be logical!

Think Outside of the Box!

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The Marshmallow Challenge

Marshmallow Challenge
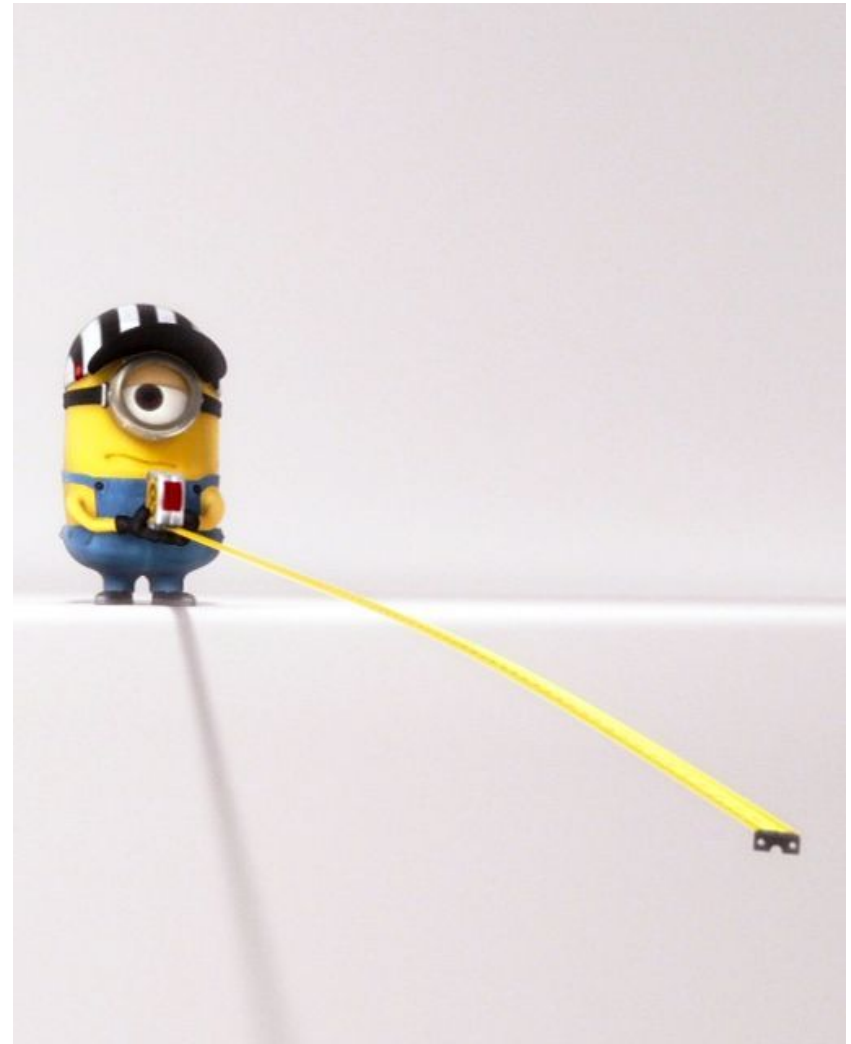

The challenge is simple:

In 18 minutes, build the tallest free-standing structure out of 20 sticks of spaghetti, 3 feet of tape, 3 feet of string, and one marshmallow. The marshmallow must be on top.

20 sticks of spaghetti + one yard tape + one yard string + one marshmallow

Marshmallow Challenge: Instructions

Get Excited!

Find a group of four!

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Marshmallow Challenge: Instructions

Wait for the Timer!

Create your Structure!

Marshmallow Challenge

The challenge is simple:

In 18 minutes, build the tallest free-standing structure out of 20 sticks of spaghetti, 3 feet of tape, 3 feet of string, and one marshmallow. The marshmallow must be on top.

00:00

Marshmallow Challenge:
Measure for Winners!

Marshmallow Challenge: Feedback

Marshmallow Challenge: Insights

Source: https://www.ted.com/talks/tom_wujec_build_a_tower?language=en

Marshmallow Challenge:
Lessons Learned

- Shared Experience
- Common Language
- Prototyping & Facilitation

Marshmallow Challenge: Lessons Learned

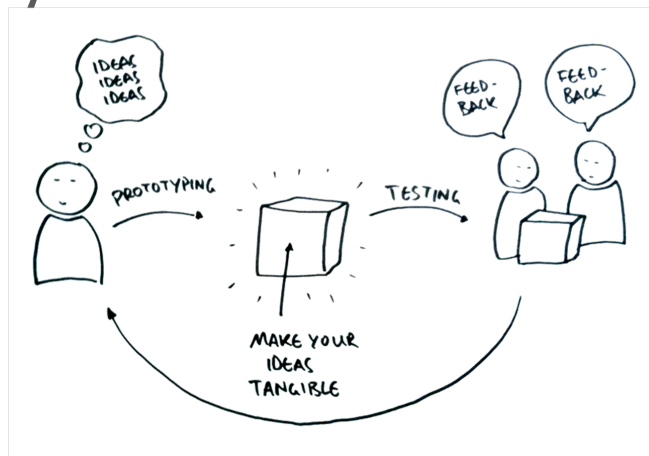## Teamwork and diverse skills matter

- Diverse skills and perspectives are what make teams more flexible and knowledgeable
- Think about who is on your team and pay attention to the special skills they can bring and contribute

Leveraging the different skills of a diverse office environment

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Source: http://www.threestonesconsulting.com/lessons-learned-from-the-marshmallow-challenge/

Marshmallow Challenge: Lessons Learned

Organizations must be learning-driven

- Teams can be successful when you don't have individuals jockeying for power
- Build prototypes, get instant feedback
- Experiment, evaluate, adjust, repeat until you achieve your outcomes

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Source: http://www.threestonesconsulting.com/lessons-learned-from-the-marshmallow-challenge/

Marshmallow Challenge: Lessons Learned

Be aware of hidden assumptions in your work

- Assuming the marshmallow is light and fluffy, metaphor
- Identify the assumptions in your own projects

Source: http://www.threestonesconsulting.com/lessons-learned-from-the-marshmallow-challenge/

Sources

- *Nasca TJ, Philibert I, Brigham T, Flynn TC. The Next GME Accreditation System — Rationale and Benefits. N Engl J Med. 2012 Mar 15;366(11):1051-6.*

- Sauer C, Weinstein T, Leichtner A, Narkewicz M. "What is an Entrustable Professional Activity (EPA)?" Presented at NASPGHAN 2012 Meeting, Salt Lake City, UT

- Carol Carraccio, MD, MA Chair, Pediatric Milestones Working Group

- ACGME Common Program Requirements

- Olle ten Cate, PhD, and Fedde Scheele, PhD. Viewpoint: Competency-Based Postgraduate Training: Can We Bridge the Gap between Theory and Clinical Practice? Academic Medicine. 2007: 82(6).

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- Edward De Bono. Six Thinking Hats

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Now open your prizes!