

Implementing Change in Your Program: A case from UCLA

APPD Chief Forum

3/20/2018

Case: UCLA Pediatric Residency Diversity Committee

Background:

- Previously, residents only participated in recruitment dinners
- No further involvement or subsequent meetings/projects in Jan-Sept
- Wanted to have more meaningful discussion at Diversity Dinners with more involvement all year

Changes Made:

- Structured dinners, to incite more meaningful discussion
- Cultivated connections with medical student groups and faculty committees
- Stimulated ongoing projects with monthly meetings
 - Formal needs assessment/evaluation
 - Patient advocacy
 - Book club

Needs Assessment

General Principles:

- Identify the change:
 - What is it that you want to change and why?
- Understand “gaps” or challenges within the current system
 - Helps identify priorities,
 - Establish specific goals, and
 - Allocate resources appropriately
- Choose a method to conduct needs assessment:
 - Surveys
 - Group meetings
 - In-person discussion

The UCLA Example:

- Informally:
 - Email
 - In-person discussions
- Formally:
 - Survey conducted at spring retreat
 - “What do all residents feel their gaps are in diversity training/knowledge?”
 - “What modality would be preferred?”

Identify the Stakeholders

General Principles:

- Important to identify who will be effected/impacted by this change
 - Residents, attendings, nursing staff, patients, families, medical students, etc.
 - Keep in mind different groups can be affected in different ways
- Additionally, important to identify who will affect the change
 - i.e., who will help make this happen
- When applicable, involve representatives from different stakeholder groups

The UCLA Example:

- Thought broadly about faculty, residents, medical students, patients, community members/groups
- Connected with Faculty Committee, collaborated with Patient Experience Committee, SNMA/LMSA

Secure Funding

General Principles

- Occasionally, implementing change requires financial support
 - but certainly not always!
 - PDs, APDs, etc., are great at directing you to proper venues
- Supporting data from the Needs Assessment may be (and usually is) really helpful at making the point

The UCLA Example:

- Looked at the missions of groups at my institution and asked: do any of these support projects like mine?
 - Identified the Faculty Committee, which provided financial support
- Helped create a small yearly chief resident discretionary fund

Incorporate Scholarship

General Principle

- Always think about measuring change!
- Be sure to clearly identify what you plan to measure and how best to do so
- Important to quantify the impact
 - It can help with future projects/funding
 - It can stimulate collaboration with other sites
 - It can change practices at other institutions if published
- Share your work with other people!
 - Publishing about the changes you've made and impact you've had can stimulate real differences elsewhere

The UCLA Example

- Submitted an abstract to APPD
 - And presenting a poster this trip!
- Continuing to facilitate resident scholarship in addition to chief scholarship

Achieving Balance

General Principles:

- The risk of burn out continues into chief year...
- Not everything can be changed (or needs to be)
 - Important to identify achievable goals
 - Important to identify changes desired broadly (or really, really needed) rather than try to change everything
- Make realistic goals for yourself
- Depend on your team (chief residents, APDs, PDs, etc.)
- Work is part of life, but it does NOT define life – stay balanced!

The UCLA Example

- Limited to a few projects rather than tackle everything
 - Better to be more involved in a few projects than spread thin
- Delegate!
 - Don't forget you can
 - It's better for you, and may be best for the project
