GME Action Learning: GMEC Re-Design

Margaret A. Hadinger EdD, MS
Lehigh Valley Health Network, margaret_a.hadinger@lvhn.org

Follow this and additional works at: https://scholarlyworks.lvhn.org/education
Part of the Education Commons, and the Medical Education Commons

Published In/Presented At

This Poster is brought to you for free and open access by LVHN Scholarly Works. It has been accepted for inclusion in LVHN Scholarly Works by an authorized administrator. For more information, please contact LibraryServices@lvhn.org.
GME Action Learning: GMEC Re-Design

Margaret A. Hadinger, EdD, MS
Lehigh Valley Health Network, Allentown, Pa.

Background
Building on the work and needs assessment of previous Designated Institutional Officials (DIOs), in 2019 Lehigh Valley Health Network’s (LVHN’s) DIO/Graduate Medical Education Committee (GMEC) Chair – in collaboration with GMEC members – embarked on a journey to re-design LVHN’s GMEC. The GMEC structure had last been reviewed in 2009. At LVHN, the DIO serves as the GMEC Chair; the DIO reports to the Chief Academic Officer, who reports to the Chief Medical Officer; and Program Directors/Coordinators report up through their respective Division Chiefs and Departmental Chairs.

Problem Statement
The previous GMEC structure did not allow for maximal collaboration among members. Additionally, all new initiatives and project requests were being funneled through the DIO, which limited the GMEC’s capacity to respond. The DIO was serving as chief decision-maker for decisions that were better suited to be addressed by Subcommittees of GMEC membership.

Intervention
The following steps were taken to re-design LVHN’s GMEC:

- New DIO presents to GMEC priorities for AY21
- GMEC begins utilizing consent agendas for routine items requiring GMEC vote
- GMEC surveyed re: structure/function of Committee
- DIO secures senior leadership approval of changes
- "GMEC "Action Committees" commission" – Chairs send calls for participation to GMEC membership
- Action Committees first report-outs to GMEC
- Re-survey GMEC for satisfaction

Intervention
The following steps were taken to re-design LVHN’s GMEC:

- May 2019
  - New DIO begins, continues in role as GMEC Chair

- June 2019
  - Monthly Lunch & Learn series initiated, allowing for more informal sharing amongst GMEC members

- Sept. 2019
  - GMEC re-design subgroup formed

- Sept. 2019
  - GMEC conducts off-site retreat

- Oct. 2020
  - GMEC surveyed re: baseline satisfaction with Committee

- Jan. 2020
  - LVRA by-laws updated to include LVRA/peer-selected resident participation in GMEC Action Committees

- Jan. 2020
  - GMEC "Action Committees" (or Action Committees) were formed. Each Action Committee is Chaired by a Program Director and includes at least one peer-selected resident representative. Additionally, the Lehigh Valley Resident Association (LVRA) – as well as a GME Program Coordinator Group – meet regularly to address issues specific to each group’s membership. The DIO and other GMEC members participate in these groups as requested. These groups are not GMEC Subcommittees, however, both provide regular updates on their work at monthly GMEC meetings.

- Feb. 2020
  - Update to GMEC by-laws to include LVRA/peer-selected resident participation in GMEC Action Committees

- March 2020
  - Action Committee work on-hold due to COVID pandemic

- March–June 2020
  - Action Committee work re-start with the start of AY21

- AY21
  - Frequent/consistent DIO check-ins with Action Committee Chairs, other significant priorities caused the work of the newly-formed Action Committee to be put on hold for ~3 months. The Action Committees’ work will re-start with the start of AY21.

- Next Steps
  - Communication is key. Need to ensure communication with all stakeholders, including GMEC members, senior leadership, and trainees.
  - Often, initiating change when 80% ready is better than waiting until 100% of a plan is formulated. In this case, delegating to each Action Committee the ability to define their own scope encouraged active vs. passive engagement in the process.

Outcome
As of July 2020, each Action Committee has met to determine its membership, meeting schedule, communications, scope, and immediate deliverables. Each Action Committee has reported to GMEC on its initial work. Plans are in-progress for each Action Committee to complete one short-term deliverable before the end of AY20. In addition, each Action Committee has been tasked with completing one initiative related to diversity and inclusion before the end of AY21.

Barriers and Lessons Learned
- As with most new initiatives, time is a primary challenge. Cultural change takes time, as does effective change management. Time is also a limiting factor as GMEC members consider their level of participation in GMEC and related activities.
- Communication is key. Need to ensure communication with all stakeholders, including GMEC members, senior leadership, and trainees.
- Often, initiating change when 80% ready is better than waiting until 100% of a plan is formulated. In this case, delegating to each Action Committee the ability to define their own scope encouraged active vs. passive engagement in the process.

ACKNOWLEDGMENTS
The author acknowledges the support and engagement of LVHN’s GMEC membership – as well as the GME Office staff - throughout this project. The author is also grateful for the support and guidance of the AAMC GME Leadership Certificate Program faculty, staff, and peer participants.