

Supporting Rural Program Maturation and Vitality After Initial Development

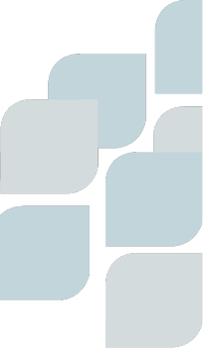
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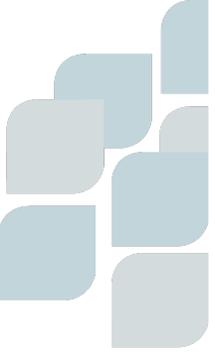
Rural Residency Planning and Development – Technical Assistance Center (RRPD-TAC)





Disclosures

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Objectives

- Understand the framework for assessing program readiness as utilized by the Rural Residency Planning and Development program.
- Describe key goals and related objectives for ensuring rural program maturation and vitality after initial development.
- Elicit feedback on the proposed structure.

The “Roadmap for Rural Residency Program Development” model



- Each stage includes several goals and each goal includes multiple objectives
- Goals and objectives demonstrate specific, measurable milestones need to be accomplished to move toward an accredited and sustainable program
- Program development is iterative - may be meeting some goals in future stages before having moved to that stage of development based on these “hard stops”

STAGE 1 Exploration

Community Assets

Identify community assets and interested parties.

Leadership

Assemble local leadership and determine program mission.

Sponsorship

Identify an institutional affiliation or sponsorship. Begin to consider financial options and governance structure.

STAGE 2 Design

Initial Educational & Programmatic Design

Identify Program Director (permanent or in development). Consider community assets, educational vision, resources, and accreditation timeline.

Financial Planning

Develop a budget and secure funding. Consider development and sustainability with revenues and expenses.

Sponsoring Institution Application

Find a Designated Institutional Official and organize the GME Committee. Complete application.

STAGE 3 Development

Program Personnel

Appoint residency coordinator. Identify core faculty and other program staff.

Program Planning & Accreditation

Develop curricular plans, goals and objectives; evaluation system and tools; policies and procedures; program letters of agreement; faculty roster. Complete ACGME application and site visit.

STAGE 4 Start-Up

Marketing & Resident Recruitment

Create a website. Register with required systems. Market locally and nationally.

Program Infrastructure & Resources

Hire core faculty and other program staff. Ensure faculty development. Complete any construction and start-up purchases. Establish annual budget.

Matriculate

Welcome and orient new residents.

STAGE 5 Maintenance



Ongoing Efforts

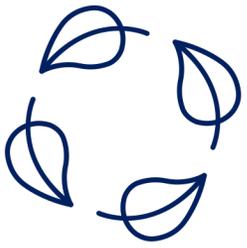
Report annually to ACGME and the Sponsoring Institution. Maintain accreditation and financial solvency. Recruit and retain faculty. Track program educational and clinical outcomes. Ensure ongoing performance improvement.

To advance to the next stage:
Make an organizational decision to proceed with investing significant resources in program development.

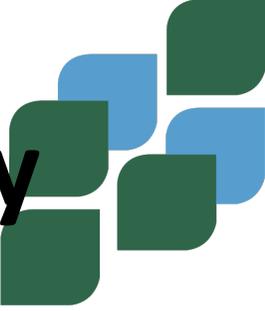
To advance to the next stage:
Finalize a draft budget. Complete program design to include curriculum outline and site mapping. Submit a Sponsoring Institution (SI) application & receive initial accreditation.

To advance to the next stage:
Achieve initial program accreditation – requires successful site visit and letter of accreditation from the ACGME.

To advance to the next stage:
Complete contracts and orient first class of residents. Hire all required faculty.

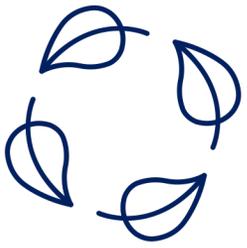


Stage 5: Program Maturation and Vitality

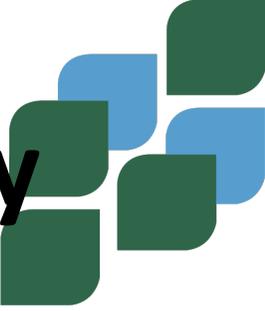


- **Goal 5.1 Annually recruit residents**

- Objective 1: Review and revise an effective marketing plan for the program to attract rurally-interested and rurally-committed resident applicants, including an up-to-date program website, medical student rotations, and representation at appropriate recruitment venues.
- Objective 2: Explore new and refine existing resident applicant screening and interview tools to effectively identify those residents with excellent mission fit with the program.
- Objective 3: Review and revise the applicant interview process as appropriate for both the virtual and in-person sites.
- Objective 4: Maintain up-to-date information and systems for working with the NRMP, including a strategy for engaging the SOAP if needed.

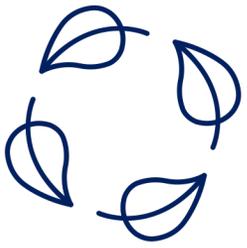


Stage 5: Program Maturation and Vitality

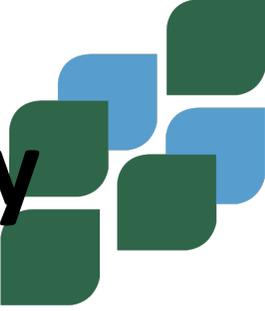


- **Goal 5.2 Maintain accreditation**

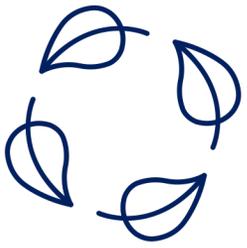
- Objective 1: Complete a second ACGME site visit and achieve Continued Accreditation following Initial Accreditation.
- Objective 2: Maintain ACGME Continued Accreditation status, including internal processes for obtaining data, reporting for the annual ADS program update, and revisiting the corrective action plan for any prior citations, and for continuous quality improvement through the Annual Program Evaluation and the Self-Study Process.



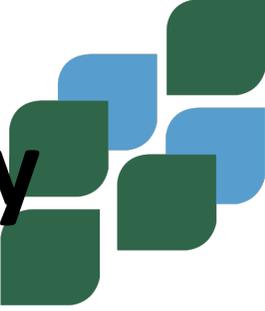
Stage 5: Program Maturation and Vitality



- **Goal 5.3 Maintain financial solvency and demonstrate healthy governance**
 - Objective 1: Annually set and quarterly review the overall budget for the program, including assessing and renewing revenue projections and accounting for current and anticipated expenses.
 - Objective 2: Communicate with financial leadership no less than quarterly to assure appropriate data-gathering and assessment, with discussion and mutual problem-solving of any issues identified.
 - Objective 3: At least annually review and refine a communications strategy with all financial stakeholders and present the residency program’s “return on investment”, including a high-level review of financial performance relative to budget as well as a report on program achievement of mission, vision, goals and values.

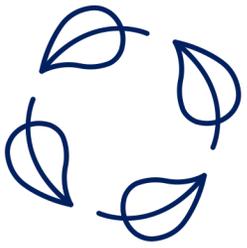


Stage 5: Program Maturation and Vitality

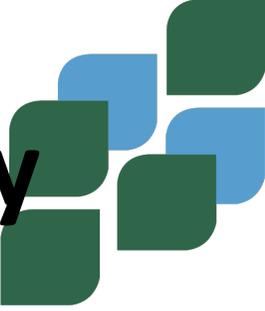


- **Goal 5.4 Recruit and retain faculty**

- Objective 1: Annually refine a comprehensive faculty development plan for both employed and volunteer faculty that supports a creative, supportive clinical learning environment.
- Objective 2: Identify a process for faculty support and retention, including an annual review process that focuses on achievement and improvement; annual compensation review to assure that salary and benefits are benchmarked and appropriate relative to community standards for the intensity of work; and ongoing support for faculty members as needed given the complexity of these roles.
- Objective 3: Develop and periodically refine the process for future faculty recruitment when needed, including job analysis, potential marketing and recruitment plan, and interview process.

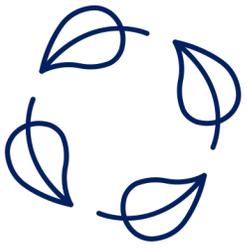


Stage 5: Program Maturation and Vitality

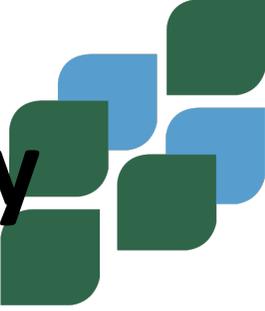


- **Goal 5.5 Track program outcomes**

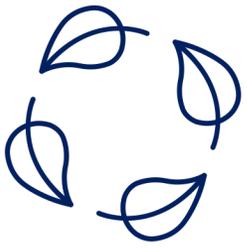
- Objective 1: Annually refine a “report card” for measuring and tracking program outcomes, as defined by a robust Annual Program Evaluation policy.
- Objective 2: Annually refine program priorities and the process for achieving program goals, defining accountability to residents and learners; patients; faculty; the sponsoring institution; the community; and other associated stakeholders.
- Objective 3: At least every three years, conduct a comprehensive strategic planning process for the program, defining accountability to residents and learners; patients; faculty; and the sponsoring institution and associated stakeholders.



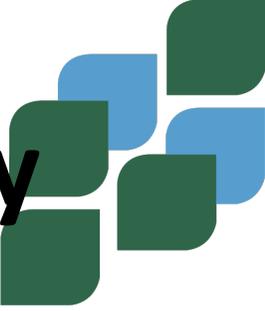
Stage 5: Program Maturation and Vitality



- **Goal 5.6 Engage the local community in continuing program improvement**
 - Objective 1: Prepare an Annual Report that is community relevant and responsive in reviewing program outcomes
 - Objective 2: Annually include the local community at large in a residency program sponsored event directed toward community health.
 - Objective 3: Solicit community feedback through an advisory board or regular request for feedback, from both patients and community members who are not patients of the continuity practice.
 - Objective 4: Encourage and document resident, faculty, and staff participation on community Boards, in civic organizations, and in the local schools



Stage 5: Program Maturation and Vitality



- **Goal 5.7 Pursue excellence and contribute to the community of practice in rural GME through dissemination of innovations and peer consultation**
 - Objective 1: Actively participate through membership in learning communities engaged in rural training and creative innovations in graduate medical education.
 - Objective 2: Participate in both scholarly program improvement and research
 - Objective 3: Disseminate scholarship and share innovations through presentations, posters, publications, web-based forums, or other venues.
 - Objective 4: Provide peer consultation to others in the rural medical education and training environment.

Discussion

Proposed Goals

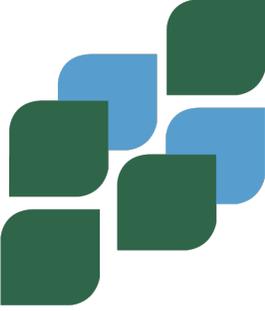
- Resident Recruitment
- Maintain Accreditation
- Financial Solvency & Governance
- Faculty Recruitment & Retention
- Track Program Outcomes
- Engage Community
- Pursue Excellence and Contribution

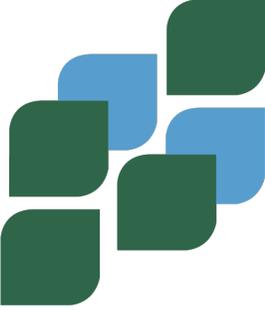
Questions

What other areas related to program maturation and vitality do you think should be added?

What would most define “success” of a program in your community?

What contributes to “excellence” in healthcare education and delivery in your community?





Tools and Resources



Community Engagement



Program Design & Development



Financial Planning



Institutional Sponsorship



Program Accreditation



Program Implementation

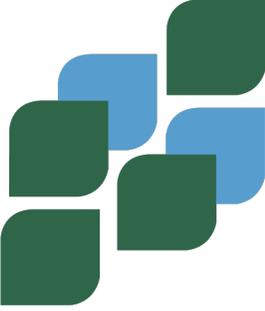


RURAL RESIDENCY RESOURCES

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