



**Health Systems Management Curriculum**  
NGMC- Family Medicine Residency Program  
Gainesville, Ga

**PGY: 2**

**Description of Rotation:**

This is a four-week block where all PGY-2 residents will collaborate to better understand the importance of physician leadership in the context of the emerging health care system. Family physicians have been and continue to be uniquely poised to engage in various levels of leadership within the health care system to lead healthcare into the future. There is a need for family physicians to take leadership roles in all aspects of healthcare. Whether it be as leaders in their practices, communities, health systems or political arenas, there is an urgent need for residencies to train this new generation of family physician leaders far beyond the fundamentals of direct patient care.

**Overall Goals of the Health System Leadership Rotation:**

Residents will learn that healthcare systems are complex entities that require physicians on the frontlines of leadership. To this end, an effective training program is needed to educate and engage family physicians at the residency level to provide residents with a foundation and the tools necessary to become the well-rounded and responsible healthcare professionals of tomorrow. It is the goal of this rotation to teach a multi-faceted approach to leadership by instructing on quality improvement/problem solving, effective communication, team work/team management, identifying areas of leadership opportunities, leaders as teacher, the character/quality of a leader and the other finer nuances of leadership. The block will consist of didactic sessions, shadowing experiences, reading assignments, presentations by the residents and the development and kick-off of a year-long quality improvement project.

The above instruction will be given in a concentrated one-month block, with the understanding it will build upon and complement both the longitudinal curriculum of Professionalism/Leadership and the Health Systems Management rotation.

**Medical Knowledge in Quality Improvement**

**Goal:**

- Teach quality improvement and problem-solving skills; and ensure quality improvement project implementation, spread and maintenance.

**Objectives:**

- Understand the importance of maintaining quality in all facets of health care delivery to ensure the safety the patient
- Gain understanding of the design and structure of quality committees and quality oversight projects within the hospital, GME and NGPG
- Understand the tools and tracking systems that are used to monitor the quality of care delivered within a health care system namely:
  - RL6 variance tracking
  - Root cause analysis
- Master and utilize error prevention tools.
- Learn and be able to describe the components of the NGHS Quest for Excellence and how it impacts all areas of our system's healthcare delivery model
- Learn how the Daily Management System (DMS) within Quest works as a system of working toward maintaining



quality and problem solving

- Learn to role of the Department of Operational Excellence in working with all NGHS employees in training and developing a culture of problem solvers through the education of lean principles
- Understand the importance of the role of a leader as a problem solver
- Understand the basic tenets of LEAN through formal training
  - Identifying the 7 forms of waste
  - value stream mapping
  - PDCA
  - A-3 problem solving
- Be able to identify in their sphere of work what are the opportunities for improvement and once identified, what is the best approach and what resources are needed to work toward improvement
- Select a Quality Improvement project with a fellow PGY-2 resident and design the quality improvement/problem solving strategy using A-3 methodology. This project will last one year and have the oversight of GME faculty and the Department of Operational Excellence. At the end of this project the residents will have the opportunity to share the findings/improvements within the GME department and appropriate NGHS venue. There will also be the opportunity to present the findings at the local and/or national meetings.
- Undergo training and certification in either Lean-Six Sigma (from an outside vendor) or Quest for Excellence Training (Basic of Lean Methodology taught by GME Faculty and the Department of Operational Excellence)

### Interpersonal Communication and Leadership

#### **Goal:**

- Teach the importance of appropriate and effective communication skills as a physician leader. Residents will understand that without effective communication, leadership efforts will be ineffective.

#### **Objectives:**

- Understand the value of appropriate and effective communication (what happens when one practices communication vs. poor communication in various situations)
- Understand the various levels of communication and what settings are they best used in
- Become proficient in communicating as a physician leader with your patients
- Become proficient in communication as a physician leader with peers and other health care colleagues
- Become proficient in communication as a physician leader with administrative and physician leadership
- Learn effective communication via technology
- Learn to communicate effectively and how to diffuse crisis/conflict using Crucial Conversations (which will be taught by staff from the Department of Operational Excellence)

### System Based Practice/ Leading an effective Team

#### **Goal:**

- Effective leaders recognize the importance of the team approach to achieving goals and effecting change. Teach the importance of the team in delivering effective healthcare and how teams need effective leaders.

#### **Objectives:**



- Learn the importance of working as a team (both in delivery of healthcare and management of healthcare)
- Learn how to structure a team/committee
- Learn effective communication within the context of a team
- Learn the importance of delegating tasks based upon availability and skill sets
- Understand and utilize the basics of Robert's Rules of Order in conducting a committee meeting
- Participate in or attend one or several committees or teams to understand their purpose, structure and conduction of business. Be able to describe the differences, pluses and minuses between a formal/highly structured work team vs. a more relaxed format

### Professionalism/ Identifying Opportunities for Personal Leadership

#### **Goals:**

- Physician leaders can engage at many levels and venues. The resident will be exposed to several organizations, committees, political venues, and community opportunities where physician leadership is key. This will be accomplished in the didactic setting, shadowing leaders and going on a field trip to the Georgia State Capital during our legislative session.
- The resident will understand that although they are still in training, they have much to share with others through example and one-on-one teaching.

#### **Objectives:**

- Learn about the structure of various NGHS committees and the role of physician leadership by attending and participating in the work of the committee
- Learn about the structure of the Hall County Medical Association, the Medical Association of Georgia, the Georgia Academy of Family Physicians and the American Academy of Family Physicians. Better understand their basic structure, purpose and how physicians (including resident physicians) can become involved in leadership roles within the organization
- Understand the role of the physician as a leader in the shaping of healthcare policy at the state and national level. Residents will be taught how healthcare policy is created through an embryonic idea, to the pathway of development to the final stages of discussion and selection. This will be done through visiting lecturers and a visit to our Georgia State Capital during a legislative session.
- Will be a role model as a leader and teacher by learning and practicing all that is incorporated on our Professionalism Curriculum
- Will serve as mentor/teacher to PGY-1 residents and staff
- Will serve as mentor/teacher to medical students as the student comes alongside the resident in their day-to-day duties
  - Understand one's own personality strengths and limitations (based upon personal reflection, peer input, personality profile, etc.) and how self-awareness is important in knowing what type of leadership role fits one best
- Learn to know your limitations and when to say "no" when the timing or leadership opportunity is not right
- Continue to learn to practice mindfulness and self-awareness so one can lead effectively



	Monday	Tuesday	Wednesday	Thursday	Friday
Week One	AM Clinic	Crucial Conversations	RL 6 Variance Reporting	Quality Data and Working with Registries	AM Clinic
	Crucial Conversations		Academic Half Day	PM clinic	Teams work on A3 mapping
Week Two	AM Clinic	Legislative Day at Capital	Root Cause Analysis Workshop	Committee work 7Wastes	AM Clinic
	How legislation becomes a bill; Resolution writing; Op-Ed		Academic Half Day	PM Clinic	Leading Self-exercise in Awareness
Week Three	AMClinic	Leading with Honor--- Leading Others (Team)	Swiss Cheese Model—Fish bone	Value Stream mapping	AM clinic
	SIPOC- Process mapping	Team based FFREd (OSCE)	Academic Half Day	PM Clinic	LEAN GREEN BELT TESTING
Week Four	AM Clinic	Servant Leadership— Community Action Day	Online Module	Online Module	AM Clinic
	Online module completion/catchup		Academic Half Day	PM Clinic	Presentation and Vetting of A3