Longitudinal Leadership Curriculum

Introduction
We believe that successful health care systems of the future will be physician-led, and those skills are not traditionally taught in medical school. We would like all residents who complete the Tidelands Health MUSC Family Medicine Residency Program to develop the core competencies to become high-impact leaders who understand the health care environment, professionalism and service, relationship management, business skills, leadership skills to support the transition to value-based care and the process of care improvement.

Course outcomes
By the end of this course, residents will:
1. Understand the functioning of the health care system — its payment processes, moving from volume to value-based purchasing and needed changes.
2. Complete the training to receive a Green Belt in Lean/6 Sigma and understand how to use data to improve processes, safety and quality, analyze workflow and reduce variation.
3. Understand how to work effectively in interprofessional teams and facilitate constructive interactions.
4. Apply systems thinking to health care issues including population health and changing care to improve quality.
5. Develop leadership skills to successfully lead and manage change, effectively communicate and understand different leadership styles.

Books
Leading at the Edge—Leadership Lessons from the Extraordinary Saga of Shackleton’s Antarctic Expedition, Dennis Perkins
N1 How the Uniqueness of Each Individual Is Transforming Healthcare by John Koster, Gary Bisbee, Ram Charan
Beyond Heroes: A Lean Management System for Healthcare By Kim Barnos, John Toussaint, MD Jim Womack
Practicing Excellence, A Physicians Manual to Exceptional Health Care, Stephen Beeson, MD

PGY1-Building Highly Reliable Organizations
1. The resident will understand and develop a proficiency in process improvement and complete Green Belt Lean/6 Sigma training.
2. The resident will understand how to use data to reduce variation to improve patient safety and quality metrics.
3. The resident will understand how to use the tools of Lean/6 Sigma to analyze and improve workflow.
4. The resident will understand how to lead and communicate effectively in a team to create a culture of safety in an organization or practice.

Eleven didactic sessions:
- Case studies
- Complete IHI safety modules and other safety activities
- Quality and safety issues/discussions (care transitions, partnering with patients for improved safety, the Complete Care Model, safety in the ambulatory practice setting, creating a culture of safety, communication and listening, inclusive leadership and safety)
- Readings from books and articles Attendance at one board of trustees quality and safety committee meeting

During one-month experience:
- Green belt training
- Health care trends
- Informatics and analytics
- Clinical decision support

Project: small team quality improvement project; small team paper or poster presented to group and senior leadership

PGY2-The Health Care System
1. The resident will understand the role of regulation, compliance and health policy on the development of the health care system.
2. The resident will understand the structure of the health care system, safety net programs and its changing forces.
3. The resident will understand how patients and families are having an impact on health care system evolution.
4. The resident will understand how financing health care works.
5. The resident will understand how population health, value-based purchasing and the use of data analytics is changing care for patients.

Eleven didactic sessions:
- Case studies and discussions (health policy, personnel management, regulation and compliance, patient satisfaction, strategy, marketing, clinical integration)
- Readings from books
- Completion of IHI modules on patient communication
- Session on impact of digital health care on consumers, population health

Attendance at one community advisory board meeting.

Completion of patient shadowing experience

During one-month experience:
- New models of care
- Population health
- Financing health care — moving from volume to value-based purchasing
- Patient experience — measuring satisfaction, understanding decision making, multigenerational differences and issues
- Health care trends
- Patient-centered care
- End-of-life care
- Clinical decision support
- One week at Tidelands Community Care Network
- One week job-sharing (five experiences — admin, nursing, PT, pharmacists, patient advocate, ED, patient scheduling, etc.)

Project: small team interprofessional project to improve the patient experience (must engage patients in some aspect of project) while reducing cost of care; paper and poster presented to group and leadership

PGY3-The Essentials of Leadership
1. The resident will understand the difference between leadership and management and be aware of his or her own leadership style.
2. The resident will understand how to effectively coach and mentor others.
3. The resident will understand how to provide feedback.
4. The resident will understand how to lead and manage change.
5. The resident will gain the knowledge and skills necessary to manage various components of a practice that include organization, administration, communication, marketing and patient care aspects.

Nine didactic sessions:
- Case studies
- Complete IHI leadership module
- Discussions and readings
- Complete leadership assessment tool
- Providing effective feedback
- Mentoring and coaching
- Emotional intelligence
- Leading change
- Effective communications
- Dealing with ambiguity
- Management vs. leadership
- Conflict management

During one-month experience:
- Health care trends
- Practice management
- Clinical decision support

Project: small team—design innovative medical practice or take a problem in current practice and outline process to solve, who will be involved in solution, data needed, etc.; paper or poster presented to group