

Revised Working Draft

**“Managing the Changes to Achieve Innovation and Improvement
in the Learning Environment”
A Second Collaborative Design Conference to Move Physician Education
Toward the Future
September 8-9, 2007, Hotel Sofitel, Rosemont, IL**

Continue all of the behaviors and processes until change has the “opportunity to become anchored in the culture.” - Dr. W. E. Deming

This conference constitutes the second event in a series to contribute to the design the future learning environment, and to explore the principles of change management for incorporation into efforts to improve and innovate in the settings where residents learn. In September 2006, the Accreditation Council for Graduate Medical Education held its first “design conference.” This included design sessions during which participants offered their concrete ideas for how to promote change and improvement through redesign of the resident learning environment.

Conference Overview

The conference allows program directors, designated institutional officials, faculty, ACGME review committee members and others with a stake in graduate medical education the opportunity to learn best practices for managing change in the learning environment for adoption and adaptation in programs, sponsoring institutions and the work of the review committees. Sessions will allow attendees to discuss practical approaches for managing change and formulate concrete ideas for how to make changes in the learning environment that promote improvement and innovation.

The goals of the second design conference are to:

- Establish aims for change that leads to innovation and improvement in the learning environment;
- Aggregate ideas for how to involve faculty, staff and learners in designing and implementing change at the local level and how to support stakeholders during the change process;
- Explore how ACGME review committees can assist programs and institutions in managing change, and how they can leverage ideas from the community to foster change in the accreditation process;
- Explore approaches for studying the effect of changes, using plan-do-check-act (PDCA) cycles and related concepts;
- Collect pragmatic examples of how programs and sponsoring institutions represented by participants have managed change in their learning environment;
- Via attendee consensus, select pragmatic concepts with a high likelihood of success in effectively managing change in the learning environment for dissemination and adoption.

Conference Topics Include

Change as a Component of our Daily Work and a Key Role for Educators and Administrators
Managing and Communicating Change throughout the Organization
Using a Campaign Model for Change
Stories about Change from the Frontlines

Conference Results

The outcome of the conference will be a set of proceedings that will contribute to the ACGME’s ongoing effort to promote innovation and change with the goal of improving the learning environment for residents.

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Conference Agenda

Saturday, September 8, 2007

10:30 a.m. *Opening Remarks*

The Challenge of Making Change Happen in the Learning Environment

David Leach, MD
Executive Director, ACGME

10:45 a.m. *Panel I:*

How the World is Changed: A Panel Discussion with the Authors of “Getting to Maybe”

Brenda Zimmerman, PhD
Professor, Schulich School of Business, York University,
Canada
Frances Westley, PhD
Desautel Faculty of Management, McGill University
Michael Quinn Patton, PhD
Former President of the American Evaluation Association

12:20 p.m.

Luncheon and Getting to Know Each Other

1:30 p.m. *Keynote I:*

Managing Change through Involvement: From the Front-line Staff to the Institution’s Leadership

Roger Bush, MD, Director, Internal Medicine Residency Program, Virginia Mason Hospital and Clinic, Member Review Committee for Internal Medicine

2:30 p.m. *Intro to the Design Sessions*

David Leach, MD
Ingrid Philibert, MHA, MBA

2:40 pm *Design Session I:*

Change Management Stories from the Front-lines of Graduate Medical Education and Accreditation

10 Design Teams composed of a mix of attendees will define the concrete steps required to manage specific change initiatives and will develop two sets of plans: 1) managing change in the learning environment, and 2) managing change

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in accreditation. Each team will focus on both the program-level aspects and the accreditation aspects of the change.

Drawing on their collective experience, the teams will develop detailed pragmatic advice for each change management step below:

- Formulate the change proposal, the reasons for change and the expected benefits;
- Decide who will drive the change, and recruit and involve “change agents” (at level of the program/institution and at the level of the accrediting organization);
- Identify systems and individuals that will be affected, including how change can be facilitated through accreditation;
- Communicate the change (to stakeholders and others);
- Preparing for the change (“are we ready?”);
- Implementation and evaluation, including evaluation through the accreditation process.

Teams 1 and 2

Making Learners and Frontline Staff Change Agents to Improve the Learning Environment

Design Teams 3 and 4

Safe Systems: Patient Safety a Property of the Learning Environment

Design Teams 5 and 6

Using Data to Change Patient Care and Resident Learning

Design Teams 7 and 8:

Adapting Structure to Foster Innovation and Improvement: What Changes are Needed?

Design Teams 9 and 10:

Multi-Disciplinary Learning for Team-Based Care

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4:45 pm Keynote II:

Using a Campaign Strategy to Make Change Happen: The IHI Model

Robert Lloyd, PhD
Executive Director of Performance Improvement
Institute for Healthcare Improvement

5:45 pm

Reception with Food

7:00 pm Evening Keynote II:

Using “In Situ Simulation” to Identify and Capitalize on Opportunities to Change the Learning and Working Environment

William Hamman, MD, PhD
William Rutherford, MD
Co-Directors, Center of Excellence for Simulation Research,
Western Michigan University

Sunday, September 9, 2007

7:00 a.m. Breakfast

7:45 a.m. Sampling the Work

Excerpts from Yesterday’s Work: Ideas for Managing Change to Create Tomorrow’s Learning Environment
David C. Leach, MD, Ingrid Philibert, MHA, MBA

8:30 a.m. Panel II:

Success Stories in Managing Change and Improvement: Views from Institutions Participating in the Pilot of the Learning Improvement and Innovation Pilot Project (LIIP)

Mark A. Warner, MD
Dean Mayo School of Graduate Medical Education
Diane Hartmann, MD
Associate Dean for Graduate Medical Education, University of Rochester
Eric J. Scher, MD
Vice Chair, Department of Internal Medicine and Interim Designated Institutional Official, Henry Ford Health System
H. Worth Parker, MD
Director of Graduate Medical Education, Dartmouth-Hitchcock Medical Center

10:00 a.m. Design Session II:

Managing the Change Process Using a Campaign Model

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10 Design Teams will refine one of the two change management plans developed during the prior day’s design session, using a campaign approach implementing change. Teams will develop a concrete implementation-ready plan for change, for evaluation during the final session of the conference.

11:15 am *Showcasing the Work*

***Presentation of Plans and Stoplight Session:
Change to Improve Physician Education – Concrete
Concepts for Making It Happen for Programs, Institutions
and Review Committees***

12:15 a.m. *Closing*

Closing Remarks and Next Steps
David C. Leach, MD

12:30 pm Conference Adjourns

Conference Location

The conference will be located at the Hotel Sofitel in Rosemont, IL (near O’Hare Airport).