How Do We Integrate Learners Into Complex Delivery Systems?  
A Delivery System Perspective

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Key Take Away Messages

- Develop a culture for continuous improvement, not simply more improvement projects
- Focus on the right problems and a shared approach to problem-solving, not just allowing 1000 flowers to bloom
- Trainees should be the reason we succeed in improving care, not the reason we don’t

Summary of Common Challenges

- How do we prevent trainee-led projects from being 1-year experiential activities that don’t lead to sustained change?
- How do delivery systems (and/or clinical departments) support the necessary data, design and implementation of improvement work?
- How do we make the priorities of the delivery system visible and transparent to trainees (and others)?
- How do we preserve “autonomy” in project selection to prevent disengagement in “aligned” projects?
Engagement & Continuous Improvement

The Quadruple Aim

- Consistently measure physician well-being using a standardized, benchmarked instrument.
- Incorporate measures of physician well-being into organizational performance dashboards alongside financial and other metrics.

A “Public Health Crisis”

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What are Key Elements of Motivation?

- Autonomy
- Mastery
- Purpose

Focus on the Workforce, not the Metrics
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Value of Investment Over Five Years

Fortune Names Starbucks 2017’s Third Most Admired Company in the World

To Be A Partner
Being a Starbucks partner means having the opportunity to be something more than an employee (i.e., teammate). Gigantic possibilities lie ahead— to grow as a person in your career and in your community. To live the Starbucks mission and to be a leader. It’s the opportunity to become your personal best. To be connected to something bigger. To be meaningful to the world. And to be recognized for all of it. It’s all here for you.

Source: NASDAQ

Case Study: UCSF Health “Journey”

What System Transformation Looks Like?

OLD SYSTEM
- Putting out fires
- Lack of clear goals
- One project after another
- Problem are hidden
- Many ways of doing work
- Leaders making decisions in meeting rooms

NEW SYSTEM
- Planning ahead
- Clear goals with targets
- Work is aligned with organizational goals
- Problems are tracked on visibility boards
- Standard ways of doing work
- Leadership is coming to see
“Journey” Towards Alignment

True North Scorecard:
-- Aligned to True North pillars
-- Balanced scorecard
-- Metrics aligned to TN goals
-- Data-driven improvement tool
-- Communication tool

A3 Thinking: a structured and disciplined approach to problem-solving

Multifaceted Strategy for People Development
- Lean Bootcamps (strategic: unit-based leadership teams)
- Single-day Lean training (medical directors, quality leaders, QI analysts)
- Single-day faculty development sessions (all faculty; educator-focus)

Building a Community of Change Agents & Problem-Solvers
“Journey” Towards Alignment

- Pre-2016 (examples):
  - Health System & Leadership Pathway
  - QI/Safety curriculum during MS3 year
  - QI/Safety senior elective

- New Bridges Curriculum Fall 2016
  - Clinical Microsystem Clerkship

“A3 Thinking: a structured and disciplined approach to problem-solving”

“Journey” Towards Alignment

- GME QI Incentive Program (past)
  - Partnership between delivery system & GME
  - Program-based QI projects with resident/fellow leaders

- GME QI Incentive Program (current/future)
  - QI Project Proposals aligned to True North Goals
  - 32 project teams participating in 2017-18

- ACGME Pursuing Excellence Grant Collaborative
  - Optimize Clinical Learning Environment
  - Pilots: GIM, Peds and ED residents as local change agents
**Trainees & Leader Rounds**

Early Success Stories

IM Resident discussing LHS pillar on Delirium Reduction (and organizational initiative and the IM program-specific GME QI project)

“Virtual” Rounding by EM Resident (on program-specific GME QI project to improve language-specific discharge instructions to patients)

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**Don’t Stifle Trainee Innovation**

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**“Journey” Towards Alignment**

UCSF Health Improvement Symposium
- Poster presentations (aligned with True North pillars)

Learning, Sharing, Recognizing and Celebrating

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**Think back to your clinical practice setting: Is it an ideal clinical learning environment?**

- Evolve
- Designed
- Tasks
- Processes
- Related Parts
- Coordinated
- Habits
- Standards
- Perceptions
- Measurement
- Provider-Centric
- Patient-Centric
- Adapt
- Learn & Improve

Culture
**Fostering a Culture for Improvement: the 4 Pillars**

- Culture
- Education
- Systems Change
- Audit & Feedback

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**We Learn Everything in Kindergarten**

- Brush Teeth in AM
- Brush Teeth in PM
- No Talking Back or Sulking
- Clean up Time