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## **GME Action Learning: GMEC Re-Design**

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# GME Action Learning: GMEC Re-Design

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## Background

Building on the work and needs assessment of previous Designated Institutional Officials (DIOs), in 2019 Lehigh Valley Health Network's (LVHN's) DIO/Graduate Medical Education Committee (GMEC) Chair – in collaboration with GMEC members – embarked on a journey to re-design LVHN's GMEC. The GMEC structure had last been reviewed in 2009. At LVHN, the DIO serves as the GMEC Chair; the DIO reports to the Chief Academic Officer, who reports to the Chief Medical Officer; and Program Directors/Coordinators report up through their respective Division Chiefs and Departmental Chairs.

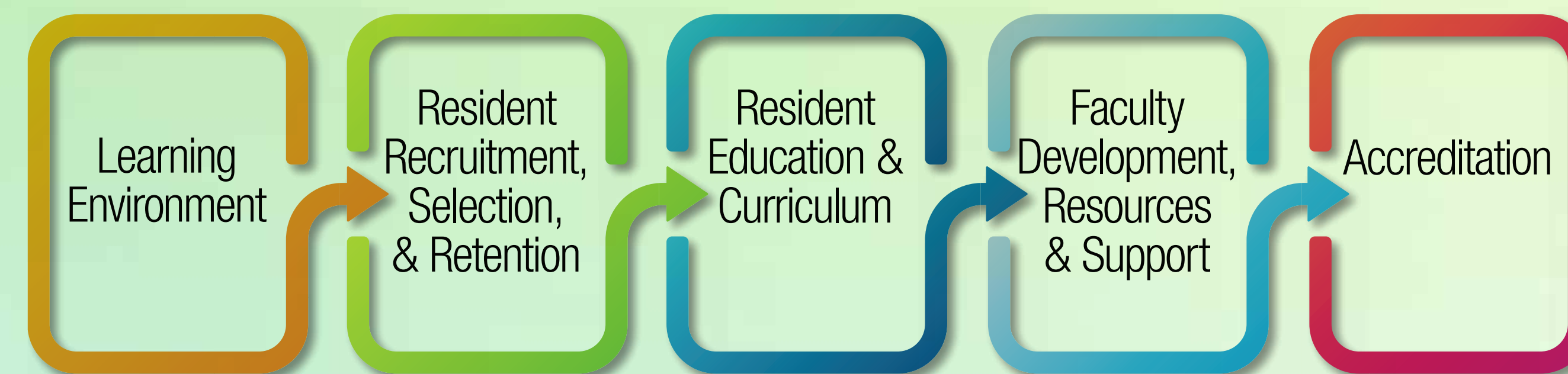
## Problem Statement

The previous GMEC structure did not allow for maximal collaboration among members. Additionally, all new initiatives and project requests were being funneled through the DIO, which limited the GMEC's capacity to respond. The DIO was serving as chief decision-maker for decisions that were better suited to be addressed by Subcommittees of GMEC membership.

## Intervention

5 GMEC Subcommittees ("Action Committees") were formed. Each Action Committee is Chaired by a Program Director and includes at least one peer-selected resident representative.

**At present, the GMEC Action Committees include:**



Additionally the Lehigh Valley Resident Association (LVRA) – as well as a GME Program Coordinator Group – meet regularly to address issues specific to each group's membership. The DIO and other GMEC members participate in these groups as requested. These groups are not GMEC Subcommittees, however, both provide regular updates on their work at monthly GMEC meetings.

## Outcome

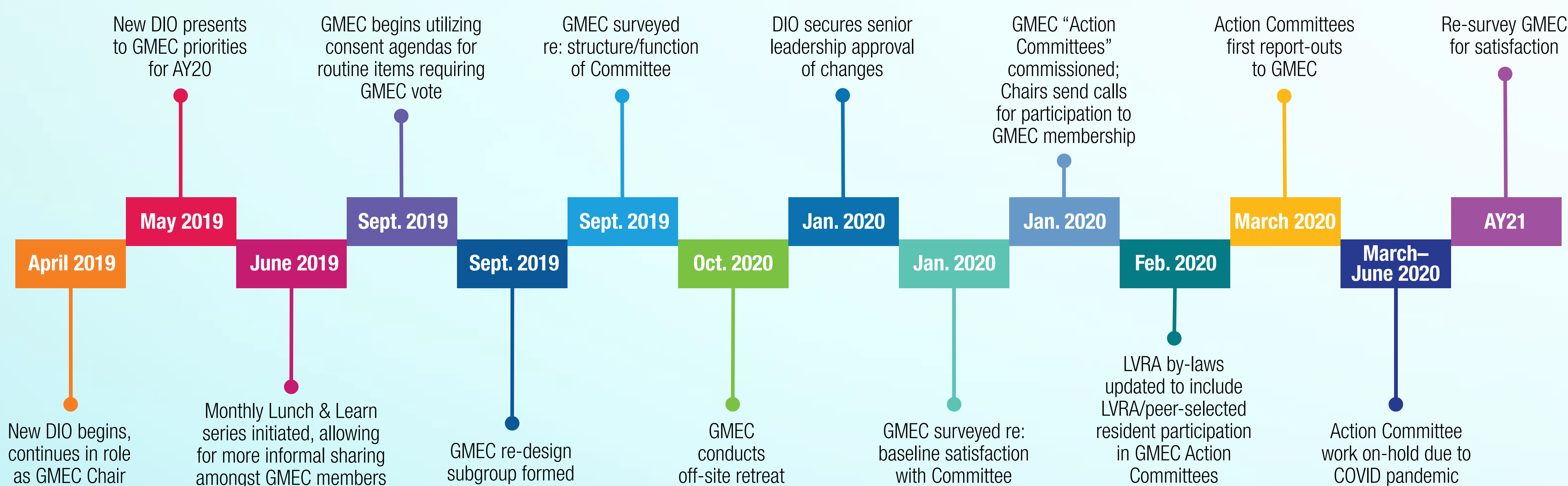
As of July 2020, each Action Committee has met to determine its membership, meeting schedule, communications, scope, and immediate deliverables. Each Action Committee has reported to GMEC on its initial work. Plans are in-progress for each Action Committee to complete one short-term deliverable before the end of AY20. In addition, each Action Committee has been tasked with completing one initiative related to diversity and inclusion before the end of AY21.

## Barriers and Lessons Learned

- As with most new initiatives, time is a primary challenge. Cultural change takes time, as does effective change management. Time is also a limiting factor as GMEC members consider their level of participation in GMEC and related activities.
- Communication is key. Need to ensure communication with all stakeholders, including GMEC members, senior leadership, and trainees.
- Often, initiating change when 80% ready is better than waiting until 100% of a plan is formulated. In this case, delegating to each Action Committee the ability to define their own scope encouraged active vs. passive engagement in the process.
- This GMEC re-design was impacted by the COVID pandemic in that other significant priorities caused the work of the newly-formed Action Committee to be put on hold for ~3 months. The Action Committees' work will re-start with the start of AY21.

## Intervention

**The following steps were taken to re-design LVHN's GMEC:**



## Next Steps

- Frequent/consistent DIO check-ins with Action Committee Chairs, as well as consistent updates from Chairs to GMEC, will be essential to 1) comply with ACGME Requirements and 2) sustain Action Committee work.
- Follow-up, support, and monitoring of Action Committee deliverables will be key.
- In AY21, the DIO will re-survey GMEC for satisfaction related to re-design.

## ACKNOWLEDGMENTS

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