

GME Funding through Strategic Alignment

Ron Amedee, MD, FACS

Designated Institutional Official, Ochsner Health System

Shelly Monks, MBA

System Vice President, Education
Ochsner Health System

Janice Piazza, MSN, MBA

Assistant Vice President, Graduate Medical Education
Ochsner Health System

Disclosure

Janice Piazza, MSN MBA

- No Disclosures

Ron Amedee, MD

- No Disclosures
- Volunteer member ACGME Institutional Review Committee (IRC)
- Volunteer member AIAMC Board –Past President
- Content of this presentation represents only my current institutional GME practices as DIO of Ochsner Health System

Shelly Monks, MBA

- No Disclosures
- Volunteer member AIAMC Board



Ochsner Health System

Located in New Orleans, serving the Gulf South Region

- 12 Hospitals
- 40 Clinic locations
- 1,000 employed physicians/
80 medical specialties
- 16,000 Employees
- 1.4 Million Patient Contacts
annually
- 400,000 Unique Patients
- \$2 Billion in Net Pt Revenue
- \$41 Million IME + DGME

- 280 Residents in 25
programs
- 600 Residents Rotators from
joint / affiliate programs
- UME: 500 student months
- Nursing: 1,000 students
- Allied Health: 1,500 students
- University of Queensland,
Ochsner Clinical School,
240 students at Ochsner

The Objectives

- Establish a framework to sustain a “culture” that supports graduate medical education
- Identify an approach that aligns GME growth and operational goals
- Create a unified focus across organizational stakeholders to ensure maintenance of a strong Clinical Learning Environment

The Issue is:

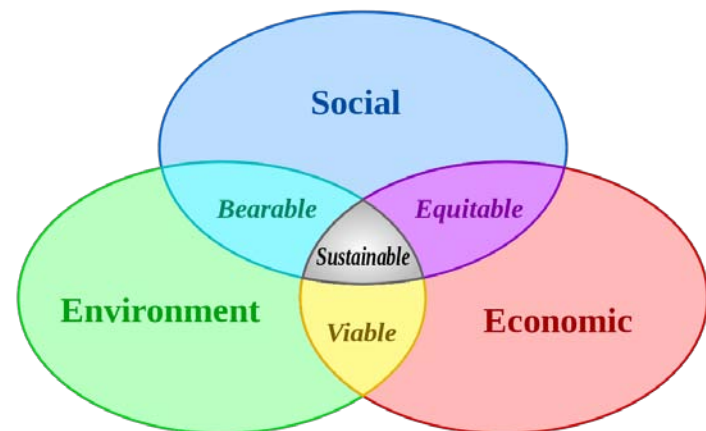
Ochsner Mission

We Serve, Heal, Lead, Educate, and Innovate

- Growing System
- Evolution of Centers of Excellence
- A “Make it Happen” culture
- Lack of shared accountability and responsibility for GME
- What comes first ??? Operations or Education
- Random requests from internal and external sources

The Rationale

- Shared accountability in decision making
- Integration of GME growth with the organizations strategic growth
- Shared responsibility for funding
- Shared responsibility for utilization of precious resources



The Solution

- Engage Executive Team: Operational and Physician Leadership are engagement in the decision making process
 - Education and Operations decisions are equally weighted and valued
- Establish defined criteria and timeline for decision making
- Align with organization's strategic planning and budget cycle
- Decision through discussion



The Process

- Formalized
- Formed by specific questions/reflections
- Includes a financial pro-forma
- Considerations:
 - Current clinical and financial performance of department
 - Required faculty and resources
 - Capital investment or existing resources
 - Physical space
 - Supported by physician and administrative leadership

CAN YOU ANSWER THE QUESTION:



Request for New Residency Application

Includes request for information regarding:

- Total number of clinical months
- Total number of research months
- Number of residents per PGY level requested
- Proposed start date for new program
- List of Ochsner locations and/or other institutions where training will occur.
- Resident selection criteria for applicants
- Financial Pro-Forma
- Curriculum



Request for New Residency/Fellowship ACGME Accredited Program Application					
PART I: GENERAL INFORMATION					
Program Name: _____					
Requesting Department: _____					
Duration of new training program (months): _____					
Total number of Clinical months? _____			Total number of Research months? _____		
Number of residents/fellows per PGY level requested: _____			Total number of new positions being requested: _____		
Proposed start date for new program: _____					
Starting level for new position(s): Check as appropriate					
PGY -1	PGY-2	PGY-3	PGY-4	PGY-5	PGY-6
List name(s) of Ochsner locations/Other Institutions where training will occur. _____					

Submitted By:**Approval Signatures:**

 New Program Director Name

 Signature/Date

 Core Program Director Name
(if new program request is for a fellowship)

 Signature/Date

 Chairman/Section Head

 Signature/Date

 Operational Vice President
(Required for approval of funding source)

 Signature/Date


The Academic Feasibility

- Elements to be considered
 - Volumes and clinical experiences available
 - What is the Clinical Learning Environment of the requesting department?
 - Impact on other existing programs
 - Faculty availability, specialty, and readiness
 - Strength of proposed curriculum
 - Service vs. Education
 - What are the CPR's for this specialty?
 - Impact and consequences of non-approval



Build a Training Program within a Strong Clinical Department

NOT because.....

“We need a program to buildup or expand our clinical service”





Educating Colleagues

- Defer to Education and GME colleagues to evaluate academic merit of proposed program
- Define the Shared Mission
- Realistic timeline --- approval through this process = actual 24 months to a new program
- Very Important: Signed by
 - New Program
 - Program Director
 - Department Chair
 - Section Physician Leader
 - Related Core Program Director
 - Operational Vice President

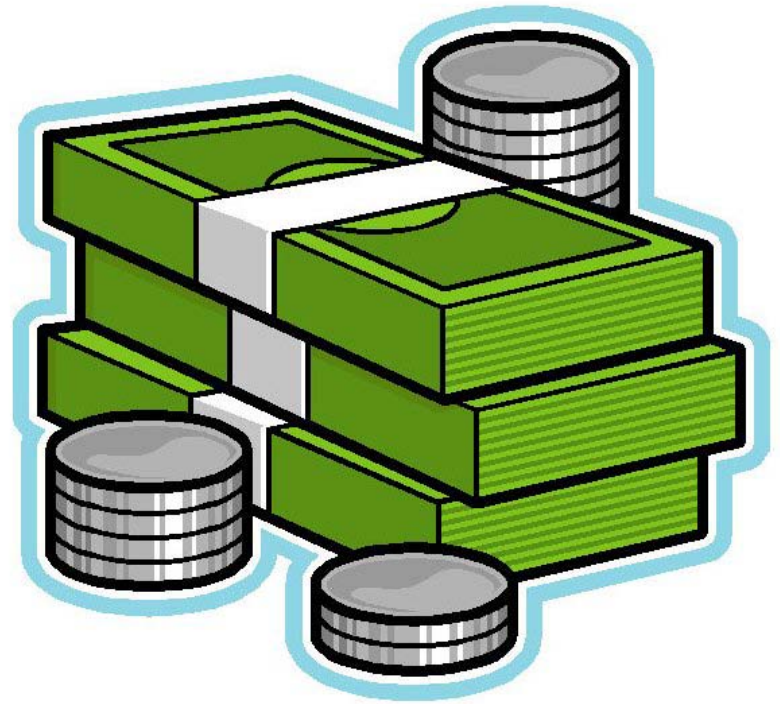


The Operational Considerations

- Confidence in current department leadership
- 'Other' department dynamics
- Alignment with organization's Centers of Excellence
- Overall performance of the department
- Workforce pipeline considerations
- Return on Investment (tangible and intangible)
- System Opportunities – (other integrated facilities) + / -
- Politics.....

Understanding *The Costs*

- Expectations of reimbursement
- GME Cost
 - Direct
 - Indirect
- Responsibility of Department
- Responsibility of GME



The Top Reasons:

for not moving forward

- Application developed on the need for service over the desire to educate
- Lack of available faculty, qualified program director, and/or overall readiness of faculty to support a program
- Physical space availability to support learners
- Available funding



The Outcomes

- Over the last 5 years:
 - 10 new programs have been approved (22 total positions)
 - 19 new positions have been added through approved increases in complement
 - 11 applications have not been approved

15% growth in approved GME positions

*35% growth in number of approved ACGME Accredited Programs**

*One New program just received ACGME approval
Two in ACGME application development



The Next Cycle

- Require a conversation between an established Program Director and the proposed New Program, Program Director.....'what is it really like...what did you learn, what surprised you.....'
- Signature of CFO = pro-forma validity
- Move to two-year cycle



Thank You for Your Kind Attention

Questions



Contact Information

Shelly Monks

smonks@ochsner.org

504-842-6117

Ron Amedee

ramedee@ochsner.org

504-842-2351