

Spring 2008

p4

Innovators' Journal

LEADING CHANGE

Alan Douglass MD and Michael Stehney MD MPH

Middlesex Hospital Family Medicine Residency Program - Middletown, CT

As we enter the second year of our P⁴ transformation, we've had an opportunity to reflect on our process. The following are some key strategies we have used to lead change within our organization.

DEVELOPING A SHARED VISION

It was clear to us from the beginning that without a widely shared vision our project would go nowhere. We consulted with all of our faculty in depth before submitting our initial application. In addition, we obtained approval and buy-in from our hospital administration and medical staff leadership. We held a two day off-site retreat as soon as our application was accepted to develop a shared vision and concrete implementation plans. A year later we did it all again, and plan to continue to do so annually.

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SAVE THE DATES!

Next Meeting of the P⁴ Innovators
September 28-30, 2008
Minneapolis, MN

www.TransformMED.com/p4.cfm

TIMELINES

We feel that a clear timeline with its associated deadlines is the most effective tool we have to keep our transformation on track. We developed a master 5 year timeline early on and have stuck to it, while modifying it as needed along the way. We have shared it widely, and identified “milestones” along the way to break it into manageable pieces. We take the time to celebrate the successes that occur along the way, such as this year’s successful match.

OWNERSHIP

We feel that the odds of eventual success decrease with each task that falls back on one of us. We try to focus our efforts on leadership, communication, coordination, and evaluation. Each of our faculty and staff leaders owns a piece of P⁴, and is responsible for moving it forward in accordance with the master timeline. We check in regularly both individually and as a group. However, for our own personal growth and professional satisfaction we each also have our own piece of the pie. Mike leads a quality improvement team, and Alan leads the academic track.

LEADERSHIP

Keeping P⁴ moving forward requires constant attention. We work as a leadership team, and carve out time proactively to meet at least weekly to review progress and plan next steps.



*Alan Douglass MD and
Michael Stehney MD MPH*

COMMUNICATION

Broad communication of goals, progress, and successes is important to us, and fundamental to our eventual success. Internally we distribute an email newsletter every 2 weeks to the over 100 people involved in what we do, provide monthly P⁴ updates at resident, faculty and office staff meetings, and plan regular special presentations for all.

Presentations to the hospital Board of Directors and Medical Staff on our P⁴ project are scheduled. We feel that external communication is also critically important, especially with regards to resident recruitment. We have taken a variety of approaches, including email communication with potential applicants and pre-doctoral directors, presentations at a wide variety of regional and national meetings, and extensive networking.

In summary, P⁴ is no longer just a project for us. It has become an integral part of all that we do.