

# Creating a Strong Mission and Powerful Vision: Toward a Strategic Plan for GME

**Kennita R. Carter, MD**  
**Senior Advisor, Division of Medicine and Dentistry**  
**Bureau of Health Workforce (BHW)**  
**Health Resources and Services Administration (HRSA)**



# Background

## COGME Letter to the Secretary and Congress (May 2015)

### Proposal: Lead Effort to Create a National Strategic Plan for GME

- Develop clear vision and mission statements for GME
- Enterprise level goals and objectives
- Planning process: 18-24 months
- Broad stakeholder input



# COGME October 2015 Meeting Highlights: GME Challenges/Opportunities

## Challenges

- Maldistribution
- Medical school Curriculum
- Training process
- Training structure
- Unclear and incomplete funding model
- Regulatory constraints

## Opportunities

- Catalyze a national dialogue
- Accelerate uptake and integration of new models of care
- Leverage all sources of GME funding
- Identify and remove barriers through coordinated collaboration

# Creating a Powerful Vision Statement



## The Vision Statement should:

- Communicate clearly
- Align with key stakeholders
- Consider history, capacity, and potential resources
- Be broad and inclusive
- Embody core ideology
- Inspire and uplift

# Creating a Powerful Vision Statement

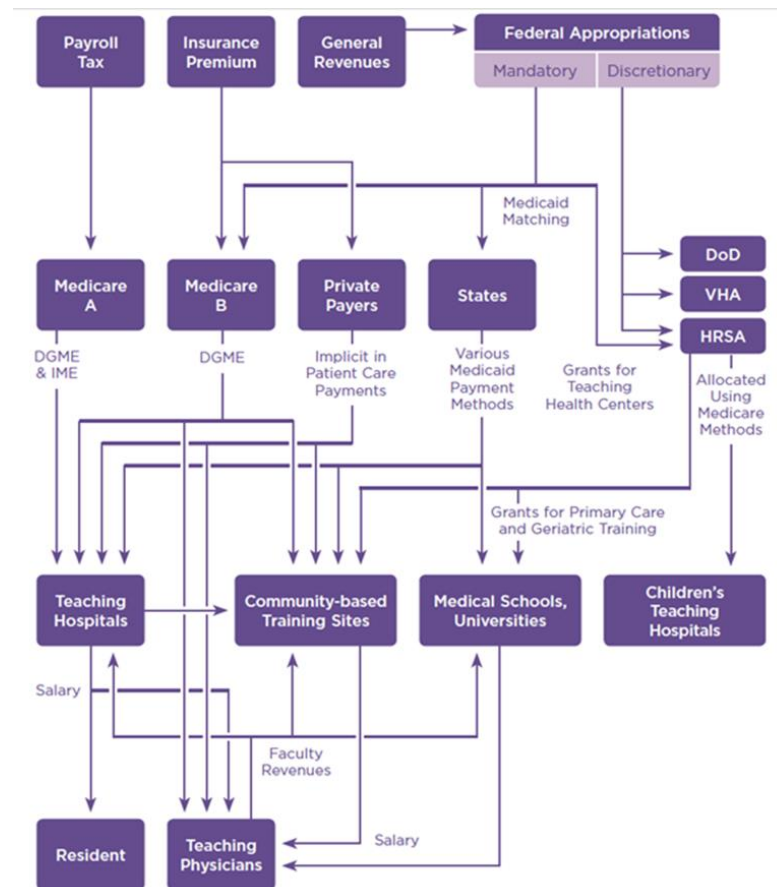


- Harvard Business Review (Collins and Porras, 1996)

\*BHAG – Big Hairy Audacious Goal

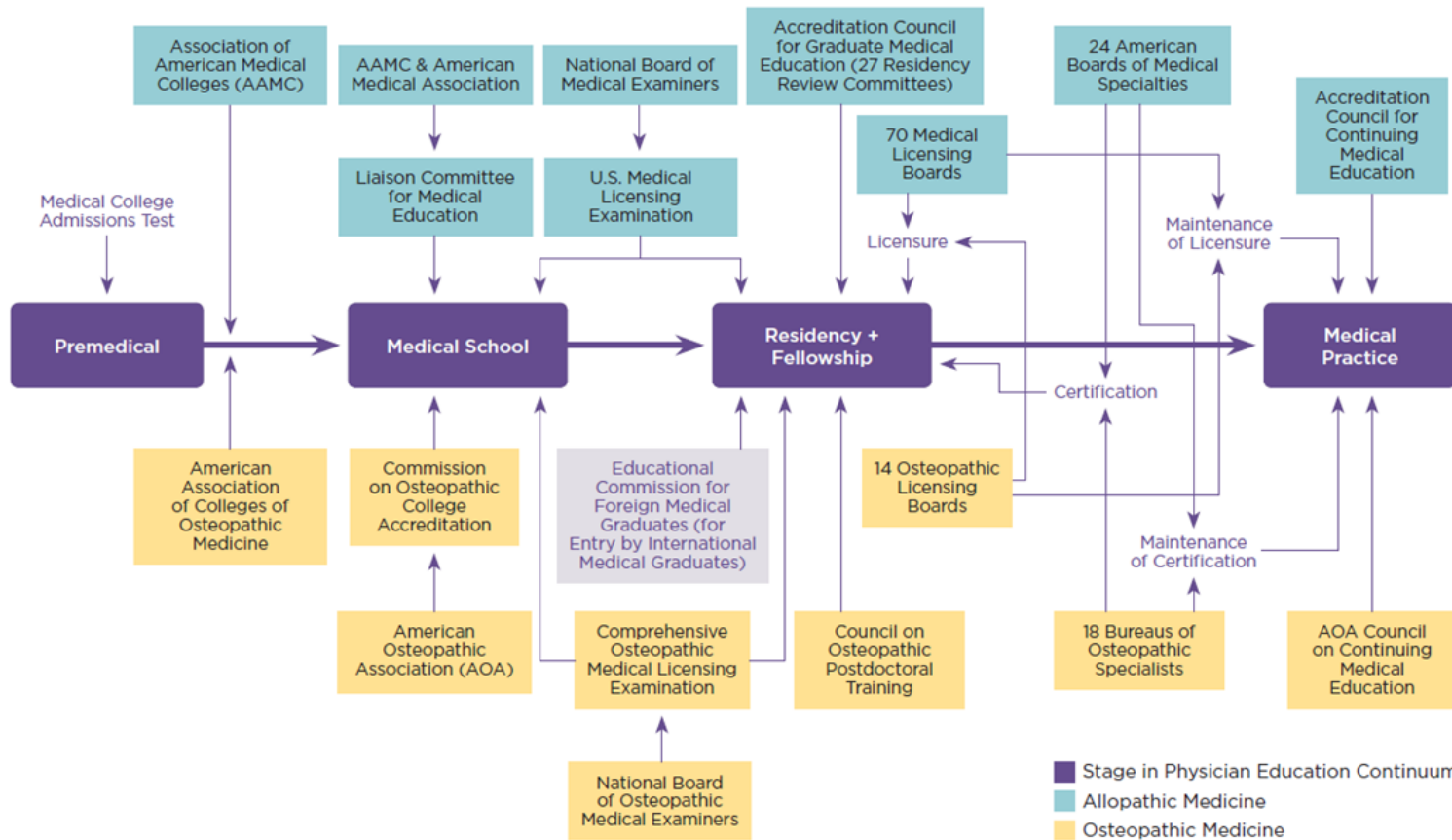


# GME Complexity



From: IOM (Institute of Medicine). 2014. *Graduate medical education that meets the nation's health needs*. Washington, DC: The National Academies Press. (pg. 63)

# GME Complexity



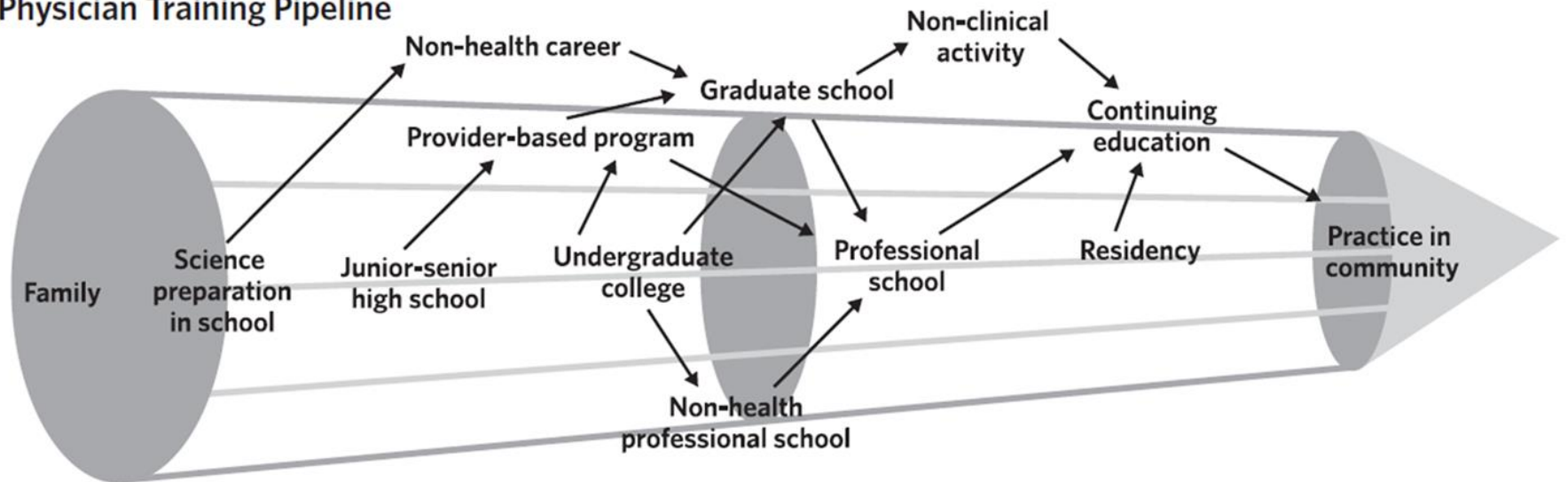
From: IOM (Institute of Medicine). 2014. *Graduate medical education that meets the nation's health needs*. Washington, DC: The National Academies Press.





# GME Complexity

**FIGURE 4.**  
**Physician Training Pipeline**



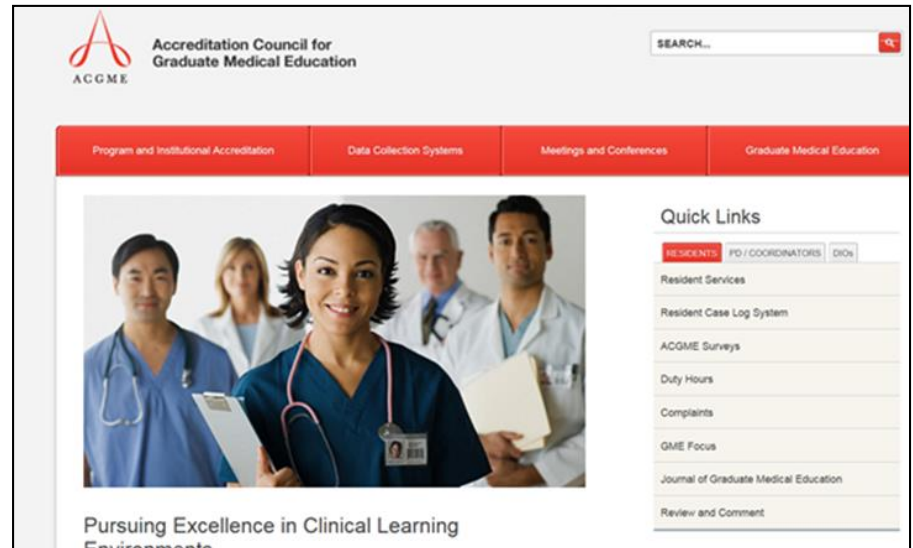
From: Newton et al. Improving the Return on Investment of GME in North Carolina N C Med J. 2016;77(2):121-127.

# Mission Statement (The What and Why)

- Concise
- Outcome-Oriented
- Inclusive
- Long Term

## ACGME Mission

“We improve health care and population health by assessing and advancing the quality of resident physicians' education through accreditation.”



<https://www.acgme.org/acgmeweb/>

# Designing a Strong Mission Statement

## 6 Questions:

1. Who are we?
2. What basic needs or issues do we exist to meet?
3. How do we respond to these needs?
4. What are our guiding principles?
5. How should we respond to our key stakeholders?
6. What makes us unique?



[HHS National Partnership for Action to End Health Disparities](#)



From: Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution. Paul R. Niven.

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# Core Values

- Essential and enduring tenets
- Guiding principles
- Require no justification
- Exist independent of current environment or resources



Collins & Porras. Building Your Company's Vision.  
1996 Harvard Business Review.

# Core Values: COGME Reports

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- The Role of GME in the New Health Care Paradigm (2014)
- Improving Value in GME (2013)
- Advancing Primary Care (2010)
- Enhancing Flexibility in Graduate Medical Education (2007)
- New Paradigms for Physician Training for Improving Access to Health Care (2007)
- Minorities in Medicine: An Ethnic and Cultural Challenge for Physician Training, an Update (2005)
- International Medical Graduates (1998)
- GME Consortia: Changing the Governance (1997)



# Breakout Session 1: Envisioning for GME

- Mission Statement
- Vision Statement
- Core Values

## Reflecting on COGME's previous work:

### Step 1 (5 min) – Individual Activity

**Brainstorm** –write your ideas of what you envision for the future of GME (1 idea per card).

### Step 2 (20 min) – Small Group

**Organize** – Discuss and organize the ideas into themes.

### Step 3 (15 min) – Small Group

**Create** – Draft a mission and vision statement as well as 3-4 core values. Remember to keep the statements short.



# Breakout Session 2: Developing Strategic Ideas for achieving the vision of COGME

**Goal:** Develop the elements to make the case for the need for a Strategic Framework for GME.



- 1. Build on topics discussed in the October meeting:**
  - Maldistribution
  - Curriculum
  - Training process & structure
  - Funding Issues
- 2. Identify domains.**
- 3. Determine what else is needed.**



From: <http://bluesummitstrategy.com/wp-content/uploads/2007/03/strategy-pyramid.png>



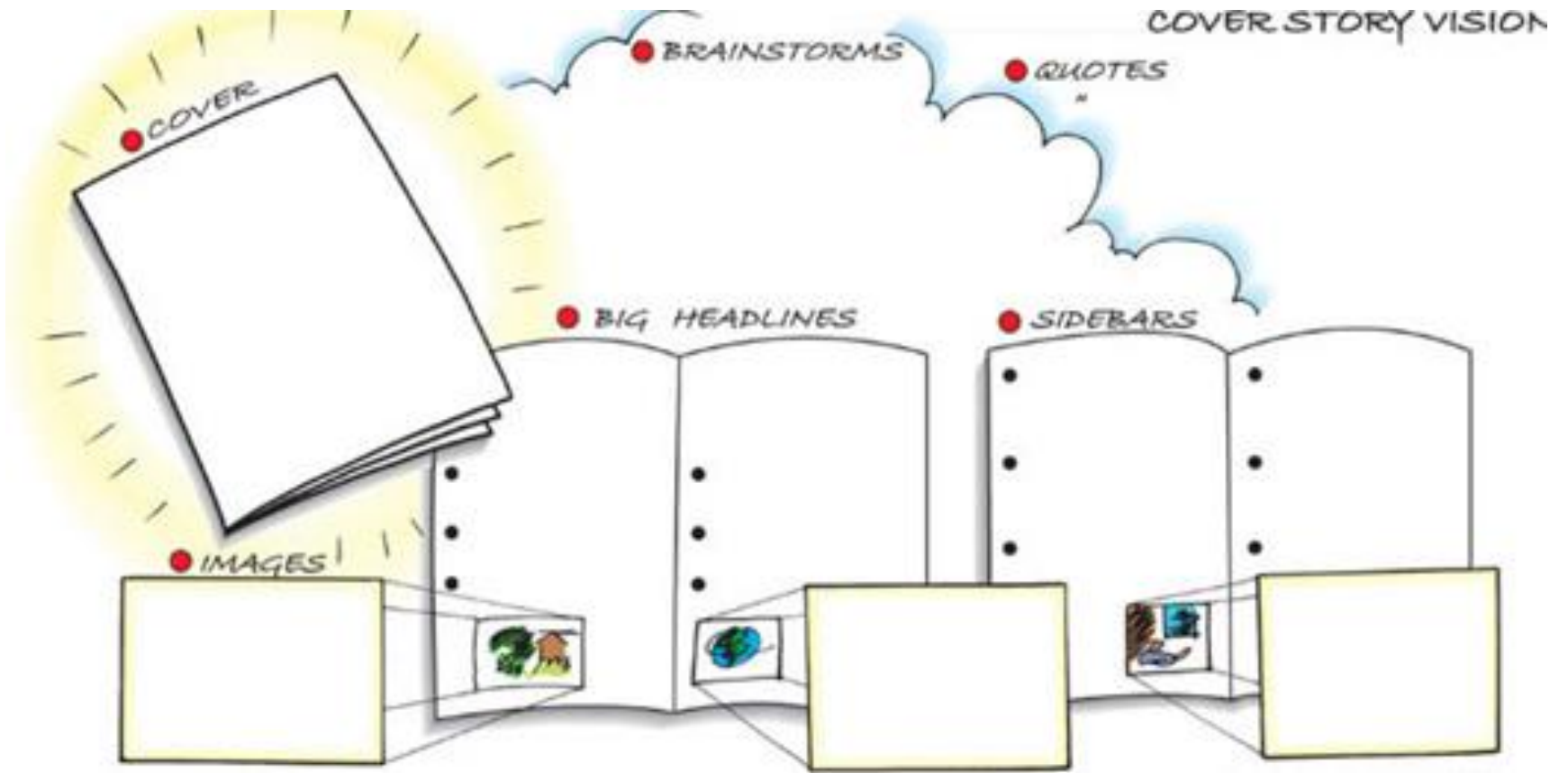


**Questions?**  
**Thank You.**



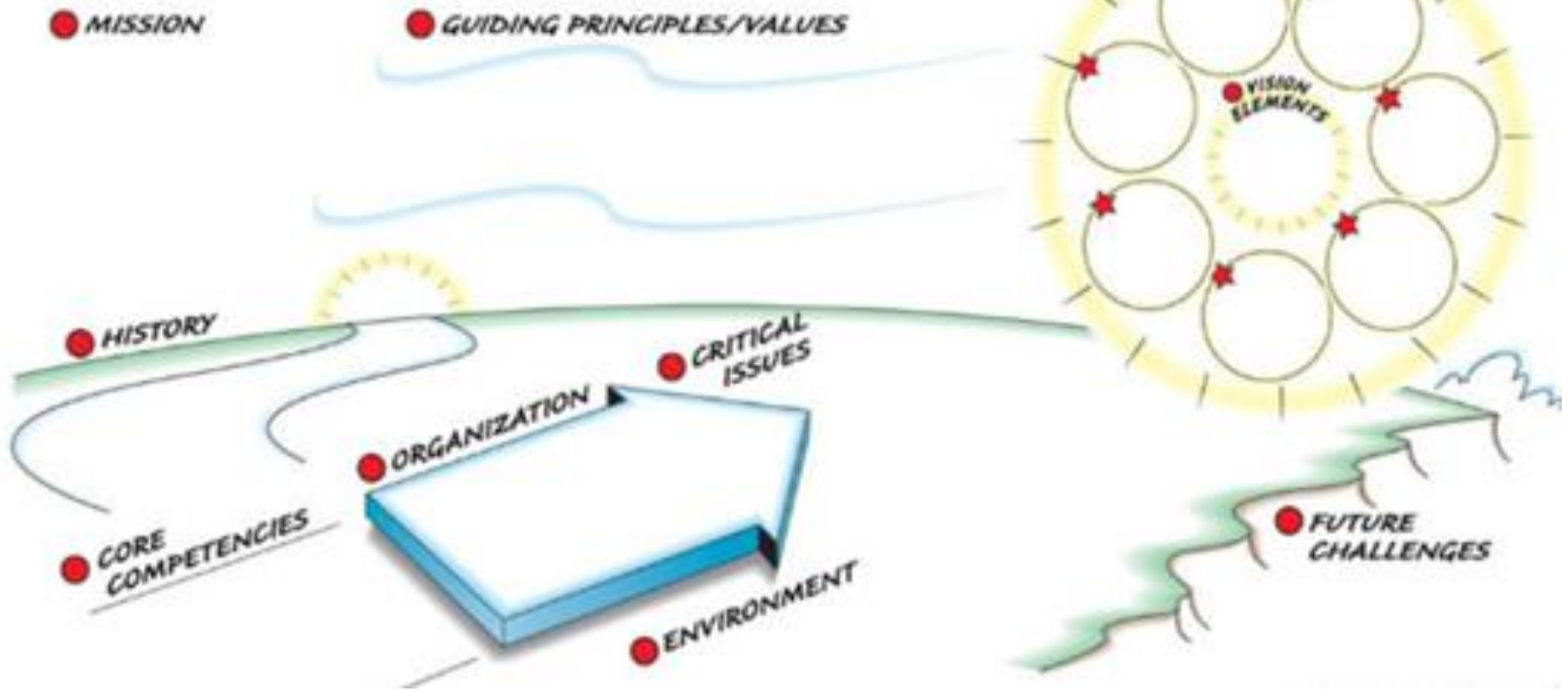
# Backup Slides





# The Process

# JOURNEY VISION



[Journey Vision: Grove Tools Visual Planning](#)



# Contact Information

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**Senior Advisor, Division of Medicine and Dentistry**

**Bureau of Health Workforce (BHW)**

**Health Resources and Services Administration (HRSA)**

**Email: [kcarter@hrsa.gov](mailto:kcarter@hrsa.gov)**

**Web: [bhw.hrsa.gov](http://bhw.hrsa.gov)**

**Workforce Connections newsletter: [www.hrsa.gov/subscribe](http://www.hrsa.gov/subscribe)**

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