EDUCATIONAL QUALITY IMPROVEMENT
STRATEGIC PLANNING COMMITTEE

Meeting Minutes

Date & Time: April 4, 2023 PST | 1:00 PM - 2:00 PM PST
Location: Zoom https://uw-phi.zoom.us/j/5962096962
SharePoint: https://uwnetid.sharepoint.com/sites/EQI/EQISPC/
EQISPC Webpage: https://education.uwmedicine.org/eqi/educational-quality-improvement-strategic-planning-committee-eqi-spc/
Minutes Taken By: Jung Lee and Rhea Fagnan

Attendees: Darryl Potyk (Co-Chair), Mark Whipple (Co-Chair), Kellie Engle, Tania Bardyn, Cindy Hamra, Martin Teintze, Karen Segerson, David Sherman   **Regrets:** Bessie Young, Zachary Matsko, Leonida Radford, Kiran Gill, Sarah Busch, Sara Kim (ex-officio), Margaret Isaac   **Staff**: Jung Lee, Rhea Fagnan, Rachel Liao
Quorum: **Yes** ☒   **No** ☐   (A quorum is 50%+1 of the voting membership or 10)

Committee Business
Meeting Minutes: March 2023   • Previous meeting minutes were approved.   **Leadership Update:**   • Discussions were held between Drs. Allen, Potyk and Whipple regarding the upcoming LCME site visit and UWSOM strategic planning. The importance of continuity was discussed and Dr. Potyk has agreed to stay on as Co-Chair for another term. (Thank you Dr. Potyk!)   **Membership Update:**   • Thanks for your service, Hart Edmonson, and Emma Ryan! We truly appreciate your time and effort.   • Thank you letters for departing committee members have been drafted and sent to Dr. Allen for approval/signature. We are very thankful for the departing members service, and the letters will be sent out once signed.   **Student Member Approval**   • The poll was sent out to committee to vote on final Seattle candidates, and there were 7 votes for candidate 2, and 3 votes for candidate 1.   • The committee agrees to move forward with selecting the regional candidate, and candidate 2 from Seattle. Offer letters will be sent to these individuals shortly.
EQI Updates
• The following End-of-Phase surveys have been launched:

- MS2 survey launched on March 14
- Patient Care and Explore and Focus surveys launched on March 20
- MS1 survey will be released on April 18
- The EQI team will be meeting with unit leads in cited LCME areas to review preliminary data, in the next few weeks.
- LCME has 12 standards and 93 elements that need to be monitored. Tier 1 elements are the 4 elements we have been cited on. EQI is also discussing how to actively monitor Tier 2 elements (43 elements)
- Dr. Kim and Jung plan to create a document with this year's data that can be shared with units. Once this is completed, EQI plans to report back to the committee soon.
- As data starts rolling in from the end-of-phase surveys, EQI will be able to see if there are concerning points and will alert the units responsible and start continuous quality improvement (CQI) work.

Discussion Items

EQISP Committee Member Recruitment

- We believe we are a standing committee of the school, and want to ensure we are not limited to only getting candidates through the request that goes in out in Spring. Broad representation is important, and we want to ensure we are open to candidates from the medical education program.
- If you have people or know of constituencies that might be interested in joining this committee, please reach out to Drs. Potyk, Whipple and Jung.

Strategic Priority #1. Governance

- EQISPC Survey of Governance: Survey Results Review
  - A survey (EQISPC Survey: Governance of the EQISPC; How are we doing?) was circulated to the committee, along with an S-Bar document to start evaluating the governance of EQISPC.
  - 7 responses have been received from the committee and the data was reviewed by the committee.
  - USWOM Strategic Plan:
    - Dr. Allen would like the committee to think about how we measure improvement in those strategic priorities. Discussion was held on how we have implemented the strategic plan priorities and how to determine if the committee has made quality improvement based upon that.
    - Ideas were to reach out to key stakeholders to see how they feel those priorities should be measured. Strategic priority #1 is viewed as being in our purview and the committee should think of this as we talk about how good governance is being implemented in our own committee.
    - Jung from EQI shared an overview of the results that have come in from the survey. (Slides are at the end of the minutes)

  - Feedback from the committee regarding the survey:
    - Questions with a Likert scale response:
      - There was a struggle to come up with a numerical scheme. 1 – 10 is a large scale and there is a lot of fine resolution there. Having finer markers of measurement could allow us to show finer areas of improvement for LCME.
    - Some of the questions members found could be subjective. For example, you are asking individuals to rate themselves. Questions were raised about how the committee can begin to objectify themselves so that there is consistency.
      - Ideas were to think about a practice-based or skills-based audit to look for the qualities that we are trying to seek out. Or similarly if you are looking at the EDI portion – you look back and see if there was an avenue for students to reach out.

- Certain attributes might have different levels of importance for different units. Asking people which of these is most important in their unit before thinking about how to access it. For example, the numbers were not that different, but effectiveness and efficiency comments were clear that folks had concerns in that area.
  - Follow up: asking folks what attributes are most important is an interesting question as we move forward.

- Discussion around the attribute of participation:
  - Representation and engagement are strong examples of participation. There was a lot of effort that was initiated by the committee to reach out to several focus groups for the strategic plan.
  - Some questions that were raised were:
    - Are we losing an important voice because of meeting times for students conflicting with their schedule. Are we allowing as much participation as possible? This is something that the committee should discuss further.
    - Are there structural items possibly perceived as barriers for folks to participate and engage with us?
    - There was discussion regarding the possibility that there could be groups that the committee is not reaching, because they are not engaged in the quorums that we use. For example, reaching out through email.

- Discussion around other governance attributes:
  - Committee discussed things that are being done well and the results of this showed through the survey feedback:
    - Co-Chairs do a great job of being transparent for committee members.
    - It was discussed that the committee is doing well in terms of honesty, transparency and being consensus driven, however there was hesitation on stakeholder representation.
  - A lot of the committee are involved administratively in the medical school and do not necessarily have the same viewpoints of the typical faculty member. It is important to have a variety of perspectives and viewpoints.
  - Discussion was held regarding the comments which held a general theme when they come in. For example, efficiency and effectiveness attributes – how do we gather information and move to the next stage? The comments in the survey feedback seem spot on.
  - Comments are informative, and the committee will develop action items from them.
  - The committee needs to figure out a way to reach back out to people and let them know how we are doing and what we are doing. We need to let people know what we are working on versus waiting until to tell others until we have a finished product.

- Other discussion:
  - The committee has reached out to a fair amount to different stakeholders to get their input, but have not received a lot of engagement. There is a struggle to get more key stakeholders to participate without making them part of the committee.
  - Overcommunicating and constant messaging is important.
    - Ideas about innovative communication might help since some students do not look at their emails.
  - There was feedback that the content such as the strategic plan was difficult to find. The strategic plan has been uploaded to the EQISPC website which can be found here: https://education.uwmedicine.org/eqi/educational-quality-improvement-strategic-planning-committee-eqi-spc/

- Challenges around the involvement of stakeholders: are we hearing enough from the stakeholders? It is a challenge for GME too. How do we get all the voices and representation of all the stakeholders? Things that could be difficult for residents and fellows are that concepts like strategic planning where the impacts of it may not feel immediate enough when they are pressed for time and the outcomes also are not immediate.
    - Idea was raised to create an opportunity to debrief with the students that are graduating about the structure of this committee. EQI will provide a chance to meet with graduating students for feedback.
- Looking at this data from a CQI perspective, the results show the value of a survey like this because it did bring awareness to key themes that developed. This has tremendous value in a QI project as background information and rationale as things group members have identified as problems. How do we get from there to taking those results and problems and setting concrete aims to address multiple problems. Then how do we assign an outcome to that problem, so we know if it has improved. What are the changes in the system that we can make to work towards the outcome we would like to see?
- The length of the survey was a concern for many committee members. Ideas presented to help address this concern were:
    - Customizing and shortening it to each unit depending on their priorities.
    - Present all attributes to leadership and they can narrow it down for their unit.
    - Potentially administer this survey in sections. For example, just the participation portion at first, then move on. The survey could also be re-administered once the thoughts have been sitting there for a while.
    - Drs. Potyk, Whipple, Segerson and Jung can dig into this experience a bit further and see how this could be more useful (focus group) to allow respondents.

    o **Next steps:**
    - Try to refine the process and make it a bit more user friendly before asking each unit to determine what attributes are most important to them.
    - Jung will send out survey result slides to the committee members.

- **Strategic Priority #4. Instill a continuous quality improvement culture throughout UWSOM's medical student education program.**
    o Responsible unit for #4 – deferred to next meeting.

Adjourned: 2:30pm

Slides with survey results from EQI:

EQISPC SURVEY
8 ATTRIBUTES OF GOOD GOVERNANCE
APRIL 3, 2023
EDUCATIONAL QUALITY IMPROVEMENT OFFICE

WWAMI
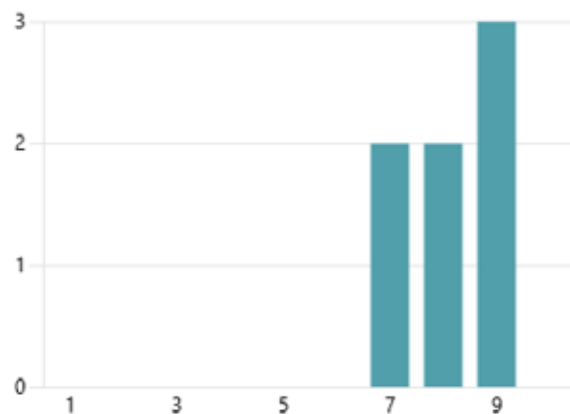UW SCHOOL OF MEDICINE
Regional Campuses
WASHINGTON · WYOMING · ALASKA · MONTANA · IDAHO

PARTICIPATION

'Participation' can be assessed by asking the following example questions.'

- Who are your stakeholders?
- How are your stakeholders engaged?
- Are stakeholders involved in the decision-making process?
- Who are your adjacent stakeholders?
- Average rating: 8.14

TWO THINGS DONE WELL UNDER THE ATTRIBUTE OF 'PARTICIPATION'

- The chairs of the committee invite participation and engage with members between meetings.
- Results of surveys and other inputs are shared.
- Thoughtful inclusion of faculty stakeholders from different aspects of medical education (e.g. GME, department chair)
- Gathering inputs from various stakeholders.
- Soliciting input with the strategic plan

TWO THINGS THAT COULD BE IMPROVED UPON FOR 'PARTICIPATION'

- Setting expectation for student members: bring the cohort feedback
- Strengthen avenues for constituents to bring forward concerns through their representatives (student and faculty)
- Better outreach to stakeholders regarding important issues, greater student input beyond committee members.
- Have more student engagements

RULE OF LAW (PROCESS)

'Rule of Law' can be assessed by asking the following example questions.

- Are policies and procedures documented and accessible?

- Are policies and procedures regularly reviewed, updated?

- What governing body reviews and approves policies and procedures?

- Are approved policies and procedures are followed/implemented?

- What happens when the protocols/processes are not utilized or violated? Is there oversight?

- Average rating: 7
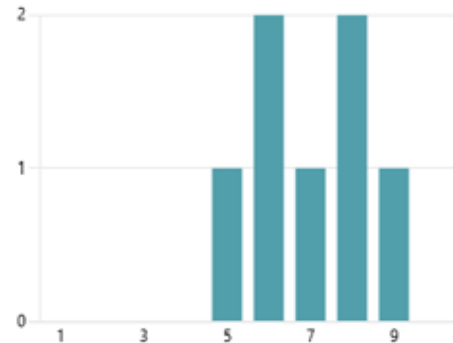
TWO THINGS DONE WELL UNDER THE ATTRIBUTE OF 'RULE OF LAW'

- Leadership gives the committee freedom and latitude to choose based on priority needs.
- Bylaws and some guiding principles
- Policies, procedures and meeting minutes are documented.

TWO THINGS THAT COULD BE IMPROVED UPON FOR 'RULE OF LAW

- Lack of awareness of what policies the EQISP are expected to review and update, if any.
- Tunnel vision - we don't look outside to other universities to see how they are doing similar things related to process.
- Need to work on process/procedures for implementing strategic plan
- Need to refine procedures around membership/leadership
- Succession planning and recruitment of committee members.
- Oversight not clearly documented. Ex. What happens when the protocols/processes are not utilized or violated.
- The accessibility of the meeting minutes/regular review and updates on bylaws and policies.

TRANSPARENCY

'Transparency' can be assessed by asking the following example questions.

- Are meetings open?

- Are meeting minutes recorded?

- How is relevant information shared within the committee?

- How is relevant information communicated to stakeholders (and adjacent stakeholders)?

- Average Rating: 7.71
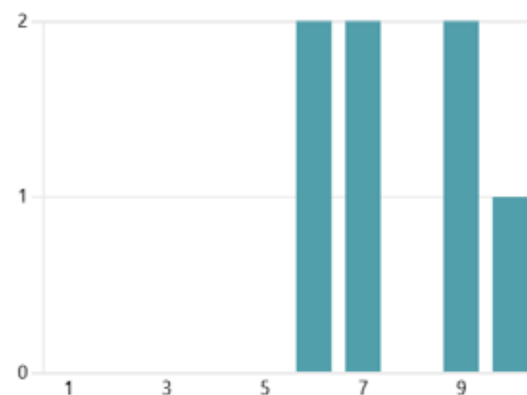
TWO THINGS DONE WELL UNDER THE ATTRIBUTE OF 'TRANSPARENCY'

- This committee is excellent for that personal characteristics of members and institutional leaders are the strength and spirit of their relationships with each other.
- Meetings are open and recorded.
- Minutes are kept.

## TWO THINGS THAT COULD BE IMPROVED UPON FOR 'TRANSPARENCY'

- Strengthen communication strategy with stakeholders (regular reports?, website?)
- Share our business with other committees.
- Communication to stakeholders
- Uploading policies/procedures to the EQISPC website. Clarifying adjacent stakeholders and communicating

RESPONSIVENESS

Responsiveness' can be assessed by asking the following example questions.

- Is it clear to stakeholders (students/faculty/staff) who to contact within the committee for specific questions?

- What are the avenues for input and follow-through for issues brought by stakeholders.

- How do other committees/units bring issues for consideration?

- Are there different processes for sentinel events, critical events, urgent issues, ongoing issues?

- Responsiveness implies responding to a situation or problem, how does the committee identify issues to work on proactively?

- Average Rating: 6.86
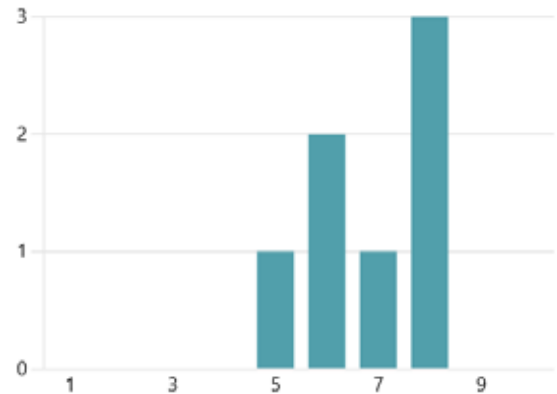
TWO THINGS DONE WELL UNDER THE ATTRIBUTE OF 'RESPONSIVENESS'

- Ongoing issues related to LCME accreditation are presented, discussed and input is taken.
- Diligent work on strategic plan implementation
- The committee welcomes questions and actively listens to the feedback.
- The chairs looks ahead in terms of working timeline, thinking about what's changing (e.g., leadership transition or LCME accreditation)

- Committee members don't bring issue for consideration up to the agenda, especially regional issues. This could be related to the context of WWAMI and its particular history, culture, and environment, after 40 years.
- Build avenues for communication to/from stakeholders.
- Define what other things we should be responsive to outside of LCME/strategic plan the committee should take on and define avenues for such input.
- Need to define what we should be responsive to outside of LCME and Strategic Plan.

ACCOUNTABILITY

'Accountability' can be assessed by asking the following example questions.

- Is it clear who is accountable for what within our committee?
- What issues are shared across the committee and other committees/units?
- Does the charge of the committee accurately reflect the committee's responsibilities?
- Are reporting structures clear to internal and external stakeholders?
- Is there a hierarchical reporting structure within the committee?
- Average Rating: 6.71
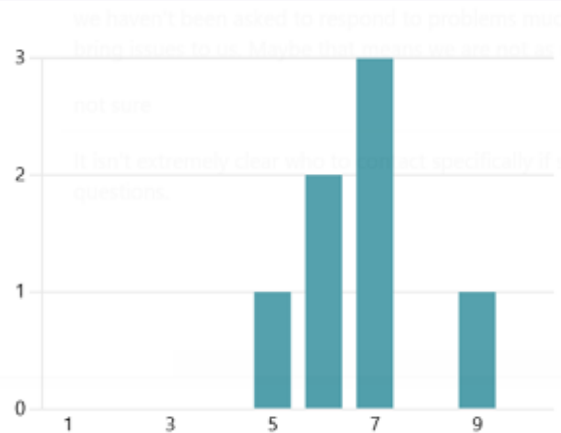
TWO THINGS DONE WELL UNDER THE ATTRIBUTE OF 'ACCOUNTABILITY'

- Sara Kim and her staff are accountable to the committee.
- Accountability within committee is good, committee takes their work seriously, diligent about pre-work
- Membership roles are clear.

ACCOUNTABILITY

- I am not sure besides Sara who else is expected to report into the committee and talk about the work that they are doing to invite input and feedback.
- Lack of skill and possibly time within the School for committees to effectively fill their stated purpose.
- Clarify accountability of committee to oversight committee and Vice Dean for ARRA.
- How we fit in to the overall governance structure of the school is unclear; also unclear what levers the committee has to enact change, unclear what would happen if our committee falls well short of strategic plan implementation.
- unclear to know which other committees the EQISPC needs to work together.
- Clarify to stakeholders, who is accountable for what and clarify reporting structures.

EQUITY, DIVERSITY, AND INCLUSIVITY

'Equity, Diversity, and Inclusivity' can be assessed by asking the following questions.

- Is there diverse representation on the committee?
- Are different perspectives and voices heard/solicited?
- Has the committee used the OHCE Equity Impact tool?
- Average Rating: 7.6
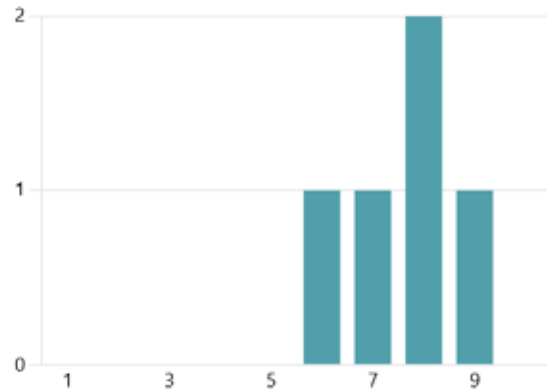
TWO THINGS DONE WELL UNDER THE ATTRIBUTE OF 'EQUITY, DIVERSITY, AND INCLUSIVITY'

- OHCE Equity Impact tool was shared, but there was no training or discussion with the committee about the work.
- 1) Consideration of diversity in membership selection 2) Dean for EDI as ex officio member
- Committee prioritizes regional perspectives and ensures having student representation from more than just the Seattle campus
- diverse representation/ different perspective

TWO THINGS THAT COULD BE IMPROVED UPON FOR 'EQUITY, DIVERSITY & INCLUSIVITY'

- incorporating a greater breadth of diverse voices - how can others be heard even if not part of the committee?

- Students have more opportunities to share their perspectives with EQISPC.

- Utilizing the OHCE Equity Impact Review Tool.

- Racial diversity of the committee.

CONSENSUS ORIENTED

Consensus Oriented' can be assessed by asking the following questions.

- Is there intentional outreach to key constituents to get input prior to major decisions? or to get buy in when major decisions are made?

- How comfortable are you with how the committee reaches consensus?

- Average Rating: 9
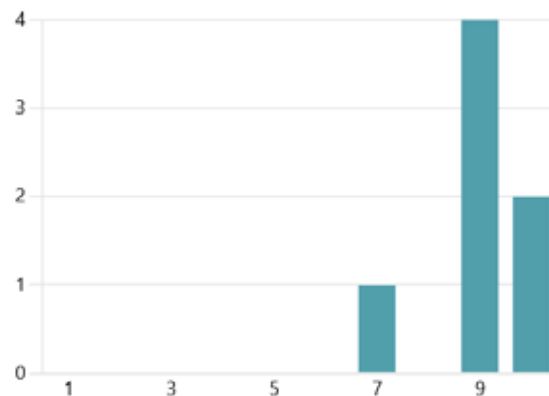
TWO THINGS DONE WELL UNDER THE ATTRIBUTE OF 'CONSENSUS ORIENTED'

- Consensus driven process for strategic plan
- Controversies discussed in committee are not shared outside of committee.
- Intentional outreach to stakeholders and gathering the feedback before moving forward.
- Very consensus driven, flat hierarchy, respectful
- Committee leadership communicates prior to meetings if there will need to be input or if decisions will be discussed at upcoming meetings.

## TWO THINGS THAT COULD BE IMPROVED UPON FOR ' CONSENSUS ORIENTED'

- Difficult decisions are not being made.
- Communicate our consensus-oriented decisions within and outside of the committee.
- Sometimes, this slows us down.

EFFECTIVENESS AND EFFICIENCY

'Effectiveness and Efficiency' can be assessed by asking the following questions.

- Effectiveness: a concept used to gauge how effective they are at reaching intended outcomes.

- How well known are your target outcomes within and outside of the committee?

- Efficiency: utilizing appropriate amount of time and resources (human resources as well as other resources) to deliver the best outcomes

- How does the committee balance doing its due diligence (gathering input, diverse opinions, analyzing options, communicating with stakeholders) while being efficient?

- Average Rating: 6.5
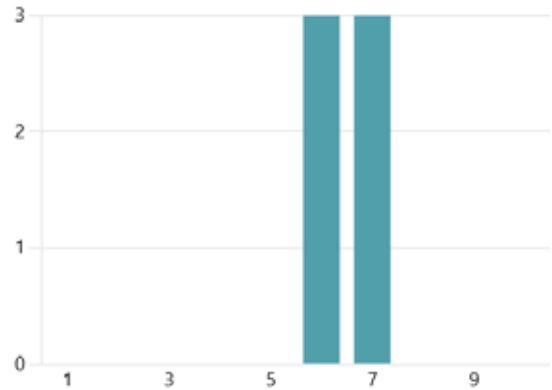
TWO THINGS DONE WELL UNDER THE ATTRIBUTE OF 'EFFECTIVENESS AND EFFICIENCY'

- Soliciting inputs via surveys

- Effective in creating the strategic plan and addressing many LCME citations.

- Effective in defining and striving for goals.

- Knowing our goals and developing strategies to achieve them.

TWO THINGS THAT COULD BE IMPROVED UPON FOR 'EFFECTIVENESS AND EFFICIENCY

- Often takes a lot of time- not efficient
- Difficult to move past the gathering input and discussion stage.
- Need to develop effective and efficient means to implement strategic priorities.
- Not very efficient. Progress seems very slow.
- Increase efficiency in terms of gathering feedback and moving through steps.
- Spent a lot of time talking about process and committee charge and broad ideas.