



Graduate Medical Education Program Development Readiness Assessment and Developmental Considerations

Name of Organization:

Specialty Considering:

Date:

If you are considering training physicians at your facility, it is typically because you have difficulty in recruiting and/or retaining an adequate supply of physicians necessary to meet the needs of the community(s) you serve and the need of the organization to provide quality, comprehensive services. You have completed a needs assessment of physician shortages, vacancy rates and retention issues, and you want to have providers on staff that understand the community and are more likely to stay once they have completed their GME training. You want to “grow your own.”

Accreditation Council for Graduate Medical Education (ACGME) accreditation and GME financing are complex structures and can be daunting if you do not have the experience or context on staff to develop a program independently. After you review the questions below, please consider your need for technical assistance in the areas covered in the assessment or other areas with which you need support.

Staff can walk you through this assessment document to explain GME requirements, assist in obtaining program development support, create linkages with potential training partners like urban hospitals or medical schools, and provide other information with which you may not be familiar.

1. Organizational Involvement in Training

Describe your educational / training model, experience, and structure. Consider how this can support GME development.

A. History of Education

1. Has your organization participated in training any of the following learners?	YES	NO	COMMENTS
a. Resident Rotations			
b. Medical Students			
c. Advanced Practice Nursing			
d. Physician Assistants			
e. Nursing			
f. Dental Students			
g. Behavioral Health			
h. Pharmacy students or residents			
i. Other students			
2. Are there administrative staff supporting educational processes such as scheduling, reporting to programs, exit interviews?			
3. Is there capacity to provide logistical and administrative support for GME development?			
4. Do you think your involvement with training to this point has adequately prepared you for full time graduate medical education training?			

B. Educational Mission of the Organization

The development of GME programs is an immediate and longitudinal commitment. It requires a firm commitment from the Board of Directors, community partners, as well as senior management and staff. To be successful, GME needs to be considered an integral part of the service delivery system. Therefore, it is helpful to include support for GME in bylaws, mission statements, and strategic plans.

	YES	NO	COMMENTS
1. Does the mission of the organization support training as a means of ensuring access to high quality, sustainable health systems?			
2. Do the by-laws of the organization speak to education and investing in provider development?			
3. Are there training-related goals and objectives in the strategic plan?			
4. Does the Board of Directors support investments in “grow your own” models?			

	YES	NO	COMMENTS
5. Does the organizational leadership and board encourage external partnerships (hospitals, behavioral health, local government)?			
6. Is the organization committed to investing time, effort, and other resources in GME?			
7. Are there policies or strategies in place to ensure a long-view perspective for GME programming?			
8. Are there local staff who are familiar with the common and specialty program requirements?			

C. Provider Commitment

Staff buy-in is a critical component of a successful program and supports a healthy, positive training environment that is conducive to recruitment and retention of residents. Therefore, the organizational culture must include commitment to GME success.

	YES	NO	COMMENTS
1. Is the CMO or medical department chair engaged or leading preliminary GME discussions with other organizational leaders?			
2. Have other providers in the key specialty to be developed provided input into GME development plans?			
3. Has a “champion” or program director in development been identified on staff to lead the development process?			
4. Have departmental meetings included GME development discussions?			
5. Do potential faculty understand faculty roles and its impact on productivity and compensation? Is training included in provider contracts?			
6. Do the discussions include internal interdisciplinary team members (other related specialties, nursing, social work, care coordinators, CHWs, key administrative staff, etc)?			
7. Will you need a plan for developing provider commitment to GME?			

2. Clinical Capacity

Program development and sustainability requires dedicated provider and administrative staff time. While financial resources exist for these efforts (see Section 5), organizations need to plan for additional or redirected staff time to support GME.

	YES	NO	COMMENTS
1. GME development benefits from having 0.2-0.5 FTE for a program director and administrative support during the development phase. Does the organization have internal capacity to support this administrative time?			
2. When the program starts, does the organization have capacity to increase administrative time for key GME personnel including program director, program coordinator, and core faculty?			
3. Does the organization have a written recruitment plan for program director, faculty, administrative staff?			
4. Does the organization have current staff with ACGME accreditation experience?			
5. Will you need to plan for additional GME training (curriculum development, teaching practices, familiarization with ACGME requirements, etc) for interested physician, nursing, program coordination and other clinical staff?			
6. Do you have existing space at your primary training location that can be designated as educational or clinical space for residents? (Note that each specialty has different specific requirements for these spaces.)			
7. Does the organization have an interdisciplinary team that could participate in training?			
8. Does your organization directly, or through clinical partnerships, have sufficient patient volume to train residents?			

3 External Clinical Capacity

Most health systems need partners in order to provide all the required clinical and non-clinical requirements for their program specialties. Building strong residency programs, especially in rural areas, requires long-term relationships with external partners. Therefore, potential clinical partners should be identified as early as possible in the planning process.

1. Do you already have any of the following entities within your organization or as existing partnerships?	YES	NO	COMMENTS
a. Large urban hospital			
b. Small rural hospital			
c. Critical Access Hospital			
d. Primary care out-patient clinics			
e. Community-based specialist clinics other than primary care			
f. Long-term care facilities			
g. Public health departments or organizations			
h. Other community sites			
2. Do you anticipate having the ability to train residents in these sites?			

4. ACGME Institutional Requirements

To secure accreditation, each program must have an ACGME-accredited Sponsoring Institution (SI). The SI is accountable to the ACGME for the quality and sustainability of every program. SI accreditation is a separate application and typically must be secured prior to developing a GME program application. A program can work with an existing SI or develop an independently accredited SI. Working with an existing SI can save considerable time and resources in program development, but it can also limit program autonomy and local control of programs.

	YES	NO	COMMENTS
1. If applicable, has a potential external SI partner been identified?			
2. If applicable, does your organization already have staff members who could serve as the Designated Institutional Official and administrative staff to support the responsibilities of the SI?			
3. Does the organization have financial resources to support SI operations prior to the implementation of the program? (Note: Once the program starts, these operational expenses can be included as part of resident costs that may be reimbursable through CMS.)			

5. Financial Sustainability

Programs need a thorough financial model to maximize all potential GME revenues and identify specific training-related expenses to ensure that programs are financially sustainable. We recommend technical assistance with development of this model since hospital eligibility for Medicare and Medicaid payments depends on many training program factors, including hospital type, outpatient clinic type, and rural designation, among other factors.

	YES	NO	COMMENTS
1. Would your organization consider applying for federal or state financial support of the GME development phase if funding is available?			
2. Does the organization have financial or other administrative staff with experience in GME operational financing?			
3. Has the organization identified whether its training partners have experience in or currently operate GME programs that are Medicare and Medicaid financed?			
4. Do you have staff at your organization who can provide guidance on whether you or your hospital partners can access Medicare and Medicaid GME payments?			

6. Community Partners

A program's strength and sustainability is supported by its integration into the local community. Strong programs include partnerships with local health and social systems, community support of the training environment, support for learner housing or partner employment, and other support systems.

	YES	NO	COMMENTS
1. Is the organization actively involved in the community(s) it serves?			
2. Are there opportunities for residents to volunteer or otherwise engage local organization or public bodies?			
3. Is there a plan for educating local community members about the value of resident training including increased access to care, contributions to health care and health system quality, and economic impact?			
4. Will organizational leadership present GME plans to city or county governments, local state legislators and national congressional delegation members and their staff?			
5. Does the organization have the capacity to support resident housing needs?			
6. Can the organization support spousal hires or other connections for employment for residents' families?			

7. Technical Assistance and Developmental Support Needs

GME planning and development at the state and federal levels supports GME planning and development costs. These grants can support provider and staff time, faculty development, ACGME development, contracts for technical assistance, ACGME and financial management conferences and other non-capital expenses. It will be helpful to assess the support needs specific to your organization for which you may utilize these funds.

SPONSORING INSTITUTION DEVELOPMENT	YES	NO	COMMENTS
1. Does your organization need support in developing an ACGME-accredited Sponsoring Institution?			
2. Does your organization need assistance identifying and/or training appropriate Graduate Medical Education Committee members?			
PROGRAM DEVELOPMENT	YES	NO	COMMENTS
1. Does your organization need education to understand the general timeline and process for program development?			
2. Does your organization need technical assistance as guidance through the steps of program development?			
3. Does your organization need specific technical assistance to develop a rural track or program?			
4. Does your organization need specific technical assistance to expand an existing program?			
5. Does your organization need assistance accessing resources for GME program development?			
6. Does your organization need technical assistance through the process of program accreditation?			
7. Does your organization need support in developing didactic educational plans?			
8. Does your organization need support in developing block schedules?			
FACULTY/STAFF RECRUITMENT, RETENTION, DEVELOPMENT	YES	NO	COMMENTS
1. Does your organization need assistance recruiting and retaining faculty and staff or developing a plan to do so?			
2. Does your organization need support to create faculty development plans?			
3. Does your organization need support to develop plans to sustain faculty/staff well being?			
4. Does your organization need assistance identifying a program coordinator?			

FACULTY/STAFF RECRUITMENT, RETENTION, DEVELOPMENT	YES	NO	COMMENTS
5. Does your organization need assistance in training a program coordinator?			
6. Does your organization need support in ancillary staff education (i.e., coding/billing, reimbursement, EHR)?			
PARTNERSHIP DEVELOPMENT	YES	NO	COMMENTS
1. Does your organization need assistance in developing medical school partnerships?			
2. Does your organization need assistance in identifying training site partners?			
3. Does your organization need assistance in identifying other community partners who can support GME?			
GME FINANCE	YES	NO	COMMENTS
1. Does your organization need education in GME financing?			
2. Does your organization need assistance developing a pro forma and/or financial plan for the program?			
3. Does your organization need assistance in creating a budget for program development?			
PREPARING FOR RESIDENTS	YES	NO	COMMENTS
1. Does your organization need support in developing a marketing/media plan for the residency program to provide potential applicant with information about the program?			
2. Does your organization need support in identifying housing options for residents?			
3. Does your organization need support in developing plans to maintain resident well-being and/or integrate residents into the community?			
4. Does your organization need support in developing an orientation for your new residents that will introduce them both to the clinical site and to the community?			