



Team Equipping Program



MAY 2023



EXECUTIVE SUMMARY

SITUATION

- BSWH desires to build on the successful Equipping Medical Leaders Program (EML)
- BSWH cannot scale EML in its current form across a 40,000+ workforce
- Since 2016, EML has 350+ graduates (mostly Physicians/APPs)
- Majority of the patient-facing workforce not receiving any training in these topics
- Need a solution for clinics that connects all team members

SOLUTION

- Cascade successful EML topics to teams across the organization
- Propagate common curriculum to clinical teams & administrative staff
- Vision: essential behaviors integrated across the organization
- Form: monthly 45-min small group sessions in clinic
- Function: online video modules with exercises tailored to job series
- EML graduates can serve as an expert network to support

OVERVIEW

- Video Module Instructors sourced from EML and the Rejuvenate Resilience Series
- Module = 20-min instruction + 25-min group exercises
- Delivery: Small group experience; mix of instructor videos + group exercises
- BSWH will expect all team members to complete modules monthly
- CME/CNE/CEU credits awarded to those who complete the modules
- Instructional design developed under Dr. Joe LeBoeuf (West Point / Duke professor)

OUTCOME MAPPING

PROBLEM:

Current BSWH Leader Training (Equipping Medical Leaders Program), although effective, cannot scale across a 40,000+ workforce in its current form. Since its inception in 2016, EML has resulted in a leader cohort across the organization of 350+ graduates, with the overwhelming majority of those being Physicians and APPs. Committed budget and operational constraints set the current pace of through-put for all in this population to have completed EML by 2028, assuming almost zero turnover. Recent efforts to include Administrators in EML cohorts have shown promise for various reasons.

Even with a strong contingent of Physicians, APPs, and administrators programmed for EML in the coming years, **there is still a majority of the patient-facing workforce that is not receiving any training in the topics contained in EML.** It is not feasible to replicate EML for these portions of the workforce. Therefore, the need exists to create a solution that connects all other team members through training that scales geographically, functionally, and economically.

SOLUTION:

The following concept **expands the basis of the successful “Equipping Medical Leaders Program”** to teams across the organization. The intent is to build a common foundational curriculum that can be propagated to clinical teams, as well as administrative support staff.

The Vision is that essential leader behaviors are fully integrated across the organization over time. The solution comes in the form of monthly content modules designed for team members to engage in 45-minute sessions in the clinic. Team members in groups can access the modules online with appropriate embedded learning exercises and reflection questions tailored to their job series. These modules will mirror the 6 major EML topics for one year. EML graduates in clinical environments can serve as an expert network to support the learning as is practical.

OUTCOMES:

Although the modules are not currently anticipated to be tracked for demonstration of skill proficiency, BSWH will expect all team members to complete all modules monthly. CME/CNE/CEU credits will be designed and submitted to allow BSWH to ensure all participants have benefited from the training.

The instructional design of each module is being developed under the leadership of Dr. Joe LeBoeuf, former West Point and Duke University professor.

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INSTRUCTIONAL DESIGN OVERVIEW

Modules will be taught by a variety of instructors from Equipping Medical Leaders Program and the Rejuvenate Resilience Series. The video modules in this solution will be 45 minutes in length (roughly 50% video instruction and 50% small group exercises/discussion). The finished video modules are intended to be experiences in small groups with periodic alternations between content presentation from our instructors and on-screen prompts for discussion and reflection among the participants.

Fundamentals:

We intend for every session to answer some fundamental questions:

WHAT: clearly define the concepts we're presenting

WHY: state a case that the concepts matter in the workplace and beyond

HOW: offer tools and exercises to solidify understanding in the concepts and their application in life (professional and personal)

Learning Objectives:

We use Bloom's Taxonomy as guiding language in our Learning Objectives (LOs):

Bloom's Level	Key Verbs (keywords)
Create	design, formulate, build, invent, create, compose, generate, derive, modify, develop
Evaluate	choose, support, relate, determine, defend, judge, grade, compare, contrast, argue, justify, support, convince, select, evaluate
Analyze	classify, break down, categorize, analyze, diagram, illustrate, criticize, simplify, associate
Apply	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, perform, present
Understand	describe, explain, paraphrase, restate, give original examples of, summarize, contrast, interpret, discuss
Remember	list, recite, outline, define, name, match, quote, recall, identify, label, recognize

Content Principles:

Here are the foundational **Principles** we employ as we work toward a unified brand/tone (module guidance):

1. **Novelty**: No cliches. Original. Creative. Use your stories that no one else knows. Unique. Intriguing. Fun.
2. **Grounded**: Built on reputable academic literature that demonstrates some of the following a) evidence that the problem exists, b) evidence that the concepts, c) evidence that the strategy/tool will reliably generate results
3. **Practical**: Concepts learned can be applied at work and likely in other domains of life. Accessible, simple, powerful ways to immediately see change in relationships, performance, and/or well being.
4. **We-based**: Engage participants in a way that they see how they fit into the broader mission/service/community. Exercises should be conversation-based, experience-based, and encourage engagement with others.
5. **Growth**: Encourage a positive outlook/belief in their ability to improve themselves, their teams, and the organization

Module Structure/Flow:

Our process for developing these modules to be enriching and engaging opportunities for connection with team mates includes the following guidelines/flow:

- A. Story Open/Hook: start with something unique, interesting, related to the topic at hand (Novel)
- B. Content Overview (Grounded)
- C. Concept/Tool/Exercise: (Practical/We-based) each concept/tool flow:
 1. introduced
 2. brief explanation
 3. applicable tool
 4. relevant exercise
 5. Repeat as necessary
- D. Close (Growth): tie the concepts into an aspiration closing, an encouragement