



Local Interventions at the Department Level A Key Component of a Multi-tiered Approach to Promote Institutional Change

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Overview

The NIH-TAC Trial

A cluster-randomized trial of an intervention to enhance institutional culture, increase academic productivity and improve job satisfaction for women faculty.

Emphasis is on “Top Down” and “Bottom Up” interventions:

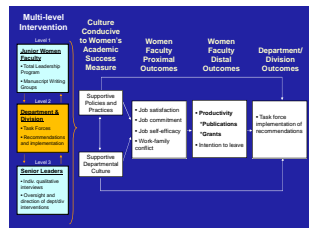


Figure 1: Schema of NIH-TAC Trial

Task Force (TF) “mid-level” component (*Figure 1, level 2, orange box*) critical for the following reasons:

- Taps into institutional knowledge by engaging diverse faculty, men and women
- Empowers depts to develop initiatives targeting institutional change
- Capitalizes on faculty influence on “day to day” environment

Methods

Task Forces (TFs) were assembled within each of 13 intervention departments*

- Outside expert facilitated TF discussions resulting in:
 - Recommendations for “local” (department) change
 - Recommendations for “larger” (SOM and University) change
 - Dissemination of all recommendations across TFs and within departments
 - Pre and post-implementation metrics developed for each “local” intervention

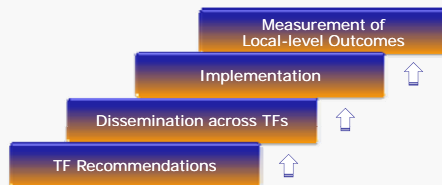


Figure 2: Phases of Task Force Intervention

* Intervention units included departments and divisions

Summary of Results

- Each TF met with facilitator for a total of 43 meetings
- 2 group meetings of all TFs, Dean and senior leaders to share recommendations
- TF recommendations then disseminated at department meetings

Examples Task Force “Local” (Department) Interventions
<ul style="list-style-type: none"> ▪ Overhaul of clinical accounting of nights and weekend duty for junior/senior faculty ▪ Increased support and accountability for mentoring programs ▪ Creation of departmental Vice Chair of Faculty Development ▪ Home reading stations for radiology department for off-hour coverage ▪ Increased startup packages to support mentors of junior faculty ▪ Enhanced mentoring programs

Examples Task Force “Larger” (SOM or University) Themes
<ul style="list-style-type: none"> ▪ Clarity and review of academic tracks and promotion ▪ Increased structure and support for mentors and mentee programs ▪ Increased infrastructure support <ul style="list-style-type: none"> – Information technology – Clinical (e.g., scribes) – Research (e.g., grant preparation)

Accomplishments & Challenges

100 diverse faculty were mobilized to develop and implement departmental and institutional change

- TF interventions are specific to their “local” environment which can be unique given specialty challenges, reimbursement issues and leadership
- TF teams are diverse and motivations vary
- Initial recommendations created without direct input from junior faculty
- Leadership transitions impact process
- Continued engagement depends on departmental support and willingness to participate in creative interventions

Summary:

Task Force interventions have significant potential to drive culture change and improve the environment for all faculty at Penn Medicine.

Success will be dependent on depth of engagement of key faculty at *all* levels of intervention departments of the NIH-TAC trial.

This multi-level approach to change, if successful, could be implemented at other academic medical centers.