SES124

Polish In Action:
Form The Best APE and Make It Shine!

Trey Huynh-Ngo, MBA, Program Manager/Education Specialist
Pedro Tanaka, MD, PhD, Associate DIO
Disclosure

SPEAKERS:

- Thang (Trey) Huynh-Ngo, MBA, Program Manager/Education Specialist
- Pedro Tanaka, MD, PhD, Associate DIO, Associate Dean of Faculty Affairs

Disclosure

- None of the speakers for this educational activity have relevant financial relationship(s) to disclose with ineligible companies whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.
1. Introduction
2. What makes a good APE?
   o Small group discussion
3. Our approach
   o Small group discussion
4. Summary, next steps, and Q&A
5. Handouts
Learning Objectives

- Understand the importance of APE in continuous programmatic improvement cycle
- Recall at least 2 characteristics of an exemplary APE
- Brainstorm 2 actionable changes to implement
1. Introduction

What is an APE?
Who are We?

Stanford Health Care

- Over 120 ACGME programs
- Over 1,500 residents and fellows
- GME Department
  - Educational Team
  - Operations Team
What is an APE?

Just kidding....
What is an APE (Annual Program Evaluation)?

“In order to achieve its mission and train quality physicians, a program must evaluate its performance and plan for improvement in the Annual Program Evaluation.”

“Performance of residents and faculty members is a reflection of program quality, and can use metrics that reflect the goals that a program has set for itself. The Program Evaluation Committee utilizes outcome parameters and other data to assess the program’s progress toward achievement of its goals and aims.”

From ACGME Common Program Requirements:
https://www.acgme.org/globalassets/PFAssets/ProgramRequirements/CPRResidency_2022v2.pdf
Look in the Mirror…
What do You See in Yourself?
Why are APEs Important?

Sponsoring Institution:
• Monitoring and innovation

Individual Program:
• Continuous improvement

Accreditation
• To meet compliance
What is Your Role in APEs?
What are the Challenges of APEs?

Feel free to speak up
or
Use the Poll QR code
or
https://shorturl.at/tzBMT
What are the Challenges of APEs?

Sponsoring Institution:
- Monitoring and innovation

Individual Program:
- Continuous improvement

Accreditation
- To meet compliance

Limited resources to review and track all APEs, synthesize meaningful information across programs, feedback and comments provided to programs

Scheduling, data collection, consolidation, and synthesis, evidence-based discussion, meaningful evaluation

Documentation, timing, connections to other required tasks

Sponsoring Institution:
- Monitoring and innovation

Individual Program:
- Continuous improvement

Accreditation
- To meet compliance

Limited resources to review and track all APEs, synthesize meaningful information across programs, feedback and comments provided to programs

Scheduling, data collection, consolidation, and synthesis, evidence-based discussion, meaningful evaluation

Documentation, timing, connections to other required tasks
2. What Makes a Good APE?

What is an APE?
What Should be the Functions of APEs?

Program Evaluation Committee responsibilities must include:

− acting as an advisor to the program director, through program oversight;
− review of the program’s self-determined goals and progress toward meeting them;
− guiding ongoing program improvement, including development of new goals, based upon outcomes; and,
− review of the current operating environment to identify strengths, challenges, opportunities, and threats as related to the program’s mission and aims.

From ACGME Common Program Requirements:
https://www.acgme.org/globalassets/PFAssets/ProgramRequirements/CPRResidency_2022v2.pdf
## What Should be the Elements of APEs?

<table>
<thead>
<tr>
<th>Trainee</th>
<th>Faculty</th>
<th>Graduates</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well-being</td>
<td>Well-being</td>
<td>Board pass and certification rates</td>
<td>Workforce diversity</td>
</tr>
<tr>
<td>Recruitment &amp; retention</td>
<td>Recruitment &amp; retention</td>
<td>Graduate performance</td>
<td>Program aim</td>
</tr>
<tr>
<td>Diversity</td>
<td>Diversity</td>
<td></td>
<td>SWOT analysis</td>
</tr>
<tr>
<td>Quality improvement &amp; patient safety</td>
<td>Quality improvement &amp; patient safety</td>
<td></td>
<td>ACGME surveys</td>
</tr>
<tr>
<td>Scholarly activity</td>
<td>Scholarly activities</td>
<td></td>
<td>ACGME well-being surveys</td>
</tr>
<tr>
<td>Achievement of Milestone</td>
<td>Evaluation</td>
<td></td>
<td>GME Program evaluations</td>
</tr>
<tr>
<td>In-training exam</td>
<td>Professional development</td>
<td></td>
<td>ACGME letters of notification, including citations, areas for improvement, and comment</td>
</tr>
</tbody>
</table>

**Outcome from prior APE**

Program curriculum

---

From ACGME Common Program Requirements: [https://www.acgme.org/globalassets/PFAssets/ProgramRequirements/CPRResidency_2022v2.pdf](https://www.acgme.org/globalassets/PFAssets/ProgramRequirements/CPRResidency_2022v2.pdf)
Who Should be the Stakeholders of APEs?

- The Program Evaluation Committee must be composed of at least two program faculty members, at least one of whom is a core faculty member, and at least one resident.

- The annual review, including the action plan, must:
  - be distributed to and discussed with the members of the teaching faculty and the residents; and,
  - be submitted to the DIO.

From ACGME Common Program Requirements:
https://www.acgme.org/globalassets/PFAssets/ProgramRequirements/CPRResidency_2022v2.pdf
Think about the Traits of an Exemplary APE
What Makes a Good APE?

Feel free to speak up

or

Use the Padlet QR code

or

https://shorturl.at/FILX6
3. Our Approach

What is an APE?
Required: APE Guidebook (Excel) and attendance is uploaded to RMS

Results:
- Inconsistent APE review in our RMS
- High number of programs not meeting APE requirements

GME scoring system
- Green = full compliance and good standing
- Yellow = Concerning program and missing some documents
- Red = Incomplete and/or needs intervention
What Did We Hear?

- GME observed 6 program APE meetings
- Focus groups with program directors (PD) and program coordinators (PC)
- Feedback session with PD and PC at monthly meetings
- First-hand experience from reviewing all ACGME program APEs every year
  - GME PM & DIOs

We asked ourselves
“What makes a good APE?”
“Data don’t make any sense, we will have to resort to statistics.”
What Did We Hear? – Cont’d

**Challenges**

- Disconnect between PD & PC
- Essential “elements” of an APE
- Time & availability for APE
- Gathering meaningful data

**Programs needed from GME:**

- Guidelines
- Templates
- Structure
Reference Frameworks

CDC Conceptual Framework

Five Categories of Standards

Components of an Evaluation Plan

Utility
Feasibility
Propriety
Accuracy
Accountability

Why
Who
What
When
How

Steps
Engage stakeholders
Ensure use and share lessons learned
Justify conclusions
Gather credible evidence
Describe the program
Focus the Evaluation design

Standards
Utility Feasibility Propriety Accuracy
# Goals of Our APE Changes

<table>
<thead>
<tr>
<th>Function</th>
<th>Accreditation</th>
<th>Program</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion of program review in accordance with ACGME</td>
<td>Meaningful and progressive improvement, insight, and innovation</td>
<td>Close monitoring of trends, strengths, and weaknesses; Identification and dissemination of best practices</td>
<td></td>
</tr>
<tr>
<td>Effective and comprehensive collection and synthesis of APE data; Accurate and timely documentation</td>
<td>Establishment of connections between APE and other accreditation tasks, e.g., ADS updates, CCC</td>
<td>Indicator of accreditation performance and benchmark. Data summarized at Annual Institution Review</td>
<td></td>
</tr>
<tr>
<td>Engagement of PEC members; Obtaining buy-ins from teaching faculty</td>
<td>Structure of PEC to be best representative of program</td>
<td>Coordinated efforts between GMEC and GME. Interfacing between GME and institutional stakeholders at C-suite executives</td>
<td></td>
</tr>
</tbody>
</table>
Overview of Our Changes

- Improved APE metrics
- Utilized the Resident Management System (RMS) to facilitate and document APEs
- Enhanced APE communications between GME office and individual programs
Revised APE Metrics in RMS

1. Essential metrics and force programs to focus on institutional weaknesses
2. Required response to low survey score
3. Connection from APE to ADS
4. Review letters and citation

<table>
<thead>
<tr>
<th>Trainer Performance</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality projects</td>
<td>N/A</td>
</tr>
<tr>
<td>Last calculated on 6/2/2023</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graduate Performance</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board scores/pass rates</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Faculty Development</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Revised APE metric will be provided at the end
Our APE Changes – Utilization of RMS

APE elements were integrated into RMS:

- SWOT
- Action Plan
- Response to citations & low ACGME survey scores
- Work Hour Compliance
GME’s communication to programs changed from top down to dialogue driven (2-way)

Project management tool was used to communicate and notify when APEs were ready for GME review
Brainstorm One Change You Can Make to Yours or Our APE
Results from APE Changes

Before the changes...

After the changes...

- Improved working relationship between the program (PCs and PDs) resulting from the coordinated efforts of inclusion

- Quality improvement on ADS question “Major changes and other updates”

GME scoring system

- Green = full compliance and good standing
- Yellow = Concerning program and missing some documents
- Red = Incomplete and/or needs intervention
Next Steps

Monitoring & Controlling
- Continue to work with programs that are in the red
- Monitor programs that are in the yellow

Guidance
- Provide guidance on how to run RMS reports relevant to completing the RMS APE metric
- Clarify how to complete the APE page, specifically the SWOT and Action Plan panel

Trends
- Review evaluation completion rate on trainee and faculty – Current Project!
Summary

Revised APE Metric

Integrated RMS

Dialogue Focused Communication
"When solving problems, dig at the roots instead of just hacking at the leaves."

- Anthony J. D’Angelo
**Handouts & Resource**

APE Metrics & Summary (New)

PDF containing new APE revision metrics and detailed notes

https://shorturl.at/lzLV8

APE Guidebook Excel (Former)

Excel workbook to track action items and SWOT analysis

https://shorturl.at/lxz08

GME APE Webpage

GME Contact Page
Claim your CME today!

Complete the Evaluation for CME or Certificate of Completion!

The evaluation can be found in the mobile app and a link will be sent post-conference by email to attendees.

Evaluations are tied to your registered sessions.

Register/un-register sessions in the mobile app.

Deadline – April 9, 2024

Questions? cme@acgme.org
References

