

**A 4-step model to build LICs:
LIC 101 planning and administration**

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I/We have no disclosures or conflicts of interests.

Longitudinal Integrated Clerkship: 2007 Consensus Definition

- A clinical education program in which students
- participate in the comprehensive care of patients over time;
 - participate in continuing learning relationships with these patients' clinicians;
 - meet the majority of the year's core clinical competencies across multiple disciplines simultaneously through these experiences.

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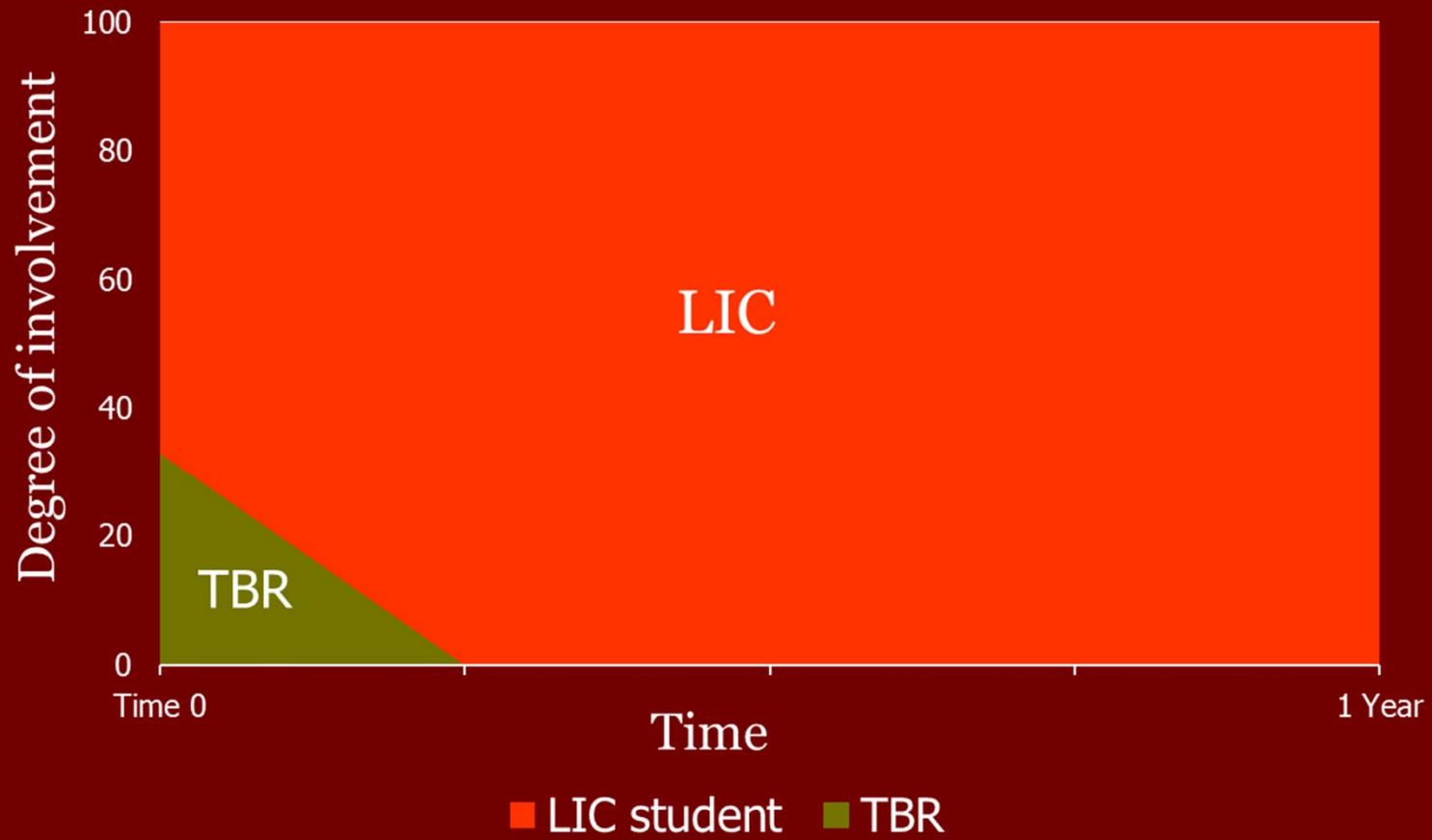
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Comprehensive care over time



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<https://www.shutterstock.com/image-vector/smiling-men-women-holding-hands-happy-1110112286>

<http://clipart-library.com/clipart/LcddxbBqi.htm>

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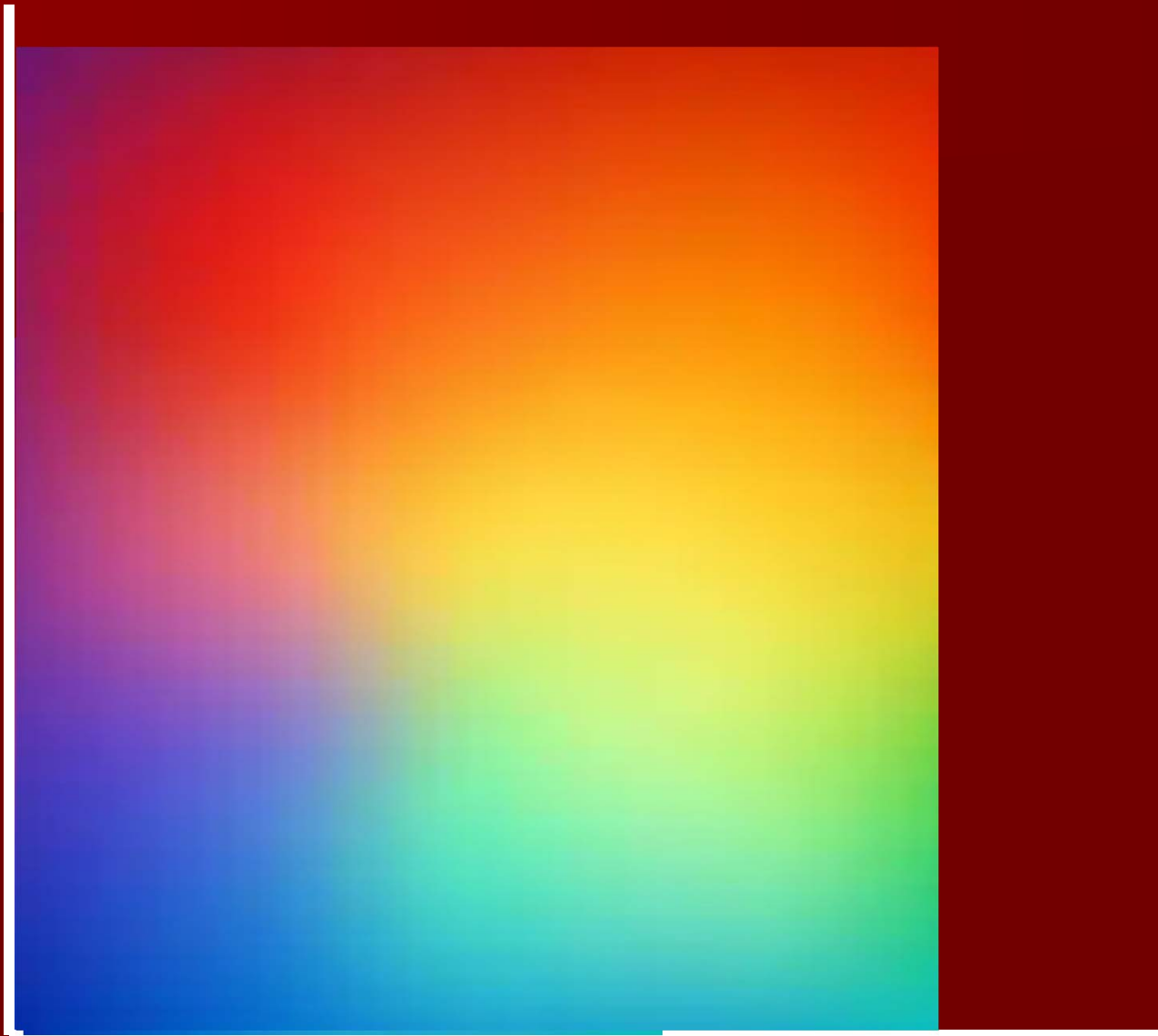
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100%

% of Core Clinical Competencies



Time

The Planning Process:

4 step model

1. Case for Change
2. Educational and design principles
 - concepts to be actualized
 - address the case for change & support the model
3. The model
 - addresses the “case for change” & the principles
4. Data and lessons learned
 - Continuous Quality Improvement (CQI/PDSA)
 - Prepared evaluation in advance & revise

Kotter's 8 steps (or equivalent)

1. Case for Change
2. Educational and design principles

Process Management

3. The model
4. Data and lessons learned

Key questions to be considered

AN ACTION PLAN FROM THE WORLD'S
FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change



John P. Kotter

HARVARD BUSINESS SCHOOL PRESS

Kotter, JP. HBR. 1995:59-67.

Eight Steps to Transforming Your Organization

1 Establishing a Sense of Urgency

Examining market and competitive realities
Identifying and discussing crises, potential crises, or major opportunities

2 Forming a Powerful Guiding Coalition

Assembling a group with enough power to lead the change effort
Encouraging the group to work together as a team

3 Creating a Vision

Creating a vision to help direct the change effort
Developing strategies for achieving that vision

4 Communicating the Vision

Using every vehicle possible to communicate the new vision and strategies
Teaching new behaviors by the example of the guiding coalition

5 Empowering Others to Act on the Vision

Getting rid of obstacles to change
Changing systems or structures that seriously undermine the vision
Encouraging risk taking and nontraditional ideas, activities, and actions

6 Planning for and Creating Short-Term Wins

Planning for visible performance improvements
Creating those improvements
Recognizing and rewarding employees involved in the improvements

7 Consolidating Improvements and Producing Still More Change

Using increased credibility to change systems, structures, and policies that don't fit the vision
Hiring, promoting, and developing employees who can implement the vision
Reinvigorating the process with new projects, themes, and change agents

8 Institutionalizing New Approaches

Articulating the connections between the new behaviors and corporate success
Developing the means to ensure leadership development and succession

Kotter – Eight Steps to Transform Your Organization

- 1. Establishing a sense of urgency**
- 2. Forming a powerful guiding coalition**
- 3. Creating a vision**
- 4. Communicating the vision**
- 5. Empowering others to act on the vision**
- 6. Planning for and creating short term wins**
- 7. Consolidating improvements & produce still more change**
- 8. Institutionalizing new approaches**

Key questions to be considered

1. Case for Change
2. Educational and design principles

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Kotter's 8 steps (or equivalent)

A 4-step model to build LICs:

8 Classic Questions

- 1. What are strengths + challenges in your organization to applying the 4-step process?**
- 2. Who needs to be on your team? How do you get them there?**
- 3. How will you garner resources for planning and implementation of LIC?**
- 4. How do you address “internal marketing”? What is plan for engaging students/faculty/dean’s office colleagues who demonstrate ambivalence to a LIC innovation?**

A 4-step model to build LICs:

8 Classic Questions

5. What are the sources of external support? How to find and how to leverage them?
6. What skill set, job description, FTE is required for leadership of a LIC? (What's org chart of the LIC itself?)
7. Imagine an institutional organizational chart – where do LIC leaders sit and how does that affect outcome?
8. What is plan for scaling? (Pilot to scale or pilot *at* scale?)

Kotter's 8 steps (or equivalent)

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Key questions to be considered

A 4-step model to build LICs

Homework

1. Work hard on the first 2 steps of the 4-step model.
2. Get good at Kotter and the 8 classic questions .
3. CLIC is a community that shares and supports
 - a. CLIC is a “think-tank” --generate and test ideas, deliberate, debate.
 - b. Hold the notion of ask, ask, ask.

References

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