Graduate Medical Education
An Outside-In View

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Kaiser Permanente is the largest (non federal) not-for-profit integrated health care system in the US.

KP provides health care to 8.6 million people in 8 regions in the US.

Northern California Facts:
- 7,000 physicians
- 64,000 employees
- 40 medical offices/18 hospitals
- 3,300,000 members
- Will hire 650 physicians (2012)
What qualities does Kaiser Permanente look for in its primary care physicians?

- Clinical knowledge and skills
- Cost-effective approach to problems
- Commitment to life-long learning
- Professionalism and ethics
- Communications skills
- Emotional I.Q.
- Positive attitude
- Team player
Deficiencies identified in the following areas:

- Outpatient management of routine conditions and/or common procedures.
- Care coordination.
- Continuity of care.
- Systems thinking.

“Many newly trained physicians were unfamiliar with a variety of team-based care models.”

“Few newly trained physicians understand the social context of disease processes.”

“Some chiefs felt that shifts in attitude were diminishing physician professionalism.”
Identified Gaps in the Physician Workforce

- Number of Physicians
- Physician Demographics
- Specialty mix
- Geographic distribution
- Skill set
A Medical Student Does Not Wake Up One Morning from Unsettling Dreams to Find Himself Changed into a Practicing Physician.
Education Pipeline

- Middle School
- High School
- College
  - Pre-Med Opportunities
- Medical School
  - Clerkships
  - Scholarships
  - Residency Fairs
- Residency/Fellowship
  - KPNC
  - Affiliates

TPMG
Continuing Medical Education
Maintenance of Certification
The Face of Medical Education Needs a Make-Over.
The racial/ethnic composition of California’s physician workforce does not reflect the state’s diversity. While Latinos represent almost 40 percent of the population, only 5 percent of the state’s physicians are Latinos.

**Race/Ethnicity of Physicians and Population, California, 2008**

*Includes only MDs.
†Other includes American Indian, Native American, Alaskan Native, Native Hawaiian, and other.
Note: Segments may not add to 100 percent due to rounding.

Sources: Medical Board of California, 2008 Cultural Background Survey; Statistics, [www.mbc.ca.gov](http://www.mbc.ca.gov); U.S. Census Bureau, American Community Survey, population estimates, series GFCTTR-1, factfinder.census.gov.
The Perfect Psychology Experiment

(Why Do They Call It the Hidden Curriculum?)
You Get What You Pay For.
Interns Aren’t Prisoners
and Residents Don’t
Live in the Hospital Anymore.
We Want You to Innovate Exactly Like This.
II.D.2.d).(3): Two examining rooms that are large enough to accommodate the teaching and patient care activities of the program must be available for each physician faculty member and resident when they are providing patient care. Additional space for individual and small group counseling must be included.
Kaiser Permanente Residency Programs: Creating Physicians for the 21st Century

Key advantages:

- GME is funded and treated as a community benefit.
- 50% of our graduating residents become future members of our own workforce.
- Proudly and strictly independent of industry (pharma and medical device) support.
- Training is embedded in a high quality, innovative, population-based healthcare delivery system.
  - Faculty members are predominantly practicing physicians.
  - Functional model of primary care.
  - Longitudinal professional relationships with members and patients.
  - Well developed population management infrastructure.
  - Interdisciplinary, team-based care.
  - Robust electronic health record and practice management data.
  - Reimbursement model encourages innovative modes of care.
  - Rich opportunities for epidemiologic research.
  - Physician participation and leadership in all aspects of the healthcare enterprise.
  - Systematic approach to quality and performance improvement.
Northern California Residency & Fellowship Programs

- **Oakland**
  - Internal Medicine
  - Internal Medicine/MPH
  - Pediatrics
  - Pediatrics/MPH
  - Pediatrics HBS Fellowship
  - Obstetrics/Gynecology
  - Otolaryngology
  - Podiatric Surgery
  - Spine Surgery Fellowship

- **Sacramento**
  - Podiatric Surgery

- **San Francisco**
  - Internal Medicine
  - Internal/Preventive Medicine/MPH
  - Obstetrics/Gynecology
  - Cardiology Fellowship

- **Santa Clara**
  - Internal Medicine
  - Internal Medicine/CHOICE Outpatient
  - Podiatric Surgery
  - Obstetrics/Gynecology

- **Santa Rosa**
  - Family Medicine (2014)

- **Vallejo**
  - Family Medicine (2014)
  - Podiatric Surgery

- **Regional**
  - Patient Safety Fellowship
Kaiser Permanente Residency Programs: Creating Physicians for the 21st Century Leveraging our Core Competencies

- Established 3 MPH-bearing programs in conjunction with UC Berkeley School of Public Health
  - Pediatrics, Internal Medicine, combined Internal/Preventive Medicine (with UCSF)
- Outpatient Internal Medicine track, based on the principles of:
  - Chronic conditions management
  - Health maintenance and disease prevention
  - Outpatient subspecialization
  - Information technology
  - Community service
  - Executive skills
- Performance Improvement course and project for all 1st year residents.
- Leadership communication course for incoming chief residents.
- Fully subsidized global health program.
- REACH (Resident Education in Advocacy and Community Health).
- Patient safety fellowship.
- Kaiser Longitudinal Integrated Curriculum (for 3rd year UCSF students).
- Establishment of Drexel regional medical campus in Sacramento.
- Establishment of 2 new Family Medicine residencies.
- Establishment and expansion of student Family Medicine training sites for UCSF and Stanford.
- Establishment of summer primary care experience for UC Davis students.
- Subsidized electives for U. of Illinois Hispanic Center of Excellence students.
- ELAM summer student placements.
- Medical student scholarships based on community contribution, population research, leadership.
- UC Berkeley URM premed undergrad research program (with UCSF).