

Innovation and Stakeholder Buy in a Consortium

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Abstract

A consortium allows the pooled resources of a collective to implement programming that would otherwise be impossible. At the same time, multiple stakeholders and distinct institutional missions can pose challenges in advancing innovations.

The Centers for Osteopathic Research and Education (CORE) is a community hospital-based medical training consortium in Ohio. It is a medical education collaboration between Ohio University Heritage College of Osteopathic Medicine, 27 community hospitals in the state of Ohio, and three other colleges of osteopathic medicine around the country. It confers the degree of Doctor of Osteopathy (D.O.) to board-certified physicians and trains 650 residents or physicians-in-training and 500 medical students at any given year.

The osteopathic medical profession has been historically challenged in research and scholarly activities and outcomes. As the medical profession focuses on evidence-based practice, the need for increased engagement in research and scholarly work becomes more important. But what does this mean to many different stakeholders? And how do we innovate within a culture that is not inclined to engage in research?

The objective of this presentation is to provide an illustration via a case study on how innovation and buy-in from multiple and diverse stakeholders can be achieved using many quality improvement tools and techniques not only in medical education but across different professions and businesses. Specifically, the following will be discussed: Process Mapping and Needs Assessment, Voice of Customer, Strategic Vision, Evaluation.

Outcomes: Just like other programs that are necessary but not popular, research efforts within the CORE went through growth challenges. However, from 2006 onwards, we have experienced unprecedented growth due to program and support growth and application of quality principles and tools to improve existing research education and training services. In fact, since 2009, research has been a priority and is aligned with the consortium-wide strategic plan. Building a quality culture with buy-in from top leadership to administrators and faculty, all the way down to residents and students continue to be a long-term strategy.