LAUNCHING A MOVEMENT TOWARD FLOURISHING IN MEDICINE



KERN NATIONAL NETWORK

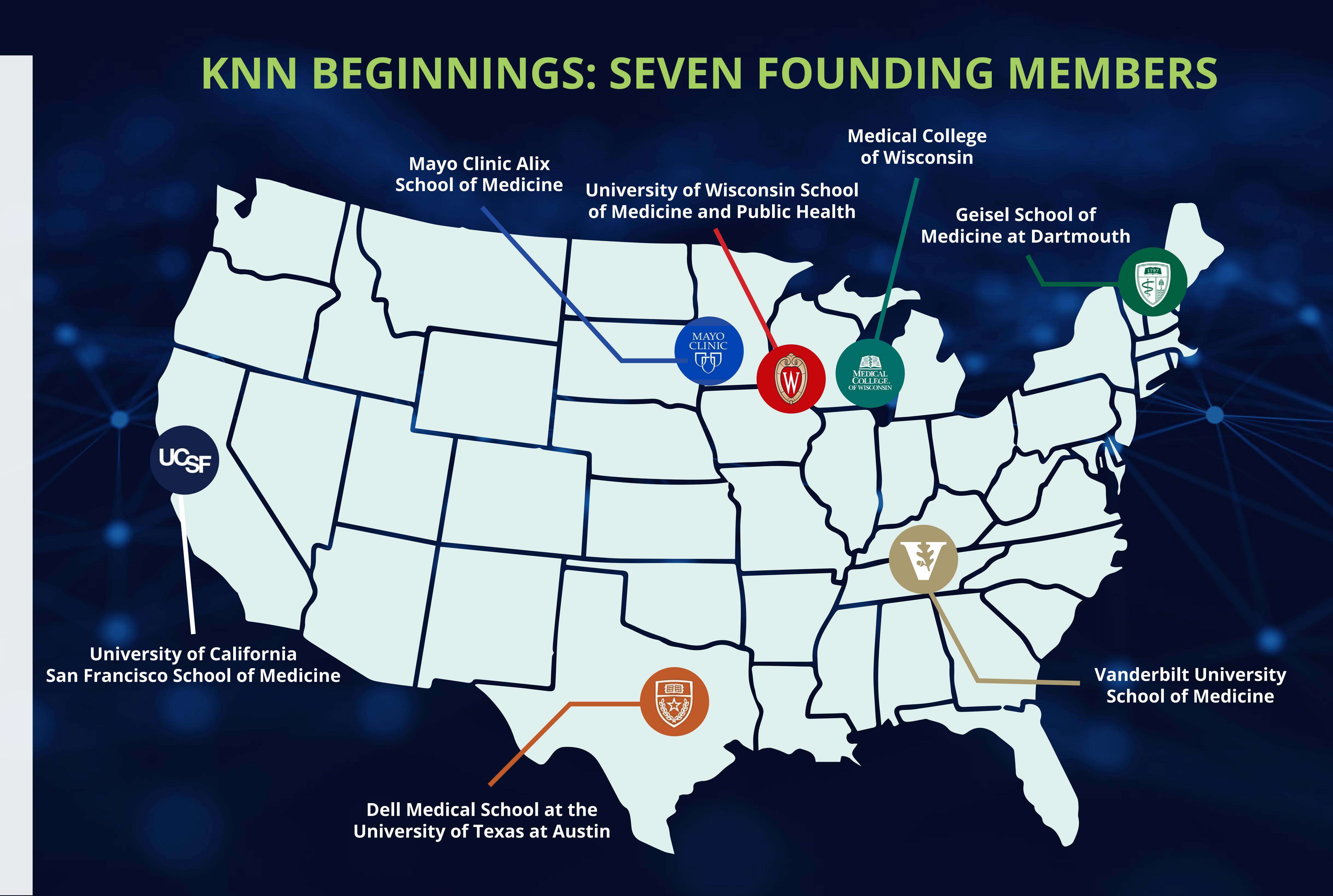
FOR CARING & CHARACTER IN MEDICINE

The vision for what would ultimately become the **Kern National Network for Caring & Character in Medicine (KNN)**initially began in 2012 in conversations with the Kern Family

Foundation. Soon after, the Foundation hosted an invitational meeting for medical schools to discuss opportunities in the field that catalyzed a pilot project testing new ways of delivering medical education.

In 2017, a transformational investment from the Kern Family Foundation and Kern Family Trust created the opportunity to formalize the network.

Launched with seven founding member medical schools, the KNN was designed to demonstrate how institutions with a shared commitment to character and caring could create best practices across different structures and cultures, accelerate innovation and collaboration, and drive change nationally.



THE KNN'S VISION, MISSION AND STRATEGIC FRAMEWORK



The KNN aspires to promote human flourishing through the profession of medicine



The KNN will foster caring, character and practical wisdom in the profession of medicine through efforts with:

- health professions education
- healthcare systems

- network partners
- society

Promoting human flourishing is the KNN's central aspiration. The KNN aims to foster environments where learners, educators and practitioners can grow, reach their full potential and help others do the same as they are providing excellent, equitable patient care.

OVERALL STRATEGIC FRAMEWORK

FIVE NATIONAL STRATEGIES

- Create Partnerships Across
 Health and Social Ecosystems
- Develop Future Leaders
- Bridge Across Differences
- Conduct and Disseminate Scholarship
- Effect Change in Systems and Policies

TRANSFORM Medical Education Promoting human flourishing through caring and character

INFLUENCE

Healthcare

QQQ Ecosystem

INNOVATIONS WITHIN
AND COLLABORATIONS
ACROSS MEDICAL SCHOOLS

Advance culture and systems change to integrate caring and character

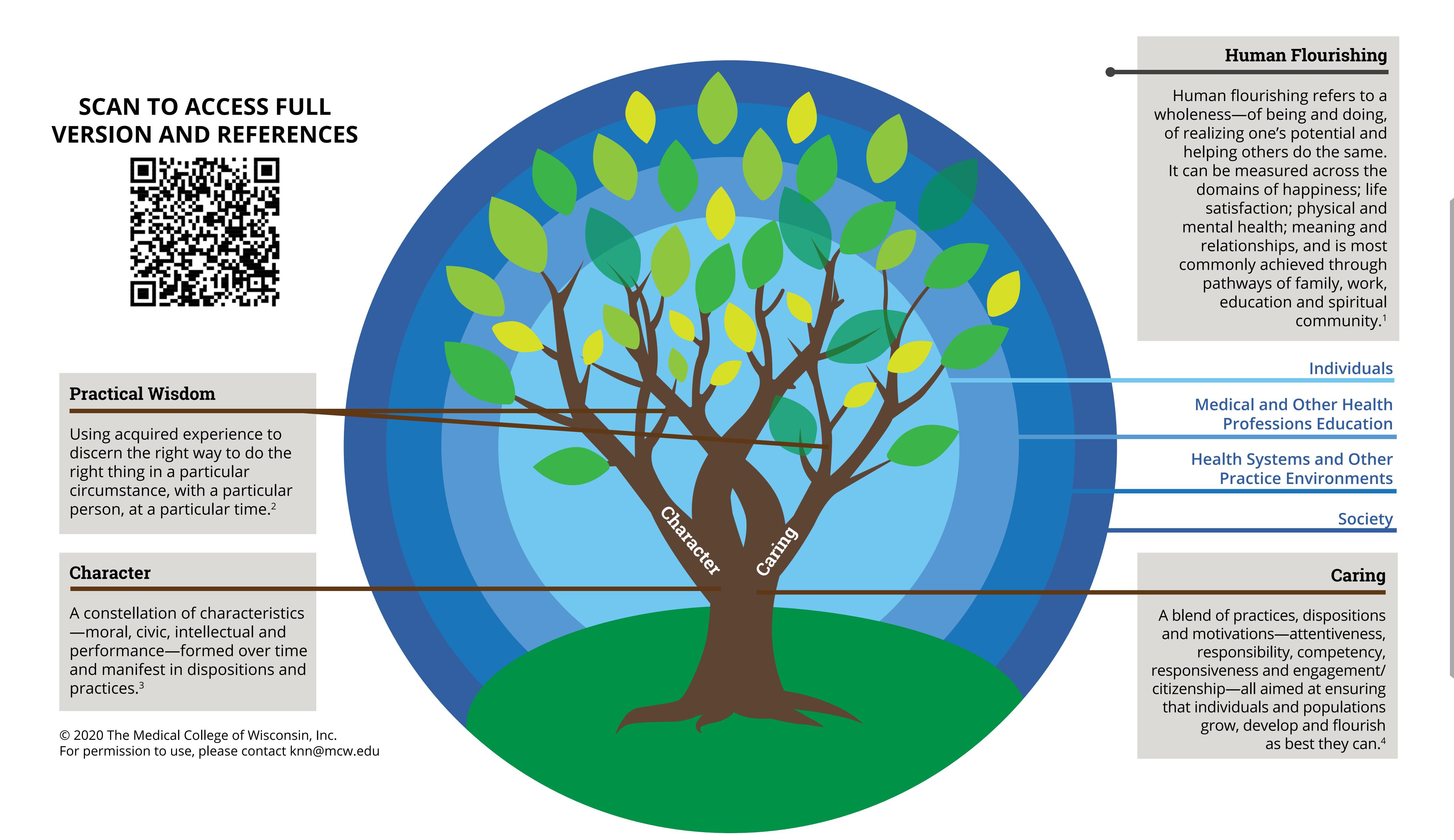
- Empower Learners
- Develop Faculty Leaders
- Transform Learning Environments

We pursue these priorities through efforts with and across medical schools nationally as well as many others in the broader health ecosystem.

OUR NORTH STAR KNN INTEGRATED FRAMEWORK

Making caring, character, practical wisdom and human flourishing accessible in medicine

The KNN integrated framework illustrates how the key constructs of the KNN's work—caring, character, practical wisdom and human flourishing—are dynamically related and synergistic. In developing the framework, the KNN built on existing scholarship to define individual components and focused on advancing understanding of how the components interact and can be applied.



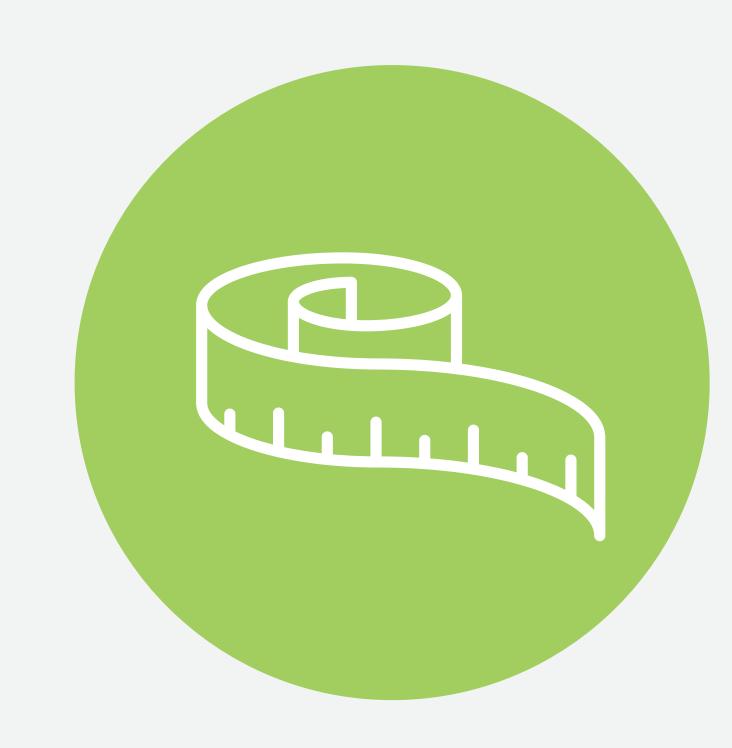
The tree depicts the entire concept of flourishing, as it suggests growth, change and organic development. Much as a tree's strong trunk and branches allow thriving leaves, the interconnected concepts of caring, character and practical wisdom support human flourishing. The integrated framework also illustrates that these concepts operate at many levels: individual, organizational and societal.

IMPACT OF FRAMEWORK SO FAR



Integrated framework concepts are shaping institutions' mental models and culture change.

- ✓ Concepts are embedded in thinking, decisions and programming—not simply the use of the integrated framework diagram.
- ✓ Sharing these concepts across leaders and committees has been powerful for driving discussions.



These concepts are broadly applicable yet can be tailored for specific institutions.

- ✓ Founding member schools have proven the framework's value across very different institutions—from one of the oldest medical schools to one of the newest in the nation.
- The framework concepts have also proven adaptable to different lexicons and environments.



Integrating framework concepts throughout medical school has benefitted learners.

- ✓ Reflecting on concepts from the integrated framework has served students who are in the field and completing their clinical rotations.
- ✓ Using framework concepts as a lens also has supported learners in making career choices and broader life decisions.

PARTNERING TO INFLUENCE HIGH-IMPACT TOUCHPOINTS

In collaboration with seven founding member schools representing 3,500+ medical students, the KNN has developed scalable, reproducible initiatives spanning high-impact touchpoints across the healthcare ecosystem. The programs in each of these areas are grounded in the integrated framework concepts.

KNN INTEGRATED FRAMEWORK



HOLISTIC ADMISSIONS

- KNN Holistic
 Admissions Initiative
- -Group Interview Process Adopted at Four Schools
- -Equity-Oriented Admissions Process



LEARNER ENGAGEMENT, WELLNESS & LEADERSHIP

- Longitudinal Medical Student Coaching
- 4C Coaching Program
- BEAM Mentoring Program
- KNN Student Network and *Becoming Series*
- Student Chapter Model
- Character Definition
 Listening Tour
- Student Essay Contest on Character
- Student Book Club on Caring and Character
- Wisdom Rounds



CLINICAL LEARNING ENVIRONMENT (CLE)

- Character Strengths Video
 Series
- Thank a Resident
 Day Activities
- UME/GME CLE Awards
- Transformational Times
 Newsletter
- Learning Climate Survey
- LACE Program
- LEAF Annual Reporting



FACULTY DEVELOPMENT & RECOGNITION

- Mobilizing Character
 Cross-Institutional
 Faculty Program
- Faculty Coach Training
- Compassion and Character Award
- Kinetic³ Teaching
 Academy
- Take 5 Video Series
- 21st Century Educators Conference



CARETEAMS & SYSTEM LEADERS

- KNN Toolkit on Integrated Framework
- Human Flourishing
 Discussion Series
- Mission: TransformMedicine
- KNN Professionalism in Medicine Initiative and Expert Advisory Panel
- Pilot: Flourishing in Gl
 Fellowship Program

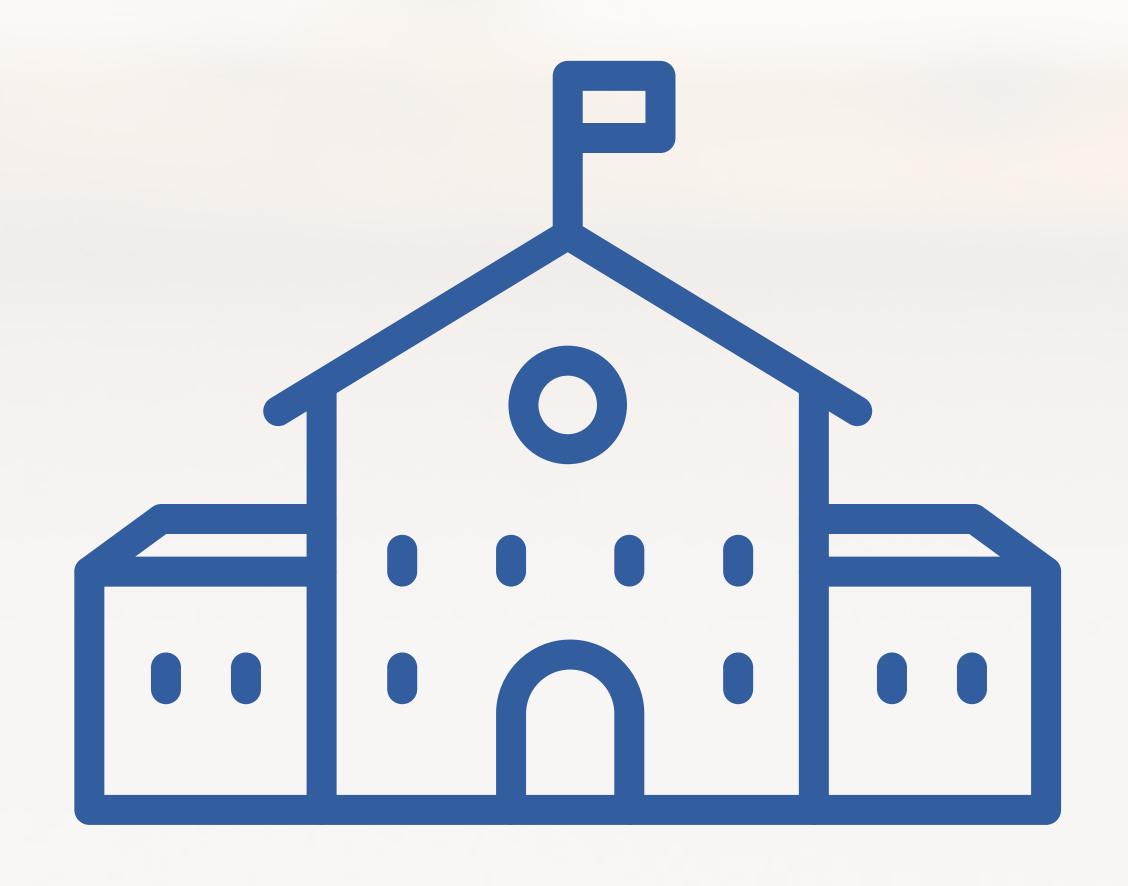
Diversity, Equity, Inclusion



The KNN's Holistic Admissions
Initiative is pioneering efforts to
support **holistic admissions** by
adopting group interviews that assess
applicants for character traits, not just
their MCAT scores and GPAs.

More than 5,600 applicants across four schools have completed a group exercise based on one Dell Medical School developed as part of its medical school interview process.

Initial data from Dell has shown that significantly more matriculating students ranked mission-driven, non-cognitive attributes as essential to their futures compared to peers at other medical schools—correlational evidence supporting the success of this approach.



Since AY17-18 a total of

5,600+
applicants

have completed group interviews

Example mission-driven, non-cognitive attributes:

- Innovation
- Creativity
- Leadership
- Teamwork
- Community Engagement



Developing relationships and purpose, and encouraging character among learners

Across the KNN, coaching and mentoring supported character development, built equitable access to mentorship and enriched learning communities



have directly benefitted from the coaching programs across three schools

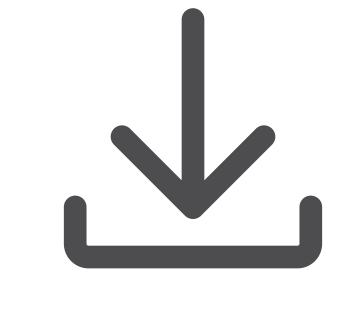
Engaging learners as future leaders for caring, character and flourishing in medicine

What Brings You in Today podcast

Student-produced podcast at UWSMPH amplifies reflections on studying and working in medicine.

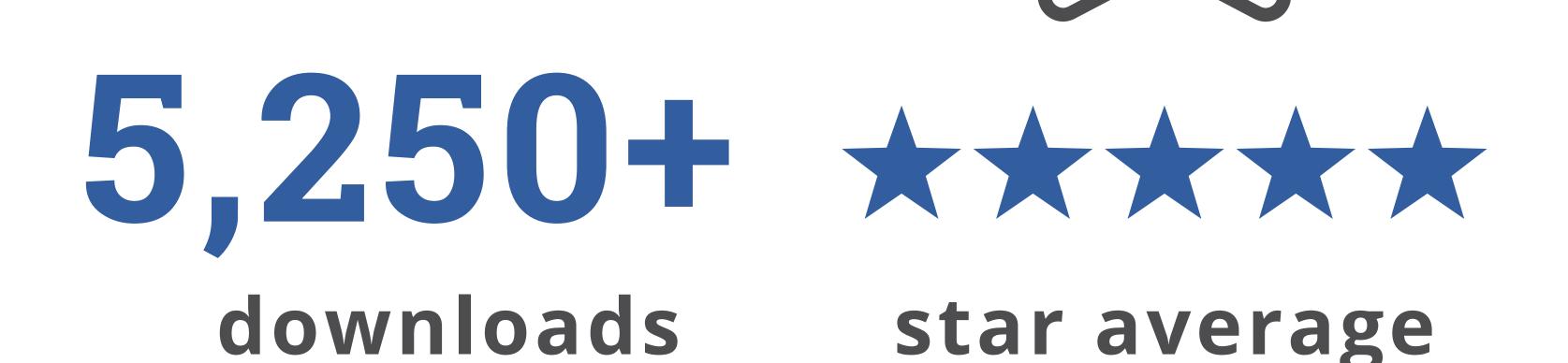


episodes



downloads







The highly professional output of "What Brings You in Today?" can be found @wbyit_uwsmph on Twitter or Instagram.



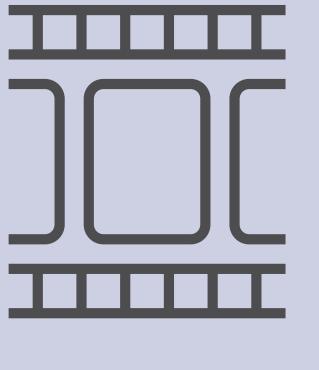
Photo: Kaitlyn Christian



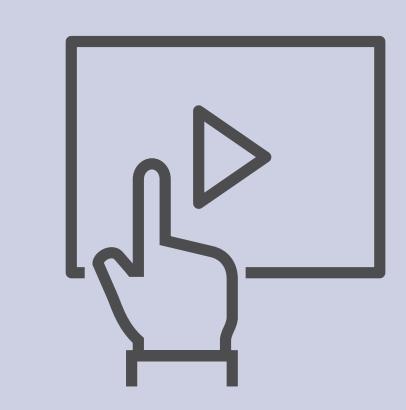
Photo: Pathum Karunaratne

Wisdom Rounds help residents manage emotions in difficult situations

Videos from a diverse group of physicians cover topics such as imposter syndrome, mistaken assumptions, vulnerability and teamwork and much more.



videos



12004 page views



Medical student book club

Readings enable VUSM students to tackle issues of caring, character and flourishing together.



medical students engaged in discussions

End-of-Life Rounds prepare students to navigate challenging care situations

EOLRs provide practical skills using real-life experiences, small-group reflection and skills sessions by faculty experts.



VUSM medical students have participated to date



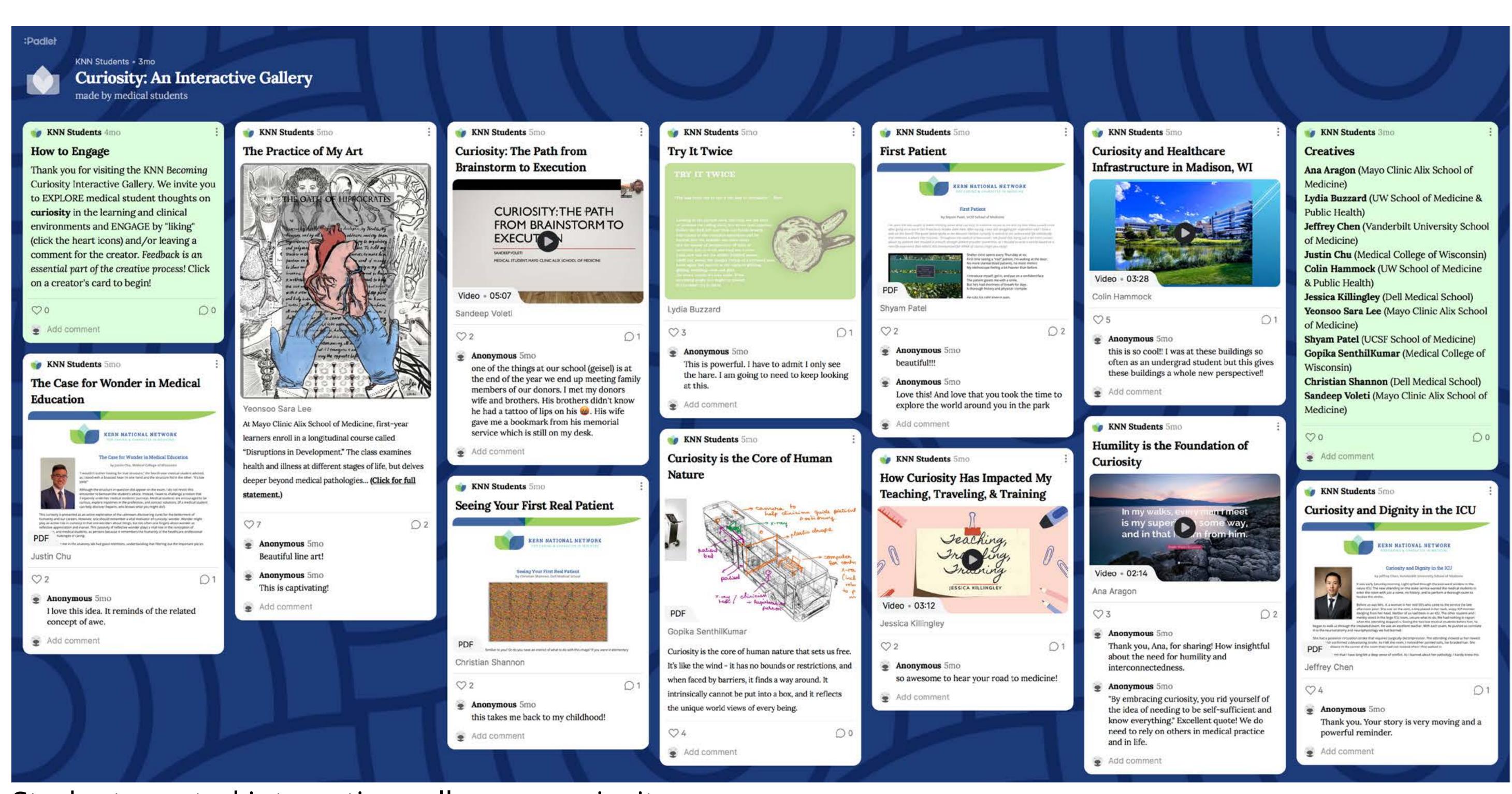
report increased comfort in discussing end-of-life

with future patients

KNN STUDENT NETWORK

The Becoming Series: Conversation and Community

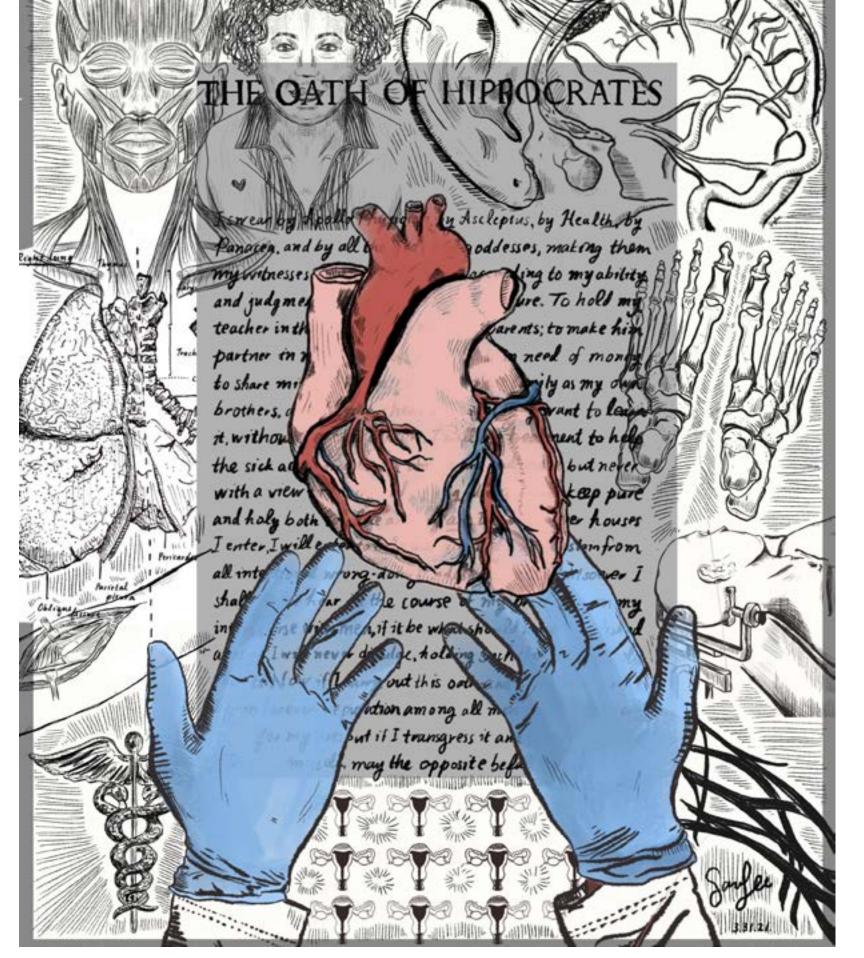
In the KNN-hosted *Becoming* series, medical students convene monthly from across schools to explore and practice character strengths essential for becoming the physicians they want to be. Faculty and peer presentations, along with humanities-based activities, allow students to explore topics that are deeply meaningful but not often included in formal curricula.



Student-created interactive gallery on curiosity



Artwork by Julia Bosco, MCW



Artwork by Yeonsoo Sara Lee, Mayo Clinic Alix School of Medicine – AZ/FL



Artwork by Saba Anwer, MCW

IN THEIR OWN WORDS

"Thank you for letting us be a part of this work. I love the KNN!"

"All from [the] KNN whom I have spoken to have been phenomenally kind, thoughtful, and inclusive. I am grateful for the opportunity of engaging with you."

"It was a great session, Dr. Petty's story was so powerful ... it reminded me that we all have our own journeys, and these journeys are not without difficulties along the way."

Student from MCW

Students from Mayo

KNN Student Chapters

Student chapters are deepening engagement at each institution

KNN STUDENT LEADERS

John Cruz (UCSF)
Lauren Lu (Mayo)
Christeebella Akpala (Mayo)
Saba Anwer (MCW)
Iniya Adhan (MCW)
Natalie Stratton (MCW)

Andrea Leung (UCSF)

Lauren McKay (UW)
Sydney Rozenfeld (UW)
Akihisa Sakai (UW)
Priscila Cevallos (Geisel)
Tamar Mosulishvili (Geisel)
Missy Kimlinger (Vanderbilt)
Victor Borza (Vanderbilt)
Anita Louie (Vanderbilt)

Bri Dillard (Mayo)
Casey Martinez (Mayo)
Olivia Viscuso (Dell)
Jessica Killingley (Dell)
Lorraine Dang (Dell)
Peter Raman (Dell)
Munachimso Uzodike (Dell)

KNN Student Conference

Developed for and by KNN students, the upcoming conference will give students an opportunity to address the challenges they encounter as learners and future physicians—and create the essential space to envision a brighter future for the field.



March 3–5, 2023 Nashville, TN

Space is limited-inquire now at knn@mcw.edu

CLINICAL LEARNING ENVIRONMENT



The KNN is creating learning environments that...

- ✓ Use shared interprofessional data and action to prioritize and pursue continuous improvement
- Meaningfully incorporate learners' experiences and voices into strategic plans
- ✓ Provide flexible, tailored development to those who teach, supervise and mentor learners
- ✓ Incorporate co-learning models to encourage emotional and interpersonal aspects of lifelong learning

Transforming clinical learning environments

To transform clinical learning environments (CLEs), KNN founding members have conducted climate surveys, developed tools to assess learning climates and publicly recognized residents and faculty who cultivate cultures of caring, character and flourishing.

Validated measures that evaluate the learning environment enable healthy, supportive surroundings.

Learning climate survey generated

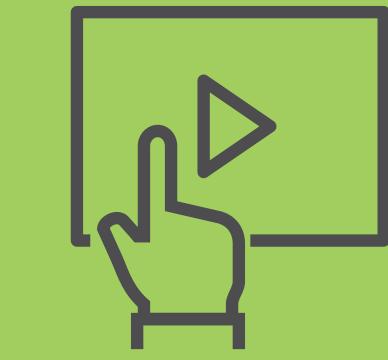
1,770
responses
from Mayo's learners



100 pages of comments

To catalyze this important work and CLE quality improvement efforts, KNN colleagues have developed a video series, now available online to medical schools both inside and outside the KNN. The series explores character strengths that foster well-being, psychological safety and flourishing in the CLE and how healthcare team members can apply those character strengths.

The seven videos now have a collective total of



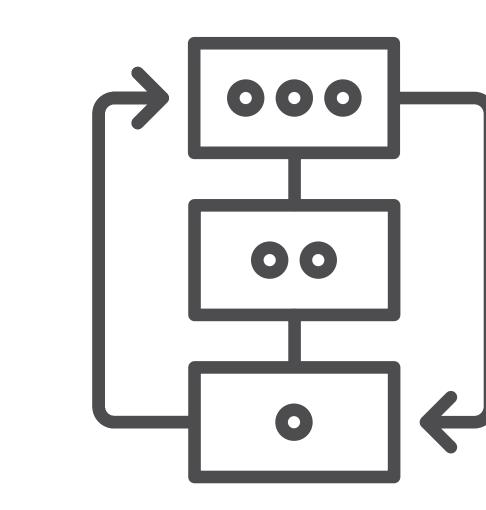
560 · views

SCAN TO ACCESS
VIDEOS ONLINE



LEAF report card at Vanderbilt

The Learning Environment
Assessment and Feedback
(LEAF) combines department
and institutional data to
identify opportunities and
excellence at VUSM



Co-Learning Model encourages open sharing of learning needs at UCSF



UME awards
given to Dell faculty & residents since 2018

186
GME awards
given to Dell faculty
since 2020

FACULTY DEVELOPMENT AND RECOGNITION



The KNN is equipping faculty to...

- ✓ Optimize psychological safety in the learning environment, promote flourishing as an aim of medical education and build other essential skills
- Innovate, produce scholarship and become leaders in educating for caring, character and practical wisdom
- Use active listening skills and foster meaningful conversations and relationships with learners
- ✓ Regularly access just-in-time training on strategies for supporting learners, creating trust and autonomy, reinforcing professionalism and more

Supporting flourishing, confident medical educators

The KNN is transforming medical education by helping educators from across the country and beyond incorporate character, caring and practical wisdom in teaching—providing flexible and tailored faculty development activities and promoting flourishing as an aim of medical education.

Medical educators globally have benefitted from professional development programming led by founding members



2,004





44 J. S. states

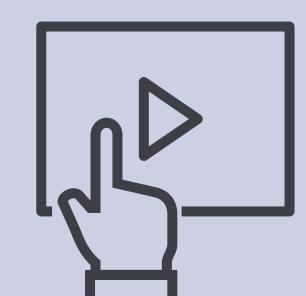
J.S. states

other countries

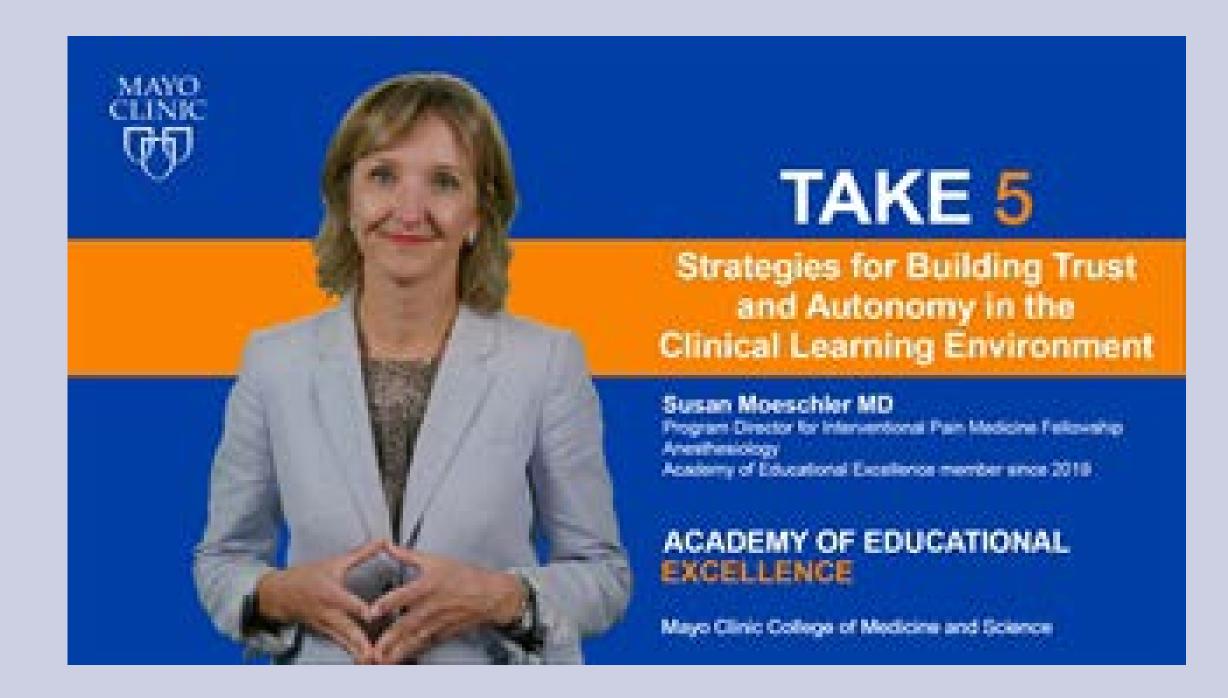
Mayo Take 5 videos support caring, character and practical wisdom

Take 5 videos include actionable, high-yield tips faculty at Mayo and beyond can immediately apply.

Take 5 videos & take-away handouts



12,000
plays to date



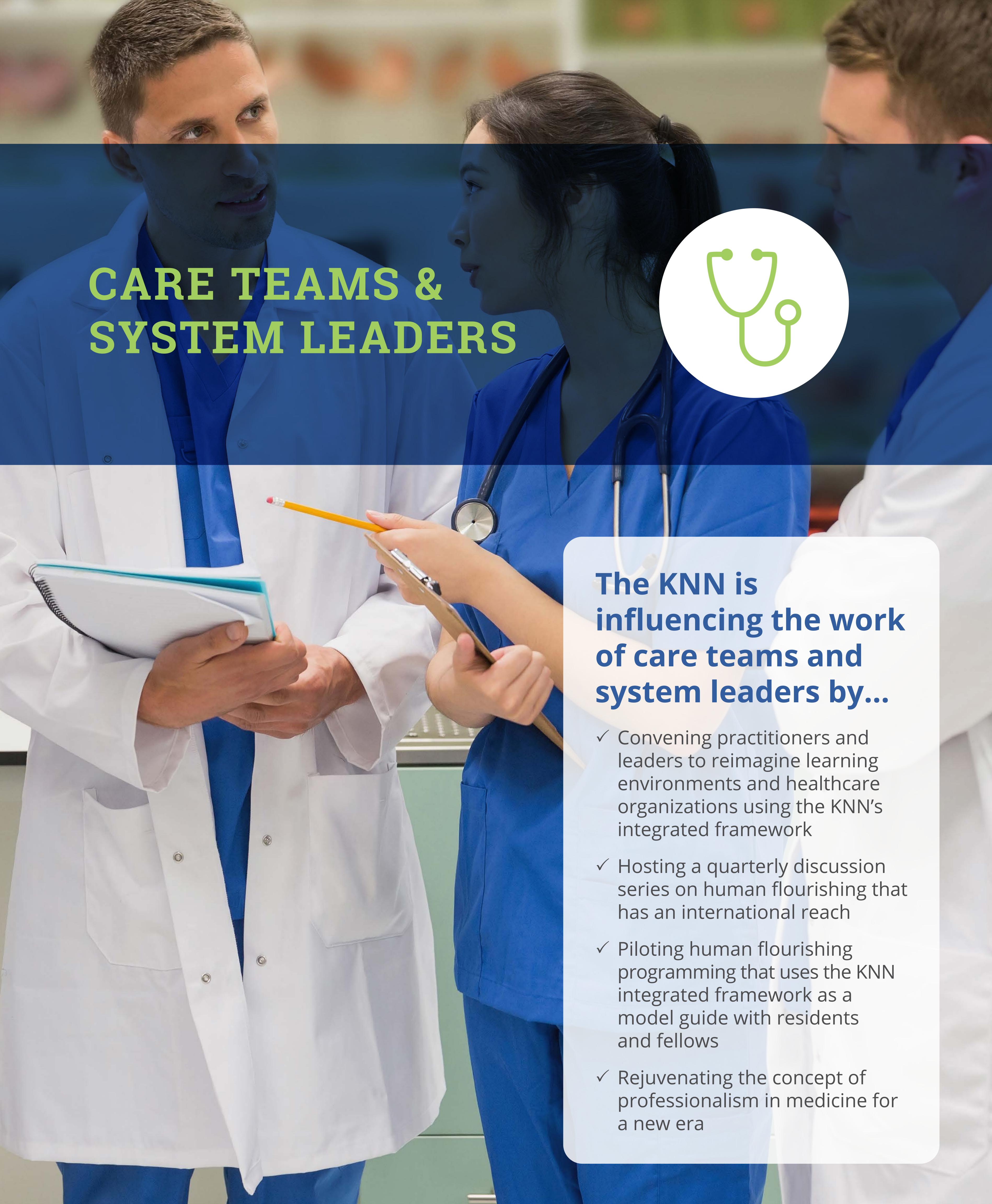
SCANTO ACCESS VIDEOS ONLINE



Mobilizing Character

This KNN faculty development program provides sequenced, structured exposure to character-strengthening activities. Self-reflection, practiced modeling and character exemplars help medical educators integrate character development into their daily teaching and patient care. 22 faculty from 3 medical schools (Dell, MCW, and UWSMPH) have participated in the first six-module pilot.

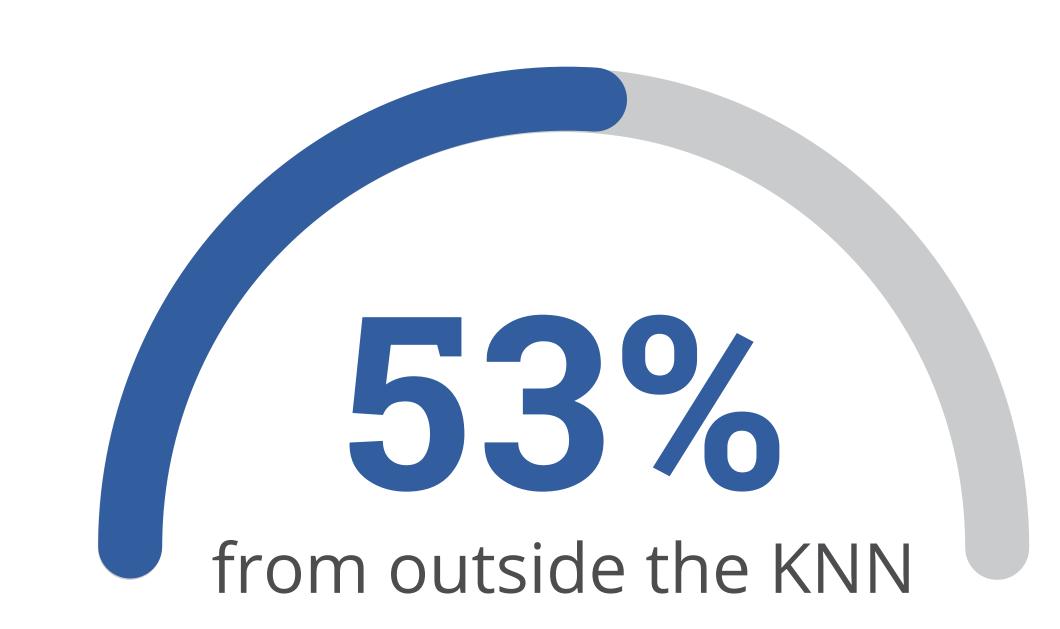




Seven human flourishing discussion series events with

To create sustainable change, the KNN is expanding beyond current colleagues and academic settings.

6754live attendees









MISSION EDICINE

Cohorts embarked on a journey to meet several times a year and reimagine how caring, character and human flourishing can be integrated into clinical learning and practice environments.



medical educators, health system leaders and others

Topics Explored

- Flourishing in Healthcare and Medical Education
- Measuring Flourishing in Medicine
- Leading Culture Change

PROFESSIONALISM

Rejuvenating this concept for a new era

The KNN Professionalism in Medicine Initiative is investigating faculty and learner perspectives on professionalism, paying particular attention to the views of individuals who are underrepresented in medicine and whose experiences are missing from past studies.

Phase one is underway at UCSF School of Medicine, Mayo Clinic Alix School of Medicine and Morehouse School of Medicine. This phase will involve conducting interviews with a diverse group of medical students to better understand how they view professionalism and its relevance to their professional identity.

44 %

1:1 interviews

31 interviews with M4s

interviews with residents from Internal Medicine, Obstetrics & Gynecology, Pediatrics, and Surgery "I do think that our rules need to take into account the humanity of other people ... professionalism just needs to have more of an awareness of others' humanness."

- M4 Participant

THE POWER OF THE NETWORK: WHAT FOUNDING MEMBERS ARE SAYING



Dell Medical School at the University of Texas at Austin (DMS)

As a KNN founding member and new medical school, DMS vitally connected its mission and vision with caring, character and human flourishing to affirm and amplify core values. Being part of the KNN has enabled DMS to immerse its programs, faculty and learners in caring and character. Beginning with holistic admissions, DMS sought to identify applicants with the traits and behaviors needed to become future Dell Med physicians. From there, human flourishing informed student and faculty experiences to nurture the collective soul and immunize against moral distress through positive psychology approaches. The focus on human flourishing has enabled DMS to boldly create paths to sustain and nurture caring and character throughout the continuum of medicine, as well as to grow partnerships that influence collaborative interprofessional practice in support of the quadruple aim of healthcare.



Geisel School of Medicine at Dartmouth (Geisel)

Geisel's longitudinal coaching program was informed and inspired by conversations with, and feedback from, KNN founding member schools. Through both formal meetings and informal conversations, Geisel learned from fellow member schools, refined approaches, included new ideas and improved the program. Geisel experienced significant challenges in the context of the COVID-19 pandemic and events of spring 2021; these challenges affected Geisel's faculty, staff and students in profound ways. It became apparent that the structures created through the KNN relationship—specifically the coaching program—provided Geisel students with the strength, support and character to persevere despite profound disruption and even harm. Without the coaching program, and without the KNN relationship and professional development Geisel's community acquired through the partnership, student outcomes could have been very different.



Mayo Clinic College of Medicine and Science (Mayo Clinic)

Partnering with the KNN has enabled Mayo to promote equitable flourishing, caring and character among learners, faculty, staff and patients in environments across our health system. The KNN also has catalyzed collaboration among participating schools, which has been invaluable to work both locally at Mayo and nationally. KNN collaborative work has facilitated sharing of best practices, brainstorming innovations and developing leaders and scholars who are committed to championing caring, character and flourishing. Further, KNN funding enabled Mayo to continue advancing initiatives, which otherwise would not have been possible due to the significant disruptions and challenges related to the COVID-19 pandemic. Involvement with the KNN allowed Mayo to continue this important work despite formidable obstacles—and do so at a time when the importance of caring, character and equitable flourishing was particularly apparent.



Medical College of Wisconsin (MCW)

The partnership between the Kern Institute at MCW and the KNN helps to ensure a rich national pool of expertise. For instance, as part of the KNN Holistic Admissions Initiative, MCW and other participating schools have actively shared best practices, lessons learned and anticipatory guidance with one another. This was particularly useful for MCW when admissions interviews moved from in-person to the virtual space and the holistic admissions group exercise had to be adapted for this environment. The holistic admissions collaborative is working with the Data Science Laboratory of the Kern Institute at MCW to streamline data collection and enhance data analysis and visualization. The Kern Institute places a high value on bringing experts and participants into conversation with one another.



University of California San Francisco School of Medicine (UCSF)

Being part of the KNN has provided UCSF the wonderful opportunity to engage with network schools and partners in discourse around challenges and lessons learned in medical education in the 21st century. Support from the KNN has allowed UCSF to transform medical education further at the local level by supporting learners and educating faculty, particularly to improve the clinical environment through caring, character and flourishing. At the national level, UCSF's "Educating Physicians of the 21st Century" course—which has been widely attended with broad representation from institutions across the U.S. and internationally—would not have been possible without support from the KNN and its members. UCSF is thrilled by the opportunity to partner with the KNN to further explore the concept of professionalism in medicine and ignite a broader national conversation around this concept.



University of Wisconsin School of Medicine and Public Health (UWSMPH)

UWSMPH is committed to creating a community where all learners, staff and faculty feel valued, included and empowered. Involvement with the KNN and its work to advance caring, character and flourishing in medicine has informed and framed several efforts at UWSMPH: Building Community climate improvement work; investments in diversity, equity and inclusion; and a focus on holistic admissions and curriculum aimed at shaping competent, compassionate physicians who advance health and health equity through remarkable service to patients and communities. Ongoing conversations and collaboration with network members who have similar missions and challenges have been invaluable. In addition, with KNN support, UWSMPH developed and piloted efforts—and provided seed money—to establish programs and demonstrate success. Many now receive institutional support, and these efforts would not have been possible without involvement in the KNN.



Vanderbilt University School of Medicine (VUSM)

Throughout the past five years, VUSM has benefited from the collaborative, cooperative nature of the KNN, which has provided the means to explore, reflect, build and enhance initiatives focused on the development of character, caring and human flourishing. The opportunity to partner with a diverse yet like-minded group of medical educators at six academic institutions has challenged VUSM to advance integrated framework concepts beyond our current efforts. VUSM has leveraged the KNN partnership as an opportunity to explore a variety of initiatives including faculty development, interprofessional relationships, student wellness, advance directives and end-of-life discussions, evaluating the clinical learning environment and enhancing the concepts of caring and character in the curriculum. These efforts would not have been possible without the KNN.

THE KNN MOVING FORWARD: A NEW PHASE OF WORK

RENEWED SUPPORT LAUNCHES NEXT PHASE

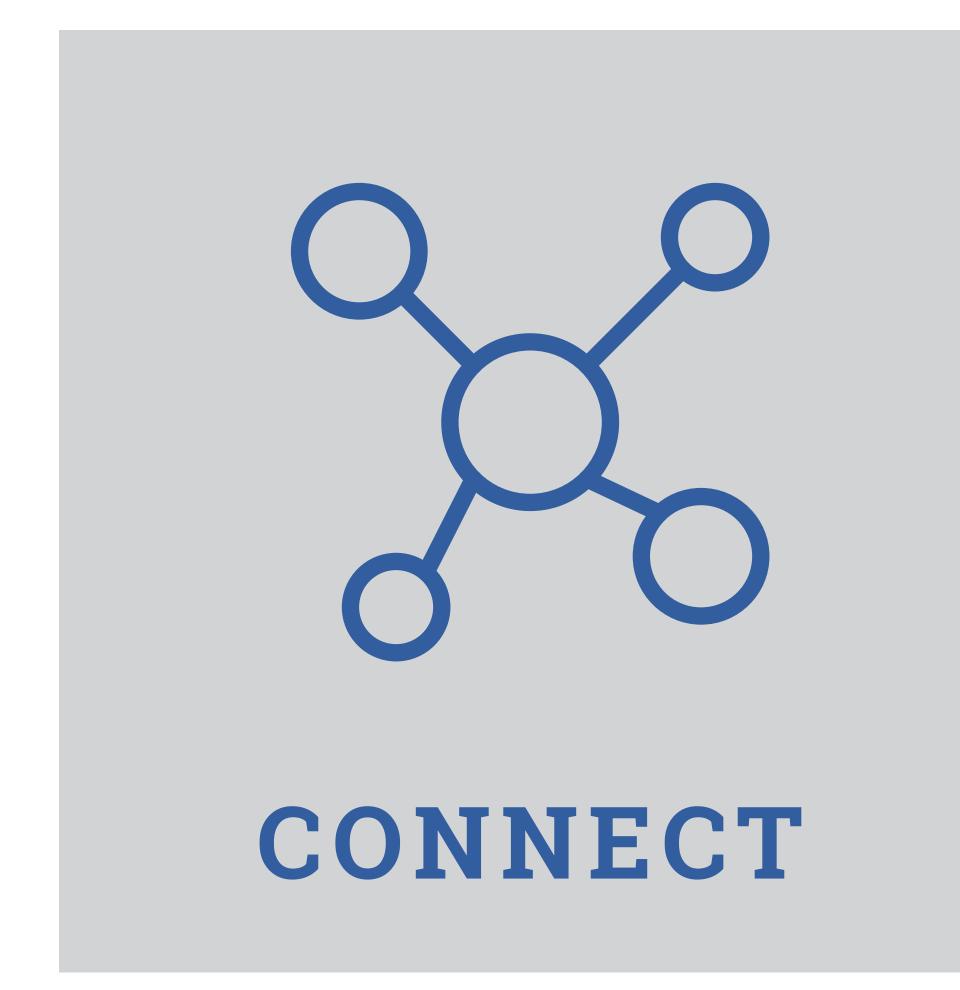
The Kern Family Foundation recently renewed its generous support, making a transformational investment that will accelerate and expand the efforts of the KNN, ushering in a new growth phase for the work.

In this next phase, the KNN will expand membership, inviting new voices to join the movement and adopt the integrated framework as a model guide in medical education and practice. The network growth will be both systematic and serendipitous, continually seeking opportunities to create a whole greater than the sum of its parts.

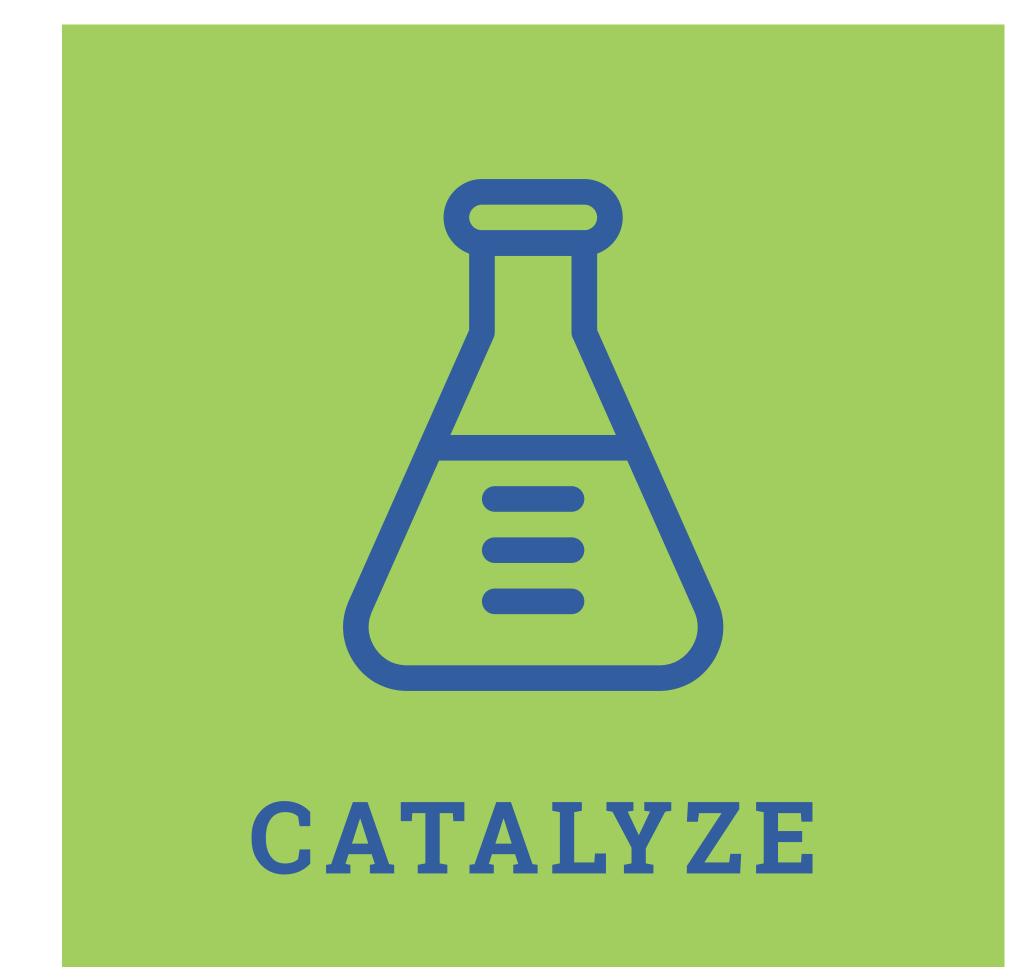




OUR THEORY OF CHANGE









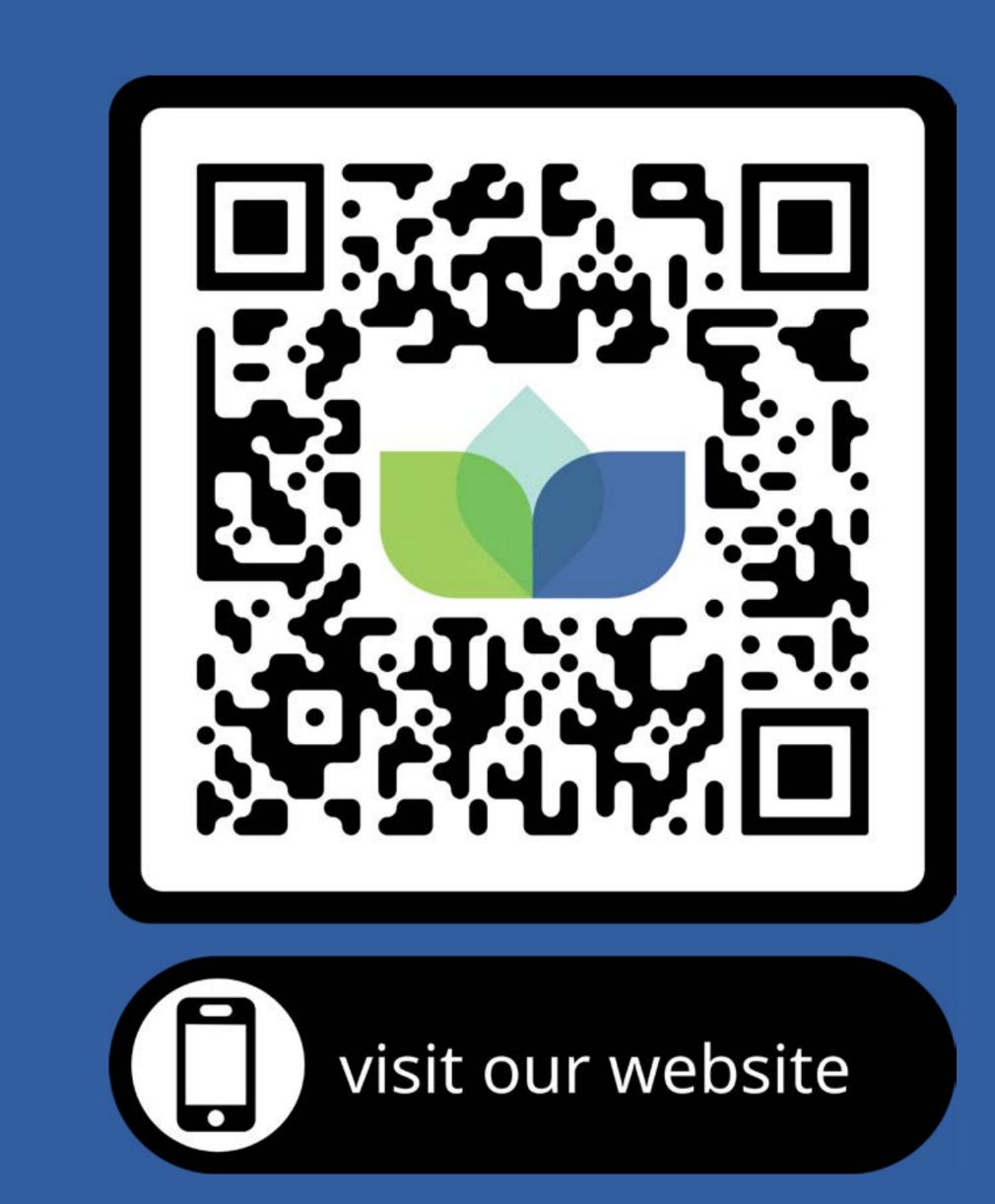
"Our work is to foster critical connections ... Through these relationships, we will develop the new knowledge, practices, courage and commitment that lead to broad-based change."

- Margaret Wheatley

FOCUS AREAS

- Building a Knowledge-Sharing and Practice Community
- Advancing Future Leaders for Caring and Character in Medicine
- Changing Culture, Policies and Practices
- Bridging Across Differences
 Toward Understanding

Join the movement toward flourishing in medicine





Discover a framework for caring, character, practical wisdom and human flourishing in healthcare

True transformation requires a movement that includes the voices of all stakeholders in the health ecosystem.

Upcoming new ways to engage with the KNN:

Expanded membership options

- Individual members
- Organizational members
- Initiative partners

Plus, a virtual community of practice

- Discover collaborators and put framework concepts into action.
- Drive transformation with supporting resources and tools.

What is one thing you're inspired to do to promote flourishing in the profession of medicine?