

MOBILIZING A MOVEMENT

TOWARD FLOURISHING IN MEDICINE

Phase 1 Final Report | Period Ending January 31, 2023



KERN NATIONAL NETWORK
FOR FLOURISHING IN MEDICINE
Character. Caring. Practical Wisdom.

FOUNDING DIRECTOR'S MESSAGE

On behalf of the Medical College of Wisconsin (MCW) and the Kern National Network for Flourishing in Medicine (KNN), we are pleased to present the final report on the KNN's first phase of work, from our inception in 2017 to early 2023.

The KNN originally set out to demonstrate how medical schools working together could advance transformation in medical education through a focus on character and caring, and throughout our initial years, we have had the opportunity to fulfill this vision and more. In collaboration with our seven founding member schools, we developed innovations within individual institutions, collaborated across schools on broader initiatives that advance character and caring, and engaged leaders of health systems, accrediting bodies, associations and other key stakeholders across the health ecosystem.

Working in tandem with our KNN founding members, we also developed the KNN framework for flourishing that serves as our north star and brings together the foundational elements of character, caring, practical wisdom and flourishing using the symbolic imagery of a tree.

The KNN's many accomplishments reflect our commitment to core values and the power of working together to advance flourishing in the profession of medicine, transforming areas such as faculty development and the clinical learning environment. Nearly 700 learners at KNN schools gained structured time for reflection and identity formation through coaching programs, while professional development programming shaped the educational philosophies of more than 2,800 faculty and educators from 41 states and six other countries.

During our first six years, the KNN has built rich and diverse pathways for colleagues, new and familiar, to come together and share knowledge and practices. In just the past year, the KNN hosted its inaugural national conference with more than 250 attendees and launched an online community to deepen connection and the free exchange of ideas. Whether it be through the growing KNN medical student network or through our expanding partnerships, the KNN is working to transform medicine across the continuum from medical school into residency, practice and leadership.



2017 Celebratory Launch of Kern Family Foundation Investment



KNN Students from Across the Nation



Kimara Ellefson's Opening Remarks at Inaugural 2022 KNN Conference



Poster Session at 2022 KNN Conference

As reflected in the KNN's recent name change, flourishing will remain foremost in our work for shifting the culture within the profession of medicine. Our focus on flourishing brings to the profession the importance of fostering a wholeness of being and doing that extends to both individuals and communities.

Building on our work in the first phase, our next five years will advance a national, multisector movement in the profession of medicine. The KNN will continue to advance character, caring, practical wisdom and flourishing by catalyzing transformative initiatives, connecting and convening stakeholders across the health ecosystem and influencing policy and systems change.

A key effort going forward will be the KNN's Bridging Across Differences initiative dedicated to advancing an open inquiry mindset and strengthening respectful discourse by developing, testing and disseminating bridging tools. With the KNN framework as a foundation, we can work across academic medicine to support bridging at a national level in health professions education and in the profession itself.

In closing, I want to express my deep appreciation to founding members, board members, faculty, staff and students, as well as Kimara Ellefson, National Director of Strategy and Partnerships, and our KNN program office team. Without their extraordinary commitment the KNN accomplishments would not be possible.

I also want to extend my deep gratitude to the Kern Family and Kern Family Foundation for its exceptional partnership and extraordinary investment in this transformational work.



Cheryl A. Maurana

Cheryl A. Maurana, Ph.D.
MCW Eminent Scholar
Senior Vice President for Strategic Academic Partnerships
Professor of Population Health and Founding Director
Kern National Network for Flourishing in Medicine
Medical College of Wisconsin



Bridging Across Differences Session at 2022 KNN Conference



Rebekah Brunner and Alverno Devine at KNN Exhibition Booth



KNN Board and KFF Leaders at 2022 KNN Conference

In 2017

The KNN started as a **small but mighty network** composed of leaders, educators, learners and staff from

7 medical schools.



The first cohort of KNN **student chapters** has launched, developing future leaders in medicine.



Today

45+ allopathic and osteopathic medical schools nationwide are **actively engaged** with the KNN and advancing flourishing in their institutions.



Plus, **ongoing dialogue** has started with associations, accrediting bodies and other stakeholders across the health ecosystem.

MOBILIZING A MOVEMENT IN MEDICINE

**The KNN is transforming
medical education and practice
to promote flourishing**

When clinical learning environments, practice settings and health systems cultivate wholeness of being and doing—along with competence and continuous improvement—then those within can truly flourish. That's the aspirational goal of the KNN: Advancing character, caring and practical wisdom in medicine to ignite a culture change that helps individuals, communities and society flourish.



VISION

The KNN aspires to promote flourishing through the profession of medicine



MISSION

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

- Health professions education
- Healthcare systems
- Network partners
- Society

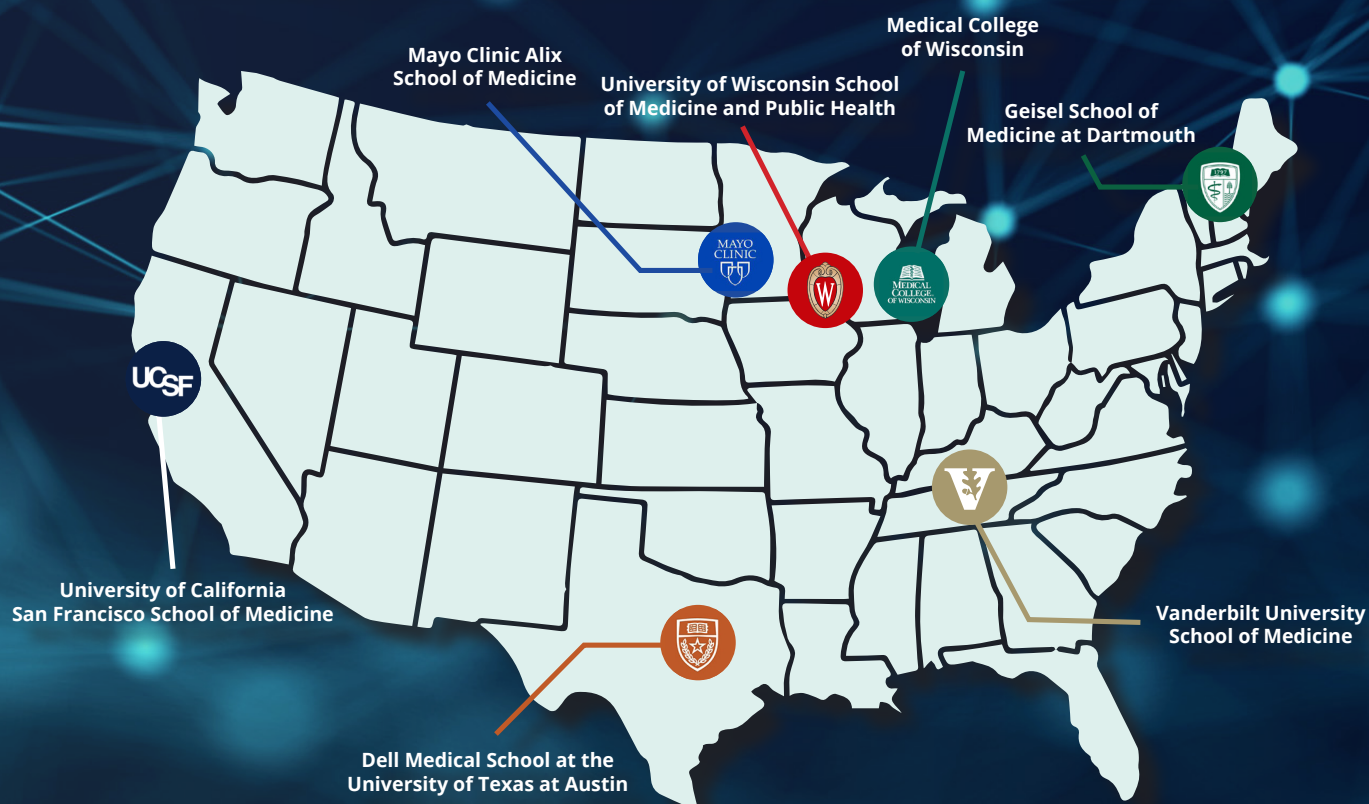
OUR ORIGIN STORY

A shared commitment to change

The vision for what ultimately would become the Kern National Network for Flourishing in Medicine (KNN) initially began in 2012 in conversations with the Kern Family Foundation (Foundation). Soon after, the Foundation hosted an invitational meeting for medical schools to discuss opportunities in the field, which 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.

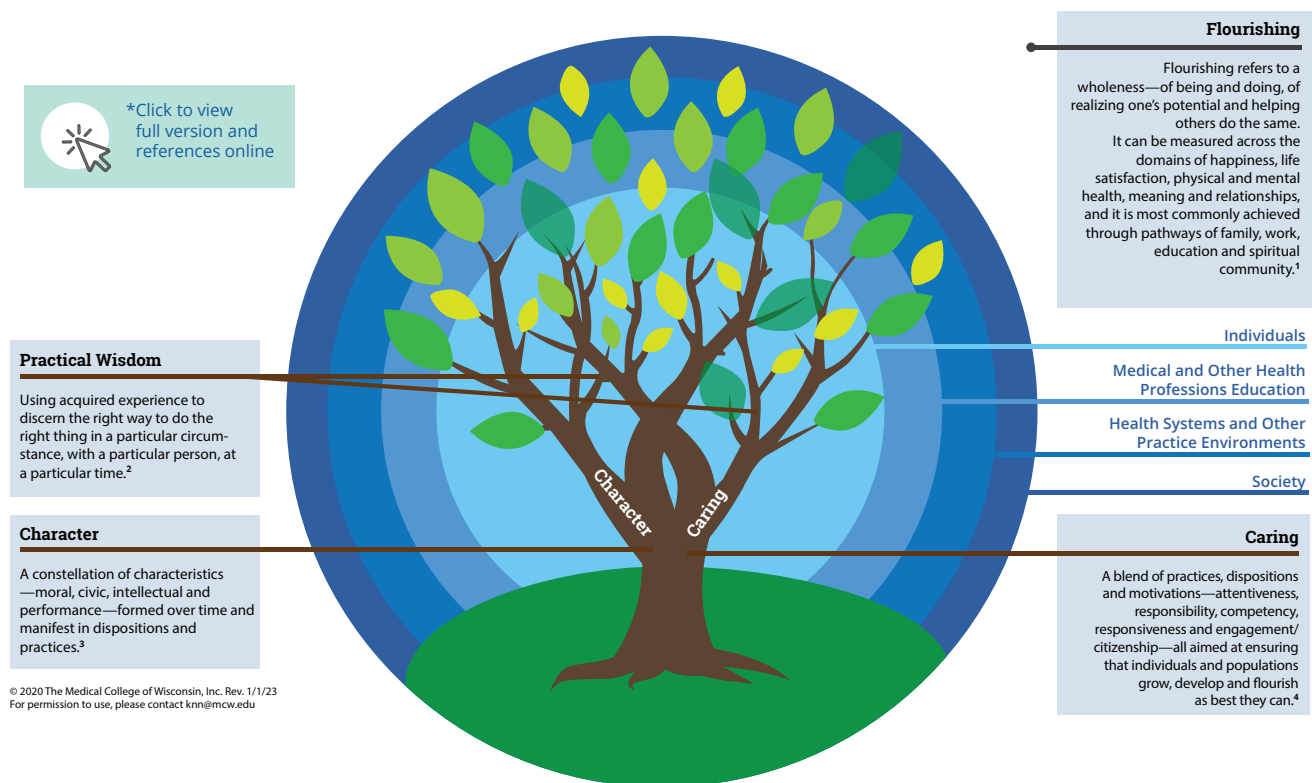
KNN BEGINNINGS: SEVEN FOUNDING MEMBERS



OUR NORTH STAR KNN FRAMEWORK

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

Every journey needs a constant point to navigate by, and a **framework for flourishing** shines brightly as the KNN's north star for making progress toward shifting the culture within the profession of medicine. While existing efforts around wellness and well-being are essential, flourishing offers a more holistic lens and a new aspirational course to chart.



Flourishing points us toward creating environments that allow and encourage a wholeness of being and doing, even amid adversity. It encourages us to shape systems that enable those within to reach their full potential while helping others do the same. And it invites us to consider flourishing on many different levels: individual, organizational and societal.

But how do we move toward flourishing? During the KNN's first phase of work, founding members, subject matter experts and many others grappled with that question and shaped a framework of foundational concepts that offers a potential path. In developing the framework, the KNN built on existing scholarship to define individual components and focused on advancing understanding of how they interact and can be applied within the profession of medicine.

IMPACT OF FRAMEWORK

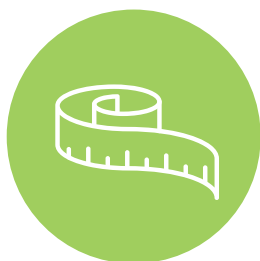
In first phase of work

The KNN is sparking a movement in medicine by connecting, convening, catalyzing and influencing the work of caring, character, practical wisdom and flourishing in medicine's learning and practice environments. The framework underpins the KNN's unique scalable, reproducible initiatives, spanning both collaborative and site-specific efforts.



Framework concepts are shaping institutions' mental models and culture change.

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



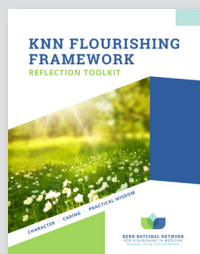
These concepts are broadly applicable yet can be tailored for specific institutions.

- ✓ 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 benefited learners.

- ✓ Reflecting on concepts from the KNN 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.



Expanding the Framework's Reach

Coming soon! KNN Framework Toolkit that includes reflection activities and accompanying facilitator guides for the framework core concepts of character, caring, practical wisdom and flourishing will be available to KNN members early summer 2023.

A GROWING MOVEMENT

Toward flourishing in medicine

KNN THEORY OF CHANGE

True transformation requires voices from across the health ecosystem. The KNN is **connecting** and **convening** stakeholders as well as **catalyzing** transformational initiatives to **influence** medicine's learning and practice environments.



CONNECT



CONVENE



CATALYZE



INFLUENCE

The following sections explore highlights in each area from the KNN's first phase of work. In building rich, diverse pathways to come together and share knowledge and practices, the KNN is becoming a true movement at the headwaters of flourishing in medicine.

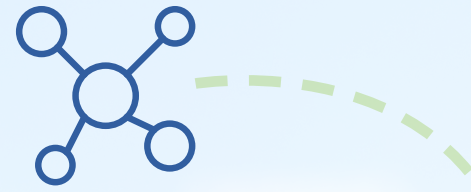
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“Our work is to foster critical connections ...
Through these relationships, we will develop the
new knowledge, practices, courage and
commitment that lead to broad-based change.”

– Margaret Wheatley

CONNECT

Tapping into transformative energy and community



Through its national events, online community and communications, the KNN is connecting medical educators, professionals, leaders and learners to promote flourishing in medicine.

DISCUSSION SERIES

on human flourishing

Imagine that a decade from now, we live in a healthier world where healthcare learners, practitioners and patients are flourishing. What does that future look like, and what will it take to get there?

Shaping a brighter future requires input and ideas from individuals of varying roles, backgrounds and geographies. To that end, the KNN launched its human flourishing discussion series to connect individuals throughout the health ecosystem and offer colleagues across the U.S. and other countries an easy entry point for engaging with the KNN and with each other. The series has created broad awareness of the KNN's mission and framework for flourishing—introducing a variety of participants from inside and outside the initial KNN founding member schools to core concepts and potential strategies.

During its first phase of work, the KNN hosted eight total discussion series events, which explored the impact, challenges and opportunities different aspects of healthcare pose for the future of flourishing. In 2021, four sessions engaged participants in a national conversation about the profession of medicine, its role in advancing flourishing and how we might address factors at the individual, community or societal level that can pose barriers to flourishing.

Building on that, four sessions in 2022 examined the factors in specific settings that shape and drive the vitality of healthcare learners, professionals and broader society. Specifically, sessions explored flourishing in the contexts of learning environments, care spaces, organizational cultures and communities.

The vast majority of 2022 participants (medical educators, practitioners, learners and beyond) agreed or strongly agreed that the sessions supported them in the following areas:

- Broadening their understanding of the topics
- Illustrating implications for clinical learning and practice environments
- Inspiring change at the individual level
- Motivating consideration of improvement opportunities at the institutional or organizational level.

For instance, one session participant reported the program inspired their organization to add service learning opportunities as a way to promote flourishing in their educational and local communities.

Eight human flourishing events with

750+
total attendance

40
US states +
DC & Puerto Rico

54%
from outside KNN

6
countries
represented

“

“There is tremendous value to having conversations such as these, including that we were able to model how perspectives across health care professions belong together. By doing so whenever possible, we get the best of interprofessional expertise, ideas, innovation and leadership. This will improve systems that deliver care and support the health and wellbeing of patients and clinicians alike.”

– August 2022 session participant

ONLINE COMMUNITY

Building a knowledge-sharing community to support flourishing

To complement live events, the KNN's online community launched in fall 2022 as a space where colleagues across the country could share new ideas, explore different ways of thinking and approach issues with a spirit of curiosity. The online community currently offers an open space for interested parties to enter, connect with others and actively contribute to the conversation around flourishing in medicine. Deeper levels of engagement, and ways to learn more about and contribute to project work being conducted by individuals across the network, is being facilitated through the addition of private groups and portals.

The online community is also a place where those interested can continue conversations between KNN in-person and virtual events. This interactive platform goes beyond the unidirectional engagement of a traditional website and allows visitors to interact by liking or replying to discussion threads, authoring blogs about their work and more. For example, the online community will be used as a way for the 2023 KNN Student Conference participants to connect (member profiles), convene (discussion threads) and catalyze their action beyond conference.

Future plans for the online community include adding a member portal with increasing access to KNN tools and resources, such as the KNN Framework for Flourishing Reflection Toolkit and KNN Innovative Practices that describe replicable and adaptable practices in medical education anchored by the KNN framework. This dedicated space will allow for deepened conversation amongst committed members and may also attract new members to join the movement.

Continue the Conversation in the **KNN Online Community**



KERN NATIONAL NETWORK
FOR CARING & CHARACTER IN MEDICINE

Welcome to the KNN Community!

The KNN's virtual community of practice enables members of the network to connect, convene and catalyze change in medicine using a framework that integrates character, caring, practical wisdom, and flourishing.

[Join Now](#) [Log In](#)

Join Us in the Movement Toward Flourishing in Medicine

As of January 2023,
the **KNN Online Community**
was accessible to more than

350

faculty, staff and students
from a variety of institutions
within the United States



BOOK CLUB

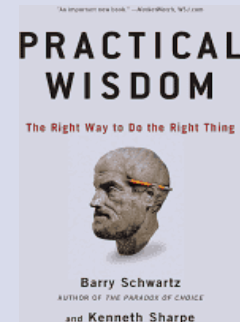
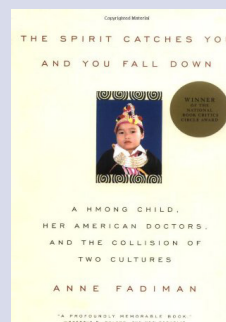
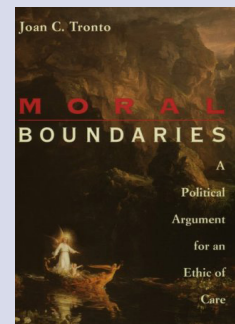
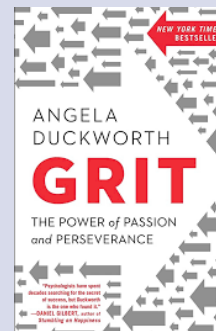
Connecting faculty and staff from across the nation

The goal of KNN Book Club is to deepen understanding of KNN Framework core concepts and to create a community of practice for those interested in how the framework applies to medicine and other areas of work and life. Book club participants read in community and come together bi-weekly via Zoom to engage in active discussions with colleagues. Virtual sessions allow for participants to span geography and tune in from wherever they are living or working.

Lead facilitator(s) develop an agenda for each discussion, and live notetaking via Jamboard creates a record of the sessions for those not able to attend. The KNN online community platform has a Book Club group that allows for deeper discussions and sharing of additional resources between sessions.

Since its launch, the KNN Book Club has read four books with an average of 15-18 individuals registering for and logging on throughout each book discussion series. Participants have represented faculty and staff working at 11 institutions located in five U.S. states (Illinois, Florida, Ohio, Pennsylvania, Texas and Wisconsin).

KNN Book Club List



COMMUNICATIONS

Fostering awareness and engagement

The KNN actively works to connect and engage others through several communication channels including monthly newsletters, daily Twitter posts and the KNN website. In addition, the KNN proactively connects people working in similar areas via direct introductions to enhance collaboration and catalyze transformation.

Through these channels, the KNN shares inspiration, stories, resources, events and more—all grounded in the KNN framework for flourishing. The KNN Twitter account has garnered an average of more than 4,000 profile visits each month.



105K+

views of KNN Twitter profile
from January 2021-2023

**Investing in growing our reach is creating
more awareness of the KNN and its mission.**

CONVENE

Coming together on meaningful topics



Through its first national conference and the Bridging Across Differences Toward Flourishing, *Mission: Transform Medicine* and New & Developing Medical School initiatives, the KNN is convening stakeholders to reimagine how character, caring, practical wisdom and flourishing can be integrated into medicine's learning and practice environments to effect positive culture change.



INAUGURAL KNN CONFERENCE

Sharing and celebrating transformational work

Informed and inspired. Energized. Hopeful. A notebook full of ideas to follow up on.

Those were just a few of the reactions that participants shared throughout the inaugural KNN national conference held in Milwaukee on September 29 and 30, 2022, during which hundreds of medical educators, leaders and learners gathered to share and celebrate transformational work that is creating a brighter future for the profession of medicine.

The conference, “**Connect, Convene, Catalyze Toward Flourishing**,” created a unique opportunity to recognize and learn from innovative work nationally that is shifting the culture of medicine to elevate flourishing, meaning and purpose.



Check-In at the 2022 Inaugural KNN Conference

Tapping into energy and community

For many, the conference was a long-awaited opportunity to reconnect in person with peers who had been working to integrate character, caring, practical wisdom and flourishing in medicine since the network initially took shape in 2017. Throughout the pandemic, the KNN’s seven founding member schools remained committed to using creativity and technology to stay connected—and successfully enacted many collaborative initiatives within and across their schools.

However, the joy of reuniting in person with colleagues and friends, old and new, was palpable. As one participant commented, the energy felt real enough to tap into “like an electric current.”

Throughout the conference, the KNN’s founding members were joined by individuals from 28 additional medical schools and health-related organizations (e.g., health systems and non-profits), demonstrating a critical mass of interest in promoting flourishing in medicine and a positive outlook for ongoing growth and expansion of the KNN. Nearly 250 thinkers and change agents from 19 states and the District of Columbia discussed how the KNN framework for flourishing’s foundational elements could be practically applied to medicine.

Coming together on meaningful topics

More than 80 abstracts, aligned with one or more core concepts of the framework, were submitted for the KNN conference, populating a varied agenda that featured plenaries and focused presentations, as well as deep-dive workshops, roundtable discussions and a poster session.

In the opening plenary on flourishing, Matthew T. Lee, PhD, of Baylor University and the Harvard Human Flourishing Program set the stage for conference participants to reflect on “who loved them into being.” Beyond touching on individual flourishing, his remarks also highlighted the importance of systems transformation, referencing the quote “Every system is perfectly designed to get the results that it gets.”



Open Plenary by Matthew T. Lee, PhD

A lunch and learn panel—featuring Calvin Chou, MD, PhD; Krista Gregory, MDiv, BCC; James Woodruff, MD; and moderator Chris Stawski, PhD—shared their experiences of integrating practices of caring and character. Self-awareness emerged as a core theme, with Rev. Gregory introducing the Plimsoll Line—a shipping mark that shows maximum load capacity—as a metaphor for evaluating our own level of “overload” and how it may be affecting our interactions with others.

Margaret (Peggy) L. Plews-Ogan, MD, delivered a moving closing plenary titled *Wisdom in Action: Medicine as Music*, which highlighted parallels between musical composition and the cadence of practical wisdom that one doctor exhibited. The case study, drawn from Plews-Ogan’s own life, made apparent the nuanced art of a doctor’s role beyond diagnosis and treatment alone.

The conference also amplified student voices. Nearly 20 presentations were submitted by students or student groups on topics that ranged from peer mentoring to failure and remediation, to reconceptualizing empathy and more.

Transforming medicine’s learning and practice environments

After an exciting two days that nurtured both social and intellectual connection, participants left with new contacts and a renewed sense of how to continue the important work to advance flourishing within their own institutions.



Lunch and Learn Panel Featuring Calvin Chou, MD, PhD; Krista Gregory, MDiv, BCC; James Woodruff, MD; and Moderator Chris Stawski, PhD



Closing Plenary by Margaret (Peggy) L. Plews-Ogan, MD



Vanderbilt School of Medicine Students

Overarching themes included:

- Creating psychological safety and supportive cultures/learning environments
- Learner engagement, wellness and leadership
- Professional identity formation
- Mentoring and coaching
- Kindness, compassion and mattering
- Storytelling and medical humanities
- Inclusive excellence and health equity

Nearly
250
Thinkers &
change agents



Representing
35
Medical schools
& health-related
organizations



From
19
States
& D.C.



NEW & DEVELOPING MEDICAL SCHOOLS

Integrating framework concepts into educational structures from the beginning

The KNN convened leaders from 10 new or developing medical schools in November 2022 at Belmont University in Nashville to facilitate and catalyze systemic and policy changes that transform learning environments. Leading up to the in-person meeting, participating schools met virtually throughout the summer to explore ways that they could collaborate and use the KNN framework to develop solutions to “wicked” challenges encountered during the initial years of launching a medical school and the accreditation process.

The new school group continues to meet to examine and share accreditation best practices and challenges and is working on exploring and implementing work in medical education anchored by the KNN framework (e.g., implementation of educational program elements, program planning and supporting student wellness by promoting flourishing).

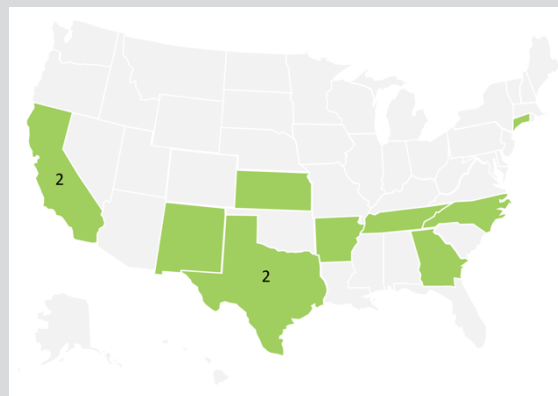
Moving forward, the group is transitioning to using the KNN online community as a platform for their community of practice to continue sharing ideas and questions across their institutions.



Leaders from new and developing medical schools engaging in discussions to catalyze system and policy changes in medical education learning environments.

11 Participating Schools

Alice L. Walton School of Medicine
Burrell College of Osteopathic Medicine
Charles R. Drew University of Medicine and Science
Frank H. Netter MD School of Medicine at Quinnipiac University
Kaiser Permanente Bernard J. Tyson School of Medicine
Kansas College of Osteopathic Medicine
Morehouse School of Medicine
Thomas F. Frist, Jr. College of Medicine at Belmont University
UT Tyler School of Medicine
UT Austin Dell Medical School
Wake Forest University School of Medicine



BRIDGING ACROSS DIFFERENCES TOWARD FLOURISHING

Advancing open inquiry and diversity of thought

Through its newly launched Bridging Across Differences Toward Flourishing Initiative (Bridging Initiative), the KNN is encouraging leaders in academic medicine and the profession more broadly to come together to ask challenging questions, find common ground and build a foundation for mutual understanding. Guided by the KNN's framework for flourishing, the Bridging Initiative is pursuing three workstreams—thought leadership, communities of practice and a fellows program—and addressing the aspects of structure, relationships, culture and power dynamics. The Bridging Initiative is further anchored in the principles of open inquiry, respect for diversity of thought and viewpoints, freedom of expression, and constructive disagreement.



40+

Stakeholders engaged

in the early KNN Bridging Initiative roundtable discussions

In the last several months of 2022, the Bridging Initiative team held a retreat to explore logic models, aims, scope, and milestones for the effort; began a series of conversations with medical education senior leaders regarding the importance of bridging in academic medicine; conducted an initial literature review and environmental scan to increase understanding about bridging-related efforts; and researched key resources that could prove valuable to academic medicine.

Additionally, the team began piloting Bridging conversations, reaching a total of 43 early participants through a roundtable at the KNN conference in September 2022, a session at the AAMC Learn Serve Lead national meeting in November 2022 and a session during a Medical College of Wisconsin student leaders retreat in January 2023.





In November 2021, the KNN launched *Mission: TransformMedicine* to reimagine how character, caring, practical wisdom and flourishing could be woven into organizational cultures throughout medicine's learning and practice environments. In the kick-off sessions held with three cohorts, 40 participants explored the guiding concept of flourishing with the help of Matthew T. Lee, PhD, of Baylor and University and the Harvard Human Flourishing Program.

Delving deeper into themes from the initial two sessions, the KNN convened 42 medical education and health system leaders in June 2022 to discuss leading culture change toward flourishing, contextualized by research on 10 essentials for advancing organizational well-being and flourishing. Catherine Florio Pipas, MD, MPH, professor, community and family medicine for the Dartmouth Institute for Health Policy and Clinical Practice and the department of medical education in Geisel School of Medicine at Dartmouth, set the stage for active discussion.

“

- Mission: Transform Medicine Participant

“What is one characteristic of a FLOURISHING system?”



Discussions during the first session of *Mission: Transform Medicine* revealed several key themes for cultivating environments that enable those within to flourish: connectedness and community, psychological safety and growth mindset, and positive leadership role models.



CATALYZE

Sparking change in healthcare with the aim of flourishing



The KNN is catalyzing work across high-impact touchpoints in the health ecosystem to promote flourishing by:

- Engaging learners as future leaders for character, caring, practical wisdom and flourishing
- Developing relationships, purpose and character strengths among learners and faculty
- Transforming clinical learning environments
- Supporting flourishing, confident medical educators

CATALYZING INNOVATION

In high-impact touchpoints across the health ecosystem

KNN 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**
- **End-of-Life Rounds**
- **CIRCLE Debrief**
- ***What Brings You in Today* Student Podcast Series**



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



CARE TEAMS & SYSTEM LEADERS

- KNN Framework Toolkit
- Human Flourishing Discussion Series
- Mission: *Transform Medicine*
- KNN Professionalism in Medicine Initiative and Expert Advisory Panel
- **Pilot: Flourishing in GI Fellowship Program**

Professionalism & Well-Being

Diversity, Equity, Inclusion

Bold denotes more information on these initiatives can be found in the KNN Innovative Practices available to KNN members.

IMPACT IN MEDICAL EDUCATION

In collaboration with allopathic and osteopathic schools representing **5,500+** medical students, the KNN has catalyzed transformation in medicine's learning and practice environments in its first phase of work



**HOLISTIC
ADMISSIONS**



**LEARNER ENGAGEMENT,
WELLNESS &
LEADERSHIP**



**CLINICAL LEARNING
ENVIRONMENT**



**FACULTY
DEVELOPMENT &
RECOGNITION**



**CARE TEAMS &
SYSTEM LEADERS**

Developing relationships, purpose and character

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



680
learners



126
faculty
coaches

have directly benefited from coaching programs across three KNN schools in addition to 45 near-peer coaches & mentors

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

Cultivating Increased Resilience in the Clinical Learning Environment

Brand new CIRCLE program is providing students the opportunity to debrief after difficult clerkship experiences.



47
medical students
across

6
clinical clerkships

What Brings You in Today podcast

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



80
episodes



6,980+
downloads

★★★★★
star average

Reenvisioning gross anatomy labs

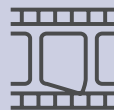
At Edward Via College of Osteopathic medicine, 160 first-year medical students and 30 anatomy interns (second-year medical students) now begin each anatomy lab with a check-in question relevant to a domain of flourishing; address existential, social, emotional and ethical issues in that context; and participate in a formative exercise to evaluate individual and community flourishing.



190
medical students

Wisdom Rounds help residents manage emotions amid challenges

Videos from Mayo physicians cover topics such as imposter syndrome, mistaken assumptions, vulnerability, and teamwork.



14
videos



3,240+
website visits



KNN Student Network

The KNN Student Network unites allopathic and osteopathic medical students from schools across the nation to explore the KNN framework's core concepts and to take action at their home institutions and beyond to advance flourishing.

8

student chapters
with 9 more being added
in spring 2023

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 character, caring and flourishing.

Validated measures that evaluate the learning environment enable healthy, supportive surroundings and recognition of exemplars.

Learning climate survey generated

1,770

responses
from Mayo's learners



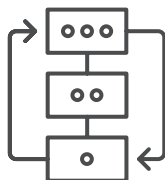
100

pages
of comments



LEAF
report card

The Learning Environment Assessment and Feedback (LEAF) combines department and institutional data to identify opportunities and excellence at Vanderbilt University School of Medicine.



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



212

UME awards
given to Dell faculty &
residents since 2018

284

GME awards
given to Dell faculty
since 2020

Supporting thriving, 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.

Faculty and educators globally have benefited from professional development programming



2,800+

faculty/medical educators reached by KNN supported programming



41

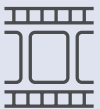
U.S. states

6

other countries

Mayo Take 5 videos support character, caring and practical wisdom

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



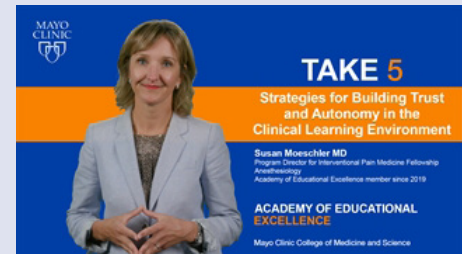
23

Take 5 videos & take-away handouts



190K+

views



Extending the reach of flourishing to care teams and leaders

Monthly resident conference explores flourishing

Edward Via College of Osteopathic Medicine at Auburn is partnering with an Internal Medicine Residency Training Program to repurpose a monthly lunchtime conference as “flourishing rounds” to provide the time and space for residents to explore practices and perspectives that promote flourishing.



Consistent team & individual orientation towards human flourishing in the clinical learning environment

Human Flourishing pilot offers space to engage fellows

A Dell Medical School pilot program provides space for fellows to engage with human flourishing and positive psychology to implement learning experiences with care teams.

Transformational Times amplifies voices

This e-newsletter and anthology from the Kern Institute at MCW shares the voices of diverse members of the medical community and beyond.



6,500+

individuals receive the newsletter

Character and Caring: A Pandemic Year in Medical Education

Editors:
Adina Kalet
Bruce H. Campbell
Wendy Peltier
Kathryn Fletcher
Julia Schmitt
Erin Weleder
Rachel Keane

KNN STUDENT NETWORK

Developing future leaders for flourishing

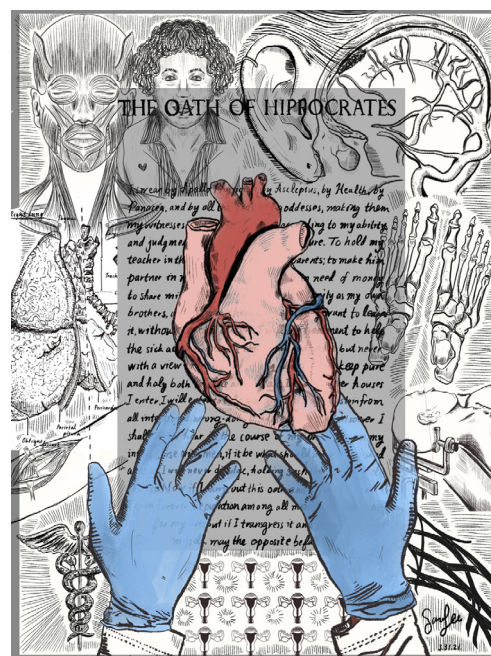
The KNN Student Network unites medical students from schools across the nation to explore the KNN framework's core concepts and to take action at their home institutions and beyond to advance flourishing in medicine. Student network activities are shaping the future generation of leaders and changemakers in healthcare.

THE BECOMING SERIES

Conversation and community for medical students

In the KNN-hosted *Becoming* series, learners connect with peers from a variety of institutions each month to explore topics not often covered in formal medical school curricula (e.g., curiosity, building relationships, listening and honoring) and to build key strengths essential for becoming the physicians they want to be. Students are creators and presenters, contributing materials and ideas to each session and providing feedback that informs future programming. Sessions are intentionally framed around the KNN framework's core concepts, virtues relevant to students' professional identities, and student and faculty stories that help illuminate how those traits can be applied in the practice environment.

Since its inception in academic year 2021-22, there have been 14 *Becoming* sessions with total attendance of more than 325 representing 10 institutions. In the winter of 2022, participants began engaging within the KNN online community as well, both during and after sessions. *Becoming* has even inspired a group of students to create a complementary series, *Coffeehouse Conversations*, being piloted in spring 2023 with an anticipated launch in academic year 2023-24. *Coffeehouse Conversations* will create the space for continued dialogue between *Becoming* events.



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



325+
total attendance
across 14 sessions



representing
10
institutions



In Students' Own Words: Participant Quotes

"You can feel alone on a hospital team ... I was looking for an event that I could go to [in order to] find a caring space."

– Dell Medical School Student

"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."

– MCW Medical Student

KNN STUDENT CHAPTERS

Deepening learner engagement at local institutions

KNN student chapters allow medical students to implement local programming around the KNN framework designed by and for students. These chapters empower and develop students to help shape and lead the movement to effect future change within learning environments, systems and policies.

Eight student chapter sites were launched in the fall of 2022, with 22 student chapter officers leading the charge. Student officers are leaders in representing the KNN at their individual schools, and they actively work to recruit student participants and coordinate and lead activities at both the institutional and national levels. For instance, KNN student chapter leaders are helping plan and execute the inaugural KNN national student conference taking place in Nashville, Tennessee, in March 2023.

Chapter participation at existing sites ranges from 10-30 student doctors per location, and the KNN also plans to expand student chapters to an additional nine schools in spring 2023. These schools are sending representatives to the KNN student conference and will receive additional support in starting their chapters after that gathering and learning event. As the number of KNN student chapters grows, the programs and activities at individual schools will become models to share and scale across the KNN Student Network and beyond.



Medical students from the Medical College of Wisconsin participated in a KNN-supported leadership retreat. Among other activities, they packed lunches to be distributed to local children in partnership with the Gathering of Southeast Wisconsin, a non-profit organization.

KNN STUDENT CONFERENCE

Shaping change agents in medicine

Developed for and by KNN student doctors, the KNN's national student conference will give students an opportunity to address the challenges they encounter as learners and future physicians. The inaugural conference is scheduled to take place March 3-5, 2023, at Vanderbilt School of Medicine. KNN students will facilitate the conference for approximately 65 student attendees from 13 schools.

The event will provide essential space to envision a brighter future for the field. Specifically, the student conference will foster ongoing development and networking between KNN student groups, as well as train and inspire KNN student leaders to become change agents for character, caring and practical wisdom in medicine.

COLLABORATIVE OPPORTUNITIES

Bringing schools together to advance innovations in medical education.

MOBILIZING CHARACTER

Cross-institutional faculty development program

The KNN's Faculty Development Initiative conducted a three-pronged needs assessment to underpin a faculty development program that builds skills in character education and practical wisdom. The result was *Mobilizing Character*, a six-module online faculty development program that provides sequenced, structured exposure to character-strengthening activities anchored by the KNN's framework.

Mobilizing Character faculty development program

integrates character development into daily teaching and patient care.



Exemplar
interviews



Character
essay analysis



"Good Physician"
survey



Cross-institutional
longitudinal program

content for

6

modules

Mobilizing Character includes many important topics such as the language of character for communication and connection, role modeling and wise decision-making to cultivate practical wisdom and leading with character. Self-reflections and practiced modeling of character exemplars help medical educators integrate character development into their daily teaching and patient care. Of the pilot participants, 91% somewhat or strongly agreed that as a result of their participation they now have additional knowledge, tools and/or techniques needed to mobilize character in learners, and 91% somewhat or strongly agreed that their skills for mobilizing character in medicine will improve.

Mobilizing Character, was created in 2021 by faculty from Dell Medical School, Medical College of Wisconsin and UW School of Medicine and Public Health—with contributions from UCSF School of Medicine—and piloted in 2022. The program will be offered again in fall 2023.

Feedback from Pilot Participants

91%

agreed that as a result of participation they now have additional knowledge, tools and/or techniques to mobilize character in learners and their skills for mobilizing character in medicine will improve.

"I am actively using the language of character in my classroom and evaluations."

"I will further integrate empathy and compassion with active learning exercises in lectures."

"Excellent course — allowed for growth, reflection and an action plan to take forward!"



CARING

Exploring views of caring in learning and practice environments

The concept of care is presumed to be at the forefront in modern healthcare and medical education, but in reality it is often relegated to a peripheral space and de-emphasized compared to concepts such as autonomy, professionalism and efficiency. The KNN's Caring Research Team, which includes faculty from Dell Medical School, Mayo College of Medicine and Science and the Medical College of Wisconsin, set out to explore this issue by conducting a qualitative study to better understand the concept of caring and how the medical community cares for patients and each other.

Fifteen one-hour focus group discussions were held with learners (students and residents), faculty clinicians, nurses, staff, and patients in six medical institutions across the United States. The discussions were designed to aid in understanding and comparing multi-stakeholder perspectives of caring, identifying factors that hamper caring behaviors and exploring potential strategies that promote caring and self-care in the clinical environment.

The results from these focus groups have been analyzed, and a manuscript describing the results has been submitted for publication. In the next phase of the work, the team plans on using the results of this study to develop tools and interventions to foster caring in the clinical environment.



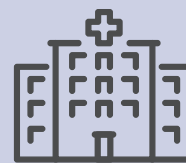
15

focus groups
held



51

total participants



6

medical institutions
across the United States



PROFESSIONALISM

Rejuvenating this concept for a new era in medicine

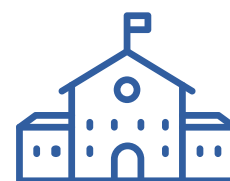
Launched by UCSF School of Medicine, this collaborative initiative recognizes professionalism as a construct that spans multiple levels—including individual traits and behaviors, institutional policies and practices, and societal commitments. In February 2020, as a neutral convening body, the KNN brought together an expert advisory panel that included academics and leaders in medicine with known expertise and knowledge of medical professionalism to discuss, debate and question the concept of medical professionalism. One month later, the world shut down due to the COVID-19 pandemic. The KNN Professionalism in Medicine Initiative team maintained their goal of exploring the concept of professionalism in the 21st century and pivoted from holding large in-person convenings to igniting a broader dialogue through other methods. This approach included white papers and primary research to investigate faculty and learner perspectives, paying particular attention to the views of individuals who are underrepresented in medicine and whose experiences are missing from past studies.

The research team, which included faculty from UCSF, Mayo Clinic Alix School of Medicine and Morehouse School of Medicine, implemented a two-phase study (the second phase also included UW School of Medicine and Public Health). The first phase involved conducting one-on-one interviews with a diverse group of medical students and residents to better understand how they view professionalism and its relevance to their professional identities. The second phase focused on gathering perspectives from a diverse group of faculty members through interviews to examine differing views of professionalism. As of January 2023, data collection was in its final stages and data analysis was underway. The research team reports that it is clear both learners and faculty have appreciated the opportunity to talk about professionalism in medicine, and they have received many comments regarding the importance of this exploration given the complex, dynamic nature of the topic. The KNN anticipates that the insights gained, once disseminated, will lead to an expanded conversation around the topic and may have implications for the field more broadly.

HOLISTIC ADMISSIONS

Assessing for character traits along with MCAT scores and GPAs

The KNN's Holistic Admissions Initiative is encouraging a diverse, high-character workforce by exploring assessment of traits like collegiality and collaborative leadership in admission processes, rather than relying on MCAT scores and GPAs alone. More than 5,600 medical school applicants across four KNN schools have completed group exercises developed to help identify students who demonstrate character traits that make them skilled at working in teams—an increasingly important aspect of medical practice.



Since 2017

5,600+

applicants
have completed
group interviews



PILOT PROJECTS AT ESTABLISHED MEDICAL & OSTEOPATHIC SCHOOLS

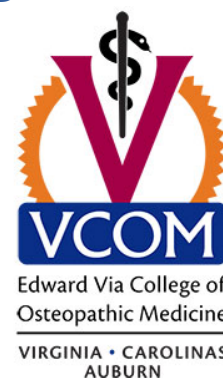
Extending the reach of the KNN framework for flourishing

Repurposing educational systems with flourishing at the core

The Edward Via College of Osteopathic Medicine at Auburn (VCOM) is using the KNN framework to repurpose educational systems and put flourishing at the core—allowing medical students, residents and faculty to be socialized by virtues needed to become, and continue to be, excellent physicians. VCOM has realigned educational structures to use the KNN framework as a model guide, with the following efforts as just a few examples.

VCOM medical students enrolled in anatomy now begin each lab with a check-in question relevant to a domain of flourishing; address existential, social, emotional and ethical issues in that context; and, participate in a formative exercise to evaluate individual and community flourishing. In addition, 30 anatomy interns spent the summer of 2022 discussing the core concepts of the KNN framework and initiated educational projects to address flourishing and practical wisdom for anatomy education. In addition, VCOM is partnering with the Internal Medicine Residency Training Program at East Alabama Health to repurpose a monthly lunchtime conference, now known as “flourishing rounds,” to explore practices and perspectives that promote flourishing.

VCOM has actively engaged stakeholders at all levels in this work, including the campus dean, the deans of medical education and biomedical research, chairs of biomedical faculty and clinical faculty, 15 biomedical faculty, three clinical faculty, 20 residents, 33 second-year students and 160 first-year students.



L to R: Bill Pearson (PI), Jonathan Blackmon (PGY2), Nate Risely (OMS 2 and Anatomy Intern), Morgan Robinson (OMS 2 and Anatomy Intern), Jess Kranzlein (OMS 2 and Anatomy Intern), Jody Brewer (Co-I).



Stakeholders involved

3

deans

2

department
chairs

18

faculty

20

residents

193

medical students

KNN framework guides revisions to learning community coaching program



In academic year 2017-18, the University of Kansas School of Medicine (KUSM) initiated an academic coaching program embedded in a learning community structure and aligned with the implementation of a new medical education curriculum. The initial focus was academic

progression; however, as the learning community (LC) faculty coaches and students adapted to the COVID-19 pandemic, the coaching space also evolved to focus more on “care of the student.” To that end, KUSM is using the KNN framework as a model guide to enhance intentionality in developing and delivering coaching programming focused on character, caring, practical wisdom and flourishing.

In 2022, the KUSM team began by grouping the KUSM competencies into categories aligned with framework core concepts and conducting a gap analysis of the current learning community professional development curriculum against those competencies. Meetings to gather and share information with key stakeholder groups were held and included the KUSM Education Strategy group, Division of Assessment & Evaluation, learning community faculty and directors, learning community student leadership, and the Education Council.

KUSM plans to deliver and evaluate the impact of an enhanced faculty development curriculum anchored in the KNN framework for all learning community faculty (Coaches and Problem Based Learning facilitators) in academic year 2023-24. The team will adapt and integrate the faculty modules into the existing KUSM student professional development curriculum, with the goal of implementing a reformatted KUSM-KNN coaching program in academic year 2024-25.

Fostering and sustaining caring, compassion and flourishing as professional character traits

Georgetown University School of Medicine is using the KNN framework to broaden the offerings of their successful mind-body program, a unique elective that incorporates mind-body practices into the medical curriculum. In consultation with experts, the curriculum will be redesigned in academic year 2022-23 to incorporate key aspects of flourishing (e.g., meaning and purpose, happiness and life satisfaction, and character and virtue) with the goal of launching and evaluating the impact of the revised curriculum with a new cohort of students in the fall of 2023.

Through this experience, participating students and faculty will use and become familiar with the framework and its core concepts through didactic presentations and experiential exercises. Georgetown School of Medicine’s ultimate goal is to develop a curriculum that will provide experiences and critical reflection to enable students (and faculty) to know themselves better and take discerning and deliberative action when faced with dilemmas and competing interests. In other words, the objective is to achieve a state of using practical wisdom to guide learners through training and into practice.



GEORGETOWN UNIVERSITY

School of Medicine

Kindness media promotes flourishing and well-being in healthcare settings

Envision Kindness creates and evaluates the impact of kindness media played in hospital and clinic waiting rooms and in areas where clinical care teams work. Initial results indicate that kindness media has the potential to:

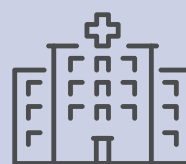
- Rapidly uplift patients and staff by increasing positive emotions (e.g., happiness, feeling connected to others, calm) and decreasing negative emotions (e.g., irritation, sadness, stress, anxiety)
- Promote generosity
- Improve how clinical care team members treat one another (e.g., with respect, civility, empathy, compassion)

The KNN is partnering with Envision Kindness to integrate the KNN framework into kindness media played in hospital and clinic waiting rooms and hallways to examine how the media affects the quality of patient and staff experience through the reduction of stress and promotion of positive interpersonal connection, a path to promote flourishing. Beyond stress reduction, the work has implications for health equity, an important and related aspect of raising the quality of life for everyone. As of January 2023, Envision Kindness was in discussions with multiple hospital systems (some affiliated with academic institutions) reflecting more than 100 hospitals.

ENVISION KINDNESS

Envision Kindness is in **conversations** with hospital systems reflecting

100+
hospitals



INFLUENCE

Growing the movement toward flourishing in medicine



The KNN is expanding the movement toward flourishing in medicine and extending the reach of the KNN framework through exhibition booths at industry events, presentations and workshops at national conferences, and exploratory conversations with medical school and health system leaders.

SPREADING THE WORD

Meeting people where they are to influence medicine’s learning and practice environments

Beginning in 2022, the KNN gained visibility at conferences and other industry events through launching its new exhibit booth and increasing the number of workshops and presentations held. KNN leaders were invited or accepted to present on work grounded in the KNN’s framework for flourishing in 19 speaking engagements from January 2022 through January 2023. These spaces introduced new contacts to the KNN framework for flourishing and showed how the framework can be used—in medical education, with clinical care teams, in leadership development efforts, and to cultivate organizational cultures that support flourishing individuals and communities.

Outreach efforts are focused on participating in professional conferences to meet people where they are and connect with stakeholders across the health ecosystem, as depicted below.

Bringing Together Voices Across the Health Ecosystem



Timeline of Industry Events

June 2022

International Association of Medical Science Educators Annual Conference

June 4–7, 2022 | Denver, CO
Audience: Academic Medicine



L to R: Tara Fikejs, BSBM (KNN), Adina Kalet, MD (Kern Institute at MCW), Jeff Fritz, PhD (Kern Institute) and Kimara Ellefson, MBA (KNN)

The International Association of Medical Science Educators (IAMSE) annual conference convenes medical educators, practitioners and learners from around the globe to enhance health professions education while ensuring that the teaching and learning of medical science continues to be firmly grounded in foundational sciences and best practices of teaching. The KNN's exhibition booth made its debut at this international event, and the KNN also presented a workshop on how the framework for flourishing can be used creatively to address challenges in medical education. Presence at IAMSE resulted in new and deepened connections. The KNN was extended an opportunity to present at a subsequent conference (detailed below) and invited back to IAMSE in 2023 to lead a pre-conference workshop and present a main session workshop on the KNN framework.

The KNN was invited to exhibit at the Association for Medical Education in Europe (AMEE) as a result of connections made at IAMSE. In 2022, the AMEE conference was held back-to-back with the separate yet sequential Ottawa conference on assessment, enabling presence at both.

AMEE promotes international excellence in health professions education by helping teachers and institutions keep current with new educational thinking, advances in medicine, changes in healthcare delivery and issues important to patients. The KNN exhibit and mission resonated with many at AMEE, underscoring the importance of the work not only in the U.S. but also on an international level. Conversations with conference attendees inspired the KNN's decision to center flourishing in medicine—undergirded by character, caring and practical wisdom—by adopting a new name and logo.

August 2022

Association for Medical Education in Europe (AMEE) + Ottawa Annual Conference

August 27–31, 2022 | Lyon, France
Audience: Academic Medicine



Sarah Williams representing the KNN at AMEE.

November 2022

Becker's Hospital Review CEO + CFO Roundtable

November 7–10, 2022 | Chicago, IL
Audience: Hospital/Health Systems



Rebekah Brunner and Alverno Devine representing the KNN at the Becker's CEO + CFO Roundtable.

The Becker's Hospital Review event represented the KNN's first foray into convenings geared toward senior leaders at hospitals/health systems and served as a formative learning experience. Becker's 10th annual roundtable convened C-suite and executive leaders from U.S. hospitals and health systems to address their most pressing strategic challenges (e.g., staffing and retention, disruption and innovation, financial stability). Through exhibiting, the KNN engaged in conversations about the framework for flourishing, its newly launched bridging initiative and the movement to transform medicine. Further, it uncovered topics and terminology that resonate for hospitals and health systems, providing useful insight for future expansion efforts.

The Generalists in Medical Education (TGME) Conference brings together educators who are committed to improving medical education through teaching, research and providing educational support services in all areas of pre-doctoral, post-doctoral, and continuing medical education. At the 2022 annual meeting, the KNN delivered a workshop on the framework for flourishing and its applications for faculty.

November 2022

The Generalists in Medical Education (TGME) Conference

November 10–11, 2022 | Nashville, TN
Audience: Academic Medicine

November 2022

AAMC Learn Serve Lead Annual Conference

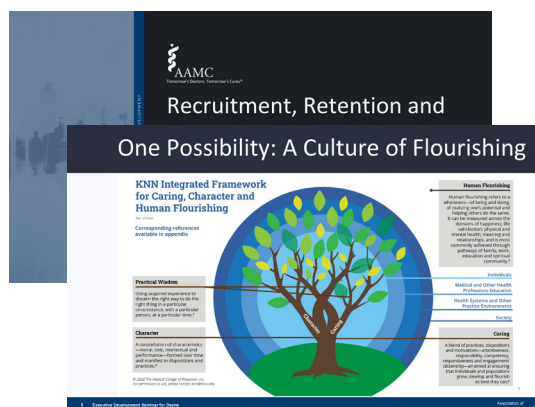
November 11–15, 2022 | Nashville, TN
Audience: Academic Medicine



As part of the main AAMC program, KNN leadership facilitated a workshop on collaborating on common challenges in medical education using the KNN framework.

Learn Serve Lead (LSL) is the American Association of Medical Colleges' (AAMC) premier annual event. It brings "educators, students, residents, researchers, clinicians, administrators, and health system leaders" together to network, share initiatives and spark discussions surrounding the future of academic medicine. The KNN had a strong showing throughout the course of AAMC LSL 2022—from exhibiting, to hosting four lunch table discussions and a KNN reception, to leading and contributing to a number of educational sessions. These activities resulted in many engaged conversations, strengthened partnerships, membership interest and the resonance of flourishing.





Multiple seminars have introduced senior leaders in academic medicine to ways KNN framework concepts can inform recruitment, retention and management of healthy teams.

AAMC Seminars for Deans, Associate Deans and Department Chairs

In addition to participating in AAMC LSL 2022, the KNN has had a continued presence at the AAMC's Executive Development Seminar for Deans and its Organizational Leadership in Academic Medicine for New Associate Deans and Department Chairs Seminar. Speaking to individuals in those roles from across the country, the KNN led workshops on values-driven leadership development and creating healthy teams, anchoring the talks in the KNN framework concepts. KNN leadership has presented at each event more than once and based on participant ratings, has been invited back again in 2023.

December 2022

The Institute for Healthcare Improvement Forum

December 11–15, 2022 | Orlando, FL
Audience: Hospital/Health Systems

The Institute for Healthcare Improvement (IHI) Forum is an international conference that brings together healthcare professionals and organizations—including medical educators, clinical providers, research-focused organizations, healthcare organizations, narrative and story-telling organizations, and many others—focused on improving healthcare for all. The KNN engaged in discussions across those sectors, holding conversations on the KNN framework with a diverse set of healthcare stakeholders. As a result of connections made at IHI, the KNN is planning to host a KNN Creatives Convening in 2023, which will harness the creative abilities and efforts of the network to tell stories of flourishing from a variety of perspectives (patients, learners, providers, educators and others). Ultimately, the KNN has been able to deepen and forge new relationships based on industry recognition of such events. Having a presence at established, respected events brings legitimacy and recognition of expertise to conversations with medical education leadership.

The accomplishments detailed in this report provide a strong foundation for the future. We are grateful for the continued support enabling our next growth phase as the KNN becomes a true movement at the headwaters of flourishing in the profession of medicine.

From here, we will expand opportunities for involvement and bring together more voices across healthcare to speak into the work, share lessons and uncover new paths forward.

Together, we will shape environments that allow all those within to flourish.

Contact

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KERN NATIONAL NETWORK
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Character. Caring. Practical Wisdom.