

InterCom

Newsletter
of the

Society of Medical College Directors of Continuing Medical Education

Volume I, Number 3

July, 1987

Two Corporate Grants Announced



Varner Johns (seated) and Robert Cullen (right) sign the agreement governing the establishment of the Audio-Digest annual lectureship, following acceptance of the endowment check by Harold Paul (standing, left).

New Publisher for Journal

THE LONG SEARCH for a financially stable environment for *Mobius* has ended successfully. A new contract was signed in June with Taylor & Francis, international scientific and educational publishers who specialize in journals for small professional organizations.

Mobius, a quarterly Journal of Continuing Education for the Health Science Professions, has been published continuously since 1981 by the University of California Press. Its current circulation is just over one thousand.

The two sponsoring societies — ACME and SMCDCME — will provide financial support at the level of \$20 per member, with a special formula being worked out to cover payment for individuals with dual membership. No financial risk will accrue to either society. Taylor & Francis will also include a stipend of \$5,000 for general support.

A joint oversight committee comprised of three members from each of the sponsoring organizations has been appointed: For SMCDCME, Richard Caplan, Harold Paul and Marty Shickman; for ACME, Kaye Boles, David Fink, and David Gullion.

Malcolm S.M. Watts, M.D., who has served as editor since 1985, will continue in that capacity. Currently, Dr. Watts is Associate Dean at the University of California School of Medicine in San Francisco. He is a past president of both ACME and SMCDCME.

Audio-Digest Foundation Endows Lectureship

THE SOCIETY was honored to receive its first substantial gift during the Annual Meeting in May. The gift of \$20,000 was made possible through the generosity of the Audio-Digest Foundation, Glendale, California. Varner J. Johns, M.D., long-time continuing member of SMCDCME, is president of the Foundation.

In presenting the check, Dr. Johns stated that the Foundation Board viewed the gift as a practical way to enhance the image of the Foundation among physicians who participate in medical school CME as well as among seasoned CME developers who work at the everyday production of programs.

The conditions under which the Society accepted the gift were that it be "set up in a permanent endowment," and that the interest generated would be utilized to fund an annual lectureship in CME, with appropriate annual recognition of the Foundation's generosity. The principal will remain untouched, and if the Society should ever cease to exist, the gift will revert to the Foundation.

Prior to his current affiliation, Dr. Johns was Associate Dean for Continuing Medical Education at the Loma Linda (California) University School of Medicine.

Marion Laboratories Pledges Support for "Inter-Com"

A recent communication from Lee Yerkes, Director of Professional Education at Marion Laboratories, Kansas City, brought another piece of welcome news regarding financial support. The Department of Professional Education has pledged a monetary grant of \$9,000 as support toward the cost of publishing this quarterly newsletter. As the sole industry sponsor of *InterCom*, Marion will provide three increments of \$3,000 annually for three years (1987 through 1989).

President's Corner . . .

THE TWELFTH meeting of the SMCDCME has become a part of history. For the nearly one hundred people who were in Clearwater, it was a memorable time of learning, renewal, and camaraderie.

This year our Annual Meeting was hosted by Pierre "Pete" Bouis of the University of South Florida College of Medicine. Special thanks are due to him and the USF-CME staff, especially Cheryl Beckler, for coping with every eventuality while scheduling dozens of committee, subcommittee and task force meetings.

Our thanks also go to those who presented research papers (see page 4), to the leaders of the well-attended workshops, and to everyone who participated in the conference, as well as the CME Retreat moderated by Carol Malone on Tuesday morning, May 5.

Outstanding talks included the keynote address by Phil Manning, founding president of the Society, plus a thoughtful challenge, phrased as three hypotheses, by Cyril Houle of the Kellogg Foundation. In recognition of his many contributions to adult education over a lifetime, Dr. Houle was presented with an Honorary Life Membership in the Society.

AMONG many highlights of the meeting was the Twentieth Anniversary Reminiscence of the CME Retreat, which was begun twenty years ago by Jesse Rising of the University of Kansas. Although Jess could not be present, and was greatly missed, Gail Bank and Dick Reimer located a tape from a previous retreat. This, together with photographs from that first retreat in the spring of 1967, provided a bit of nostalgia for many. Other features of the meeting are being covered elsewhere in this issue.

It was wonderful to have seven of the nine Past Presidents of the Society present: Phil Manning, Gail Bank, Richard Caplan, George Race, Gerald Escovitz, Oscar Thorup and J.S. "Dutch" Reinschmidt. Through their leadership and that of others over the years, SMCDCME has achieved not only an identity, but a sense of clear purpose and direction.

Committee Activity. Even though the formal sessions didn't begin until Sunday, May 3, committees began meeting on Friday. And as usual, your Executive Committee met for hours to deal with the business of the Society.

The Membership Committee headed by Jack Mason organized the first New Member Orientation Luncheon to introduce newcomers to each other and to the Society leadership. We will continue to pay attention to the

needs of new members. Accordingly, Ruth Feryok and Grace Wagner are developing a basic workshop to be a part of the 1988 meeting.

To provide insights for the Society's future, a new Committee on Strategic Planning has been appointed. Chaired by President-elect Dale Dauphinee, this committee will review many of the ideas suggested by the former Future Directions Task Force and, after thorough evaluation, will recommend action to the Executive Committee.

SMCDCME Administration. As the Society continues to expand its activities, serious thought has been devoted to the need for a permanent headquarters with professional management to maintain continuity from year to year. To this end, the drafting of a Request for Proposals (RFP) has been undertaken. The first draft was reviewed in Clearwater, and after further refinement and approval by the Executive Committee, it will be available on request for any institution interested in providing administrative services on an on-going basis.

Contributing to this process, a special Task Force met for a full day and began the compilation of a Policies and Procedures Handbook that will be helpful to future administrations, officers and committee chairmen.

Good News and Bad News. There was good news in the fact that *Mobius* will continue to live, but we still won't have a new logo design for awhile. The proposal presented by the Logo Task Force was turned down, and the issue was tabled until brave souls again emerge!

Dues Increase Voted Unanimously. This was the year in which the budget finally exceeded projected revenue. Therefore the Executive Committee, after great deliberation, approved the recommendation of the Finance Committee to seek a dues increase. The proposal was for \$175 dues for voting members and \$100 for associate members. Then, to everyone's surprise, there was a motion from the floor which exceeded the timid recommendation of the Executive Committee. The motion was to establish dues for voting members at \$200, with dues for associate and continuing members at \$100. The motion passed without a single dissenting vote! Current members will not be billed until next spring for the year beginning July 1, 1988.

And so the meeting drew to an end, but not until we heard challenging and provocative comments from Retiring President Harold Paul. His "analysis and prescription" was candid and thoughtful. Basing his address on a recently translated Grimm's fairy tale, he made an eloquent plea to the Society to continue to plan with bold vision and imagination, but also to match those plans with adequate resources for accomplishing our goals. For his leadership, Dr. Paul received a standing ovation from the membership.

As your president, I'll try to follow in Dr. Paul's footsteps and those of his distinguished predecessors. Please send me your comments about any issue you wish the Society to address, and let us know your needs. Until our next issue in October . . .

Dennis K. Wentz, M.D.
President

Introducing... New Members of the Executive Committee

The election at the Annual Meeting on May 4 resulted in the naming of W. Dale Dauphinee as president-elect for the coming year. Dr. Dauphinee heads the Centre for CME on the Faculty of Medicine at McGill University in Montreal, Quebec. He served as Program Chairman of the 1986 Spring Conference in Montreal.

Also elected were two Regional Representatives as members of the Executive Committee. John Parboosingh was elected to represent the Western Region. He is Assistant Dean for CME at the University of Calgary and will also serve the Society as Co-chairman of

RICME III with specific responsibility for the 1988 program in Los Angeles.

New Regional Representative for the Midwest is R. Van Harrison, Director of the University of Michigan Office of CME at Towsley Center, Ann Arbor. He is an active member of the Research Committee and heads the subcommittee on survey research.

Appreciation is expressed to the two retiring Regional Representatives—Ruth Feryok (Western) and Robert Younghouse (Midwestern)—for their contributions during their terms.

Call for Papers...

RICME III will be an integral part of the Congress on Continuing Medical Education which will be held in Los Angeles, April 27—May 1, 1988.

RICME III NEEDS YOU!

Space is available on the 1988 Research in Continuing Medical Education Program for 36 papers and 50 posters. One half-day of the program will be devoted to 20-minute presentations (10-minute presentation, 10-minute discussion) in all aspects of evaluation and research in continuing medical education.

Papers can be submitted in any area of CME. The following themes have been suggested:

- Marketing in CME
- Needs assessment in CME
- Effectiveness of CME
- Adoption of innovation
- Alternate methods of CME
- Information-seeking by physicians
- New approaches to course evaluation
- Increasing the efficiency and effectiveness of the CME office.

People wishing to submit a paper should prepare a one-page abstract outlining the purpose or objectives, methods or techniques, data source, results or conclusions, and importance of the work.

Two copies of the abstract should be submitted: One copy with the author(s) name and institutional affiliation, and one copy with the author's name and institutional affiliation deleted.

Abstracts are due December 1, 1987. Mail abstracts to: Jocelyn Lockyer, Chair, Research Papers—RICME III, Office of Continuing Medical Education, University of Calgary, Calgary, Alberta, Canada, T2N 4N1.

Research Presentations, 1987

Attendees at the Clearwater meeting on May 3, 1987, were fortunate to hear three very different but equally stimulating papers.

Gloria Allington, University of Miami School of Medicine, presented "Factors Contributing to Physicians' Selection and Participation at Continuing Medical Education Activities." She used course evaluation forms from 451 physicians attending seven University of Miami courses in her study. Attendees were asked to rank the importance they placed on the selection of courses given by organizations with which they were *not* affiliated. The highest rankings (in order) were given to course topic, course location and course date. The lowest rankings were given to course fee, sponsoring organization and recreational opportunity.

Robert Younghouse, Jr. University of Illinois—Chicago, presented "Physician Attitudes Toward Structured Self-Directed Learning." His study involved 53 physicians randomly selected from a list of physicians in Illinois (53 percent return rate). He found that respondents did not have strong feelings for or against self-directed learning. Physicians who had the most positive attitudes toward self-directed structured learning spent more time in those activities than their colleagues who had less positive attitudes.

Elizabeth Lindsay-McIntyre, McMaster University, Hamilton, Ontario, presented "A Randomized Trial of Physician Training for Smoking Cessation." Eighty-two family physicians (1943 patients) participated in the study. Patients were assigned to one of three groups. There was a usual-care group in which MDs did not know whether their patients had agreed to participate or not. The second group was a nicotine-gum-only group in which the physician was alerted that the patient had agreed to participate and they were to suggest that the patient stop smoking and offer nicotine gum to aid quitting. The third group was a gum-plus strategy whereby the physician was trained in smoking cessation intervention and provided with a flowsheet to help him remember the ingredients of the intervention. Results indicated that smoking cessation rates, validated by saliva cotinine, were statistically higher for the trained physician group than for either of the two untrained groups.

—Jocelyn Lockyer
CME Department
University of Calgary

Spring Conference Workshop: "Excellence In Leadership—Selected Tools Of The Art" Conducted by James C. Leist

A positive self-concept and strategic planning were emphasized as two effective tools for sound leadership in dynamic times in a CME Office. As a "marginal (margin) dweller" on the fringe of the organization, the CME director can provide creativity and innovation to the organization because of the freedom from mainstream rigidity.

Allied to that concept is the strategic planning process, which aids the leader in making decisions about the future of the organization/unit and how it fits with the environment. These selected tools suggest that excellence in leadership is based upon knowing yourself, your organization and the environment of your organization.

A review of three approaches to leadership (trait theory, behavioral theory, situational theory) suggests that leadership is a result of how an individual style fits a given situation. Participants used the Hersey-Blanchard Situational Leadership Questionnaire to determine whether they had a structuring, coaching, encouraging, or delegating style of leadership in various situations.

People Patter . . .

Elizabeth C. Gerst has accepted a new position as Director of the Office of Medical Education and Executive Secretary to the Committee on Medical Education of the New York Academy of Medicine, Two East 103rd Street, New York, N.Y., 10029. Her new telephone number is 212/876-8200, Ext. 230. She will retain a position as Staff Associate in the Dean's office at the College of Physicians and Surgeons, Columbia University.

Effective July 20, Charles E. Osborne will assume his new duties as Associate Executive Vice President, American College of Cardiology, 9111 Old Georgetown Road, Bethesda, MD. 20814. Telephone: 301/897-5400.

Charles' immediate superior at the College—Executive Vice President William Nelligan—was recently appointed by Dr. Otis R. Bowen, Secretary of Health and Human Services, to a two-year term on the new Advisory Council on Diabetes and Digestive and Kidney Diseases at the National Institutes of Health. Also, at the end of August, Bill is slated to become the next National Secretary-Treasurer of the American Society of Association Executives.

Close Relationship with Industry Sought . . .

The 1987-88 Committee on Cooperation with Industry is swinging into action with some ambitious plans. Members of the committee are named on page 6. Corporate consultants are Bob Orsetti, Ciba-Geigy; Lee Yerkes, Marion Laboratories; and Randy Arnegger, Curtin and Pease, public relations firm.

Those members who were able to attend the spring conference in Clearwater met on Monday evening, May

4, to review suggestions from last year's committee chaired by Dick Newman.

The greatest interest was evinced in scheduling an educational and consensus-building conference to be attended by SMCDMCE members and key executives of pharmaceutical companies. A sub-committee chaired by Gail Bank was appointed to pursue this possibility and report its findings by mid-summer.

First Annual Congress on Continuing Medical Education Assured for 1988

President Dennis Wentz and Past President Phil Manning represented SMCDCME at a special meeting in Clearwater preceding the Spring Conference to crystallize plans for the First Annual Congress on Continuing Medical Education next spring. In recent months there had been some uncertainty as to the total number of participating organizations. However, the meeting on May 1 resulted in a clear consensus to proceed with plans as a unified effort of all the sponsoring groups that had originally expressed an interest.

The Congress has now been definitely scheduled for April 27-May 1, 1988, at the Los Angeles Hilton Hotel. Phil Manning will serve as General Chairman and Coordinator, and his office at the University of Southern California will provide logistical support. The Spring Conference of SMCDCME as well as RICME III will be incorporated in the Congress.

Participants at the Clearwater planning session were:
John Parboosinh, Chairman of RICME III
Lou Provenzano and Donna Cantor, Association for Hospital Medical Education (AHME)
Penn Skillern and Michael Gannon, American Medical Association (AMA)
Charles Osborne, representing Kevin Bunnell, Alliance for Continuing Medical Education (ACME)
Richard Wilbur, Council of Medical Specialty Societies (CMSS)
Frances Maitland, Accreditation Council for Continuing Medical Education (ACCME)
George Oetting, State Medical Society of Alabama, selected by ACCME to represent the viewpoint of state medical societies

New Committee on Independent Study

Thomas Meyer, University of Wisconsin, introduced a creative proposal during the Annual Meeting. That the Society should make a concerted effort to encourage independent study. "This could be done," he explained, "by developing the means by which ACCME-accredited medical colleges could offer Category I credit for individual study in a structured and accountable way." In support of this idea, he reviewed a method worked out by the American Speech-Language-Hearing Association that could serve as a model for evaluation.

As a result of Dr. Meyers' interest, he was appointed as chairman of a special committee to explore development of an independent study project, including guidelines for structure and monitoring.

Intercom is published on a quarterly basis by the Society of Medical College Directors of Continuing Medical Education. Supported in part by an educational grant from The Professional Education Department of Marion Laboratories, Kansas City, Missouri.

Editorial Office: 500 N. Michigan Avenue, Suite 1920, Chicago, Illinois 60611.
Telephone: 312/661-1757.
Editor: Harold A. Paul, M.D.
Managing Editor: Dene Murray, CAE.

BOOK REVIEW

Strategic Planning and Leadership in Continuing Education;
Robert G. Simerly and Associates; Jossey-Bass Publishers, 1986.

By James C. Leist

Strategic Planning and Leadership in Continuing Education by Robert G. Simerly and Associates is an exceptional and unique book for leaders in continuing education. The book combines adult education, management and continuing education literature together effectively. Its strengths are that it is practical and clear, has an excellent bibliography, and is focused not only on continuing education but on strategic planning at a unit level of an organization.

Simerly's intent is to present strategic planning as a tool to help CE leaders to (1) integrate continuing education into the organization's mission; (2) encourage a self-renewal of the unit, which is important to maintaining organizational vitality, growth and adaptivity to change; and (3) to make the strategic planning process a part of staff training and development and, I believe, an internalized process of management.

Beginning with an overview, the writers constantly link strategic planning and effective leadership in a relationship which enhances each other. The chapter topics suggest some linkages and include matching programming to the organizational values, building an effective organizational culture, and managing tensions which go with planning, strategic marketing and the evaluation process.

Terrence Deal's chapter on "Building an Effective Organizational Culture" is enlightening to any leader of continuing education in the current dynamic environment. He suggests building non-traditional cultures in an organization without undermining the traditional programs and organizational culture. He proposes that effective leaders can influence their organization by reinforcing the organization's values and beliefs.

James Votruba enhances Deal's arguments by outlining practical ways to link continuing education to the essential priorities of the organization in order to achieve acceptance and support. He reinforces the CE leader's role to provide creative responses to the threats and opportunities that face the parent organization.

Strategic Planning and Leadership in Continuing Education is neither a primer nor a how-to-do manual, but it does provide an excellent base for any CE leader to initiate the beginnings of strategic planning and the internalization of the strategic planning process. It should be on the desk of every CE leader of the future.

OFFICERS, 1987-88**President:**

Dennis K. Wentz
Vanderbilt University

President-elect:

W. Dale Dauphinee
McGill University

Secretary-Treasurer:

Robert J. Cullen
Case Western Reserve
University

Immediate Past President:

Harold A. Paul
Rush Medical College

STANDING COMMITTEES**Executive Committee**

Dennis Wentz, Chairman (President)
Nancy Bennett (Northeastern)
Robert Cullen (Secretary-Treasurer)
W. Dale Dauphinee (President-Elect)
Paul E. Mazmanian (Southern)
John Parboosingh (Western)
Harold Paul (Past President)
R. Van Harrison (Midwest)

Finance Committee

Robert J. Cullen, Chairman
Dave A. Davis
Ruth Feryok
J.S. "Dutch" Reinschmidt
Rafael Sanchez

Membership Committee

Jack L. Mason, Chairman
Marjorie E. Adey
Gloria Allington
Ginger Everett
Robert E. Kristofco
Michael E. Wessely

***Program Committee**

James C. Leist, Chairman (1989)
William E. Matory (1988) Co-Chairman
through November, 1987
William F. Gust (1990)
Carol Johnson Johns (1988)
Robert E. Kristofco (1989)
Carol C. Malone (1988)
Karen Mann (1990)
Phil R. Manning (1988)
Victor Marrow (1990)

*The year in parentheses is the year the person's term expires.

Research Committee

R. Wayne Putnam, Chairman
Gloria Allington
Nancy Bennett
Dave A. Davis
Robert D. Fox
Martyn O. Hotvedt
Rosalie Lammle
Jocelyn Lockyer
Paul E. Mazmanian
John Parboosingh
R. Van Harrison

SPECIAL COMMITTEES**Committee on Endowed Lectures**

Robert Moutrie, Chairman
Harry A. Gallis
Varner Johns
Robert Cullen
Phil Manning

Committee on Cooperation with Industry

Harold A. Paul, Chairman
Joseph A. D'Angelo, Jr.
Gail Bank
Pierre "Pete" Bouis
Martyn O. Hotvedt
Paul Mazmanian
Leroy J. Pickles
Martin D. Shickman

Committee on Development and Endowment

George J. Race, Chairman
William Nelligan
Phil R. Manning
Paul E. Mazmanian
Patrick B. Storey

Task Force To Review CME Decentralization

Dennis K. Wentz
Williard M. Duff
Phil R. Manning
Harold A. Paul
George J. Race
J.S. "Dutch" Reinschmidt
Oscar A. Thorup

Committee on Independent Study

Thomas C. Meyer, Chairman
Thomas O. Stair, Vice-Chairman
Barton W. Galle
Mary Edna Helfer
Oliver E. Laxdal

Newsletter Committee

Harold A. Paul, Chairman
Gloria Allington
Dave A. Davis
Carol C. Malone

Publications Committee (functions with equal number of members from ACME)

Richard M. Caplan
Harold A. Paul
Martin D. Shickman

Committee on Strategic Planning

W. Dale Dauphinee, Chairman
Willard M. Duff
Robert D. Fox
Charles E. Osborne
Charles David Morehead
J.S. "Dutch" Reinschmidt
George T. Smith
Ciro V. Sumaya

**SOCIETY OF MEDICAL COLLEGE DIRECTORS
OF CONTINUING MEDICAL EDUCATION**
500 N. Michigan Avenue, Suite #1920
Chicago, Illinois 60611

Fall Meeting Date:

November 8, 1987
in conjunction with the
AAMC Annual Meeting
November 6-10, 1987
Washington, D.C.

Mark Your Calendar!

Paul J. Lambiase
Administrative Director for
Continuing Professional Education
University of Rochester Medical Center
601 Elmwood Avenue, Box 677
Rochester, NY 14642



094

PLEASE CHECK THIS MAILING LABEL! Are your name and address correct? If not, please notify Secretary-Treasurer Robert J. Cullen, Ph.D., Case Western Reserve Univ. School of Medicine, 2119 Abington Rd., Cleveland, Ohio 44106. Kindly help him keep the society's records accurate.