

ABSTRACT: 2019 ELAM Institutional Action Project

Project Title: Vanderbilt University Medical Center Mid-Career Leadership Development Program

Name and Institution: Maureen Gannon, PhD, Vanderbilt University Medical Center (VUMC)

Collaborators and Mentors: Nancy Brown, MD (Chair, Department of Medicine; Jeff Balsler, MD, PhD (President and CEO, Vanderbilt University Medical Center and Dean, School of Medicine)

Topic Category: Faculty Development

Background, Significance of project: Leaders at academic medical centers are often selected for their research accomplishments, not necessarily because they have already demonstrated outstanding leadership skills. In 2016, I was tasked by my chair with creating a Mid-Career Leadership Development Program for the Department of Medicine (DOM). The program was designed to equip mid-career faculty with leadership skills, organizational awareness, and experience in strategic planning. These trained faculty could then be drawn upon to lead and/or innovate a new or existing program. The annual, year-long leadership development program was launched in 2017 with 17 faculty from DOM, and 15 faculty participating in 2018. The success of this program was recognized by other departments across the medical center. Rather than duplicate this effort in multiple departments, it was decided to expand the program across all clinical departments in the medical center. I was asked to lead this effort.

Purpose/Objectives:

1. Equip mid-career faculty with leadership skills and experiences in strategic planning, generating a trained leadership pool to draw from to lead and innovate new or existing programs.
2. Participants work with their division chief or chair to develop and present a strategic plan.
3. Create inter-departmental relationships, developing a peer network of leaders throughout VUMC.

Methods/Approach/Evaluation Strategy:

1. Present the rationale for and outline of the course to the clinical chairs and dean
2. Secure facilitators for the nine monthly sessions for 2019 and develop schedule (start date Jan. 2019)
3. Solicit and review nominations from clinical chairs and DOM division chiefs; select course participants
4. Solicit feedback from participants following each monthly session, compile feedback, send to facilitator and discuss improvements for next year's program
5. Solicit feedback immediately after program completion, and at one and two years to determine how the program impacted participants' leadership roles and implementation of their strategic plans

Outcomes/Results: There was universal enthusiasm for the program from the clinical chairs. We received 47 nominations for 20 slots. Participants (23 total) were selected with input from all chairs, and represent at least one faculty member from each department, with ten from DOM. The course began in January 2019. There have been three sessions to date: emotional intelligence assessment and communication style, brave leadership mastery, conflict resolution styles and tools. Feedback after each session has been steady at 30%. This extremely helpful faculty feedback has been provided to the facilitators and changes have already been discussed to improve next year's program experience.

Discussion/Conclusion with Statement of Impact/Potential Impact: Establishing an effective, sustainable leadership development program will have a long-term impact on leadership across VUMC. The inter-departmental aspect of the program is generating a peer group of future leaders that can share best practices and resources moving forward. I expect new initiatives, processes, and programs to be initiated through the Strategic Plans.

Mid-Career Leadership Development Program

Maureen Gannon, PhD

Vanderbilt University Medical Center, Nashville, TN

Collaborators and Mentors: Nancy Brown, MD (Chair, Department of Medicine; Jeff Balsler, MD, PhD (President and CEO, Vanderbilt University Medical Center and Dean, School of Medicine)

Background and Significance

Leaders at academic medical centers are often selected for their research accomplishments, and not necessarily because of existing leadership skills. The year-long VUMC Mid-Career Leadership Development Program will help the entire organization identify and cultivate new leaders from our mid-career faculty (associate professor level). By giving these faculty the appropriate skills, insights, and tools they could then be drawn upon to lead and/or innovate a new or existing program and become our next center directors, fellowship program directors, core facility directors, and division chiefs.

Purpose/Objectives

- Generate a trained leadership pool to draw from to lead and innovate new or existing programs.
- Participants work with their division chief or chair to develop a strategic plan.
- Create an inter-departmental network of peer leaders across VUMC.

Approach

- Research literature and interview current VUMC leadership to develop curriculum.
- Identify and secure monthly session facilitators (2 internal; 6 external)
- Present the rationale for and outline of the course to clinical chairs
- Solicit nominations and select participants

Outcomes: 2019 Participants



Albert Attia, MD, Daniel Barocas, MD, MPH, FACS, Jeanette Bauchat, MD, MS, Meg Benningfield, MD, MS, Jeffrey Blume, PhD, Kelly Brown, MD, Kecia Carroll, MD, MPH, Nancy Davis, MD



Michael Gibson, MD, PhD, FACP, Sara Horst, MD, MPH, Adrianna Hung, MD, Brian Lindman, MD, Jirong Long, PhD, Michael Matheny, MD, MS, MPH, Michel McDonald, MD, MBA, David Morrison, MD



Cari Motuzas, MD, Meredith Pugh, MD, MSCI, Andrew Scanga, MD, Leon Scott, MD, Julie Sterling, PhD, Kimberly Vinson, MD, Amanda Yunker, MD, MSCR

47 nominations for 20 slots. 23 accepted. Special attention paid to participant diversity (26% URM, 61% F). Departments: Anesthesiology, Biomed Informatics, Biostatistics, Dermatology, Medicine, Neurology, OB/GYN, Ophthalmology, Orthopedics, Otolaryngology, Pediatrics, Psychiatry, Radiological Sciences, Radiation Oncology, Urologic Surgery

Outcomes: Curriculum

- Self-awareness, communication style (Jan)
- Brave leadership, leading teams (Feb)
- Conflict, difficult conversations (Mar)
- Management styles (Apr)
- Strategic plan development (May)
- Finances, budgeting (Sept)
- Organizational awareness (Oct, Nov)
- Strategic plan presentations (Dec)

Evaluation Strategy

- Solicit participant feedback after each session, send to facilitator, discuss improvements for next year (first 3 sessions: 30% response)
- Solicit participant and chair feedback after program completion, and at one and two years. Determine how program impacted leadership roles and implementation of strategic plans

Conclusions/Impact

The response indicates a need and desire for this type of program at VUMC. The inter-departmental aspect is generating a peer group of future leaders that will share best practices and resources. New processes and programs will be initiated through the Strategic Plans.