

Establishing a Novel Undergraduate Medical Education Student Leadership Academy: An Early Intervention to Prepare and Advance Diverse Physician Leaders

Name and Institution: Erin White Pukenas, MD, MBA, FASA, FAAP, Cooper Medical School of Rowan University (CMSRU)

Mentors and Collaborators: Annette C. Reboli, MD and Nancy Scott, Ph.D., MBA

Background/Significance of Project: The demand for physician leadership is growing. Data suggests physician-led healthcare systems perform better on patient quality, safety and satisfaction metrics, and the majority of the twenty top-ranked health systems are currently led by physician CEO's. At present, women and minorities are underrepresented in senior leadership positions in U.S. healthcare systems, academic medical centers and medical schools. Successful leadership in these unprecedented times requires the ability to navigate organizational dynamics, market pressures, and regulatory and political environments with a high degree of emotional intelligence, humility, influence, and a commitment to diversity, equity and inclusion. While the Association of American Medical Colleges (AAMC) has called for enhanced physician leadership roles and skills within healthcare, less than 25% of U.S. medical schools offer formal leadership curricula or longitudinal programming to address leadership competencies.

Purpose and Objectives of Project: The CMSRU Student Leadership Academy (SLA) will facilitate for students an understanding of current and anticipated challenges in U.S. healthcare, a framework for analysis and continuous quality improvement, and leadership skills training through pedagogical methods and experiential learning. The overarching objectives of the SLA are to (1) Develop future physician leaders at CMSRU; (2) Create a leadership pipeline that is diverse and inclusive; (3) Enhance the CMSRU brand and distinguish CMSRU's reputation for producing high-quality physician leaders and (4) Explore the benefits of scaling to a Student Leadership Institute with certificate programming.

Methods/Approach/Evaluation Strategy: An intensive review of current undergraduate medical education leadership programs at U.S. institutions was performed in parallel with customer value interviewing and stakeholder engagement analysis. For the SLA's inaugural year, the American Medical Association's (AMA) Medical Student Learning Experience modules were delivered by faculty facilitators/subject matter experts and supplemented by resource materials and independent readings. Participating students included CMSRU Student Government Association, AAMC Organizational Student Representatives and CMSRU Diversity Council Liaisons. Student engagement surveys tracked satisfaction and knowledge retention among participants following the completion of each module.

Outcomes/Results to Date: Data collected after delivery of the first leadership module indicates 100% student satisfaction and participation with 95% knowledge retention of leadership topics. All students would recommend the SLA to future student leaders. Planned long-term outcomes analysis includes assessment of early leadership positions and measurement of SLA's impact in facilitating leadership roles.

Discussion/Impact: Building leadership skills within the physician leaders of the future is an essential component of student professional development. The SLA will provide students with the foundation and tools to engage in leadership positions and create an early opportunity to mentor those who are historically underrepresented in senior leadership roles.