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## Developing Internal Medicine Resident as Leader.

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# Developing Internal Medicine Resident as Leader

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## PROBLEM IDENTIFICATION

- Creating excellent clinicians is the primary goal for internal medicine residency but should not be the only endpoint
- Clinical leadership is an important part of health care, quality improvement, and cost control
- Internal medicine residents are asked to lead multi-disciplinary teams during their residency; furthermore, many will go on to pursue leadership roles in their future practice
- Most current internal medicine residencies lack formal guidance in leadership skills including professionalism, communication, team building, conflict management, emotional intelligence, and giving feedback.

## GOALS

- Identify leadership styles and foster strengths
- Understand the role of the leader in general and specific to Internal Medicine, Medical Education, and Quality Improvement
- Prepare residents to be better leaders to their junior residents and peers.
- Prepare residents for leadership roles in the future careers.
- Utilize their leadership skills to formulate and implement a quality improvement project at Lehigh Valley Health Network

## DESCRIPTION OF INNOVATION

- We initiated a formal Resident as Leader (RaL) program as a pilot program at Lehigh Valley Health Network (LVHN) Internal Medicine residency
- Recruited two high-performing interns with interest in leadership roles to participate
  - One transitional resident
  - One categorical resident
- The RaL program has several facets:
  - Monthly didactic sessions to review general principles of leaders
    - Self assessment
    - Journal club style review of literature in core leadership topics using business and medical literature
    - Discussion
  - Mentorship with established leaders at LVHN including leaders within the residency and quality improvement
  - Attendance at meetings with mentors:
    - Graduate Medical Education Committee meetings
    - Quality Improvement Committee meetings
    - Internal Medicine residency leadership committee
  - Unique quality improvement projects focused on program development and processes

Resident as Leader Curriculum			
Session	Topic	Self-Assessment Tool	Articles
Month 1	Leadership Style	<a href="http://www.nwlink.com/~donclark/leader/matrix.html#questionnaire">http://www.nwlink.com/~donclark/leader/matrix.html#questionnaire</a>	Tuso's "The Physician as Leader"
Month 2	Moving from Peer to Leader	<a href="http://www.nwlink.com/~donclark/leader/surlead.htm">http://www.nwlink.com/~donclark/leader/surlead.htm</a>	Goffee & Jones' "Why Should Anyone be Led by You?" Raviglione's "Machiavelli & the Chief Resident"
Month 3	Effective Communication	<a href="https://www.mindtools.com/pages/article/newCS_99.htm">https://www.mindtools.com/pages/article/newCS_99.htm</a>	Myatt's "10 Communication Secrets of Great Leaders" Madden's "Essential Soft Skills"
Month 4	Team Leadership/ Role of Team Members	Parker Team Player Survey	Weller's "Teams, Tribes, & Patient Safety"
Month 5	Conflict Management	Thomas Kilman Conflict Mode Instrument	Harolds' "Conflict Management & Resolution" Saltman's "Conflict Primer"
Month 6	Innovative Problem Solving	<a href="https://www.mindtools.com/pages/article/creativity-quiz.htm">https://www.mindtools.com/pages/article/creativity-quiz.htm</a>	Varkey's "Creative Problem Solving"
Month 7	Motivational Coaching	McGregor Theory X-Y test	Orsini's "Motivation in Healthcare Professionals" Bass's "Transactional to Transformation Leader"
Month 8	Giving Feedback	Constructive Feedback Self Assessment Tool	Branch's "Feedback & Reflection"
Month 9	Avoiding Burnout	Maslach Burnout Inventory	George's "Discovering Your Authentic Leader"



## RESULTS

- Completing month 5 of Resident as Leader curriculum
- Useful feedback given regarding self-assessment tools and articles reviewed
- Regular intern attendance at high level leadership meetings
- Excellent quality improvement program development QI projects
  - Creation of a Preventative Health rotation
  - Improvement of procedure experiences
- Resident as Leader is a helpful recruitment tool for incoming intern class

## FUTURE WORK

- Opening the curriculum to a larger group of interested residents while keeping the experience intimate and personal
- Building the class to include PGY2 and PGY3 residents
- Having PGY2 and PGY3 members lead and teach interns
- Ongoing recruitment of additional mentors
- Ongoing program focused Quality Improvement
- Addition of a Leadership Book Club
- Collection of data regarding end of rotation evaluations, in service exam scores, and board scores to gauge the objective impact of Resident as Leader course

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