

BACKGROUND

Although there has been an increase in the number of programs being developed to provide medical students with leadership training and opportunities for professional development [1-3], it is difficult to get students to consider the long-term benefit of voluntarily dedicating time to leadership skill building given the intensity of the medical school curriculum. Additionally, without exposure to these types of experiences, medical students are less likely to consider a career in administrative medicine [1]. Women also remain under-represented in leadership positions in academic radiology, with 7% of leaders being women [2,3]. The University of Massachusetts Medical School has developed four week-long “Flexible Clinical Experiences” (FCEs) built into the third year curriculum to allow career exploration outside of the core clinical rotations. This FCE model can be leveraged by medical students to expose themselves to administrative medicine as well as gain insight into medical leadership skills without having to invest time outside of the academic curriculum. A new FCE entitled “Radiology Leadership and Management” was piloted, where one female student spent a week shadowing the UMass Medical School Chair of Radiology with a goal of learning what leadership and management skills are required to effectively run a radiology department at an academic medical center. This poster describes the insights that were gained through observing the daily operations and interactions of a leader in radiology.

LEARNING OBJECTIVES

- Understand leadership through shadowing the Chair of the Radiology Department in an academic medical center
- Understand the benefit of incorporating professional development and leadership skill building into medical school curriculum
- Understand the importance of medical student exposure to administrative medicine

ELECTIVE LOGISTICS

Students are encouraged to design their own week-long FCEs to expose themselves to novel systems of care, nurture professional interests, and foster mentorships. The student who designed this elective had an interest in pursuing a career in radiology and wanted to learn about the logistical aspects of leading a department.

Over the course of the week, the student accompanied the Chair of the Radiology Department to:

- Daily radiology department meetings (QI/QA, budgeting, conflict resolution, etc.)
- Sales meetings for replacing department ultrasound fleet
- Greater hospital leadership meetings
- Community outreach via the UMass Anchor Mission Windshield Tour

The student was also given the opportunity to meet with others in the radiology department leadership to explore how the day-to-day administrative functions of the radiology department are executed. This included:

- Vice Chair of Quality and Patient Safety
- Finance Coordinator
- Group Practice Administration
- Physician Work Flow Manager

LESSONS LEARNED

1. Push Your Agenda:
 - Obtaining financial and hospital leadership support for Radiology department projects by setting goals and initiatives that align with those of the hospital
 - Demonstrate value to other departments as a result of their support for Radiology initiatives
2. Navigate Politics, Industry, and Sales:
 - Knowing the needs of the department and finding the most cost-effective solution by comparing the available options to increase efficiency of workflow, staff productivity, and staff safety
 - Maintaining relationships with companies that may be able to provide the department with future opportunities for new technology or updates
 - Active involvement within larger radiology organizations (such as ACR, RSNA, State Radiological Society) to advocate for the future of radiology and educate legislature about the needs of the specialty
3. Value Interdepartmental Relationships:
 - Value of maintaining collegial relationships with others in hospital leadership to develop collaborative approaches to solving problems and addressing inefficiencies
 - Acknowledging and supporting contributions of others in the medical group that extend outside their expected duties
4. Support Radiology Department Faculty and Staff:
 - Value and importance of earning the respect of your department where they know that you are their advocate and support their endeavors with the hope that they will support you in return
5. Be Actively Involved in your Community:
 - Having knowledge about the needs of the people you are serving provides better patient care and opportunities for department involvement in community service and research projects



UMass Anchor Mission Windshield Tour 2019 – Roof of Creative Hub



Student and Chair at the Annual Massachusetts Radiological Society Meeting - 2019

CONCLUSIONS

- Offering leadership training as an integrated part of the third year curriculum (such as through FCEs) is one way to increase medical student exposure to administrative medicine
- Shadowing the Chair of the department exposes medical students to the leadership skills to handle the operational challenges that come with running a department
- Shadowing the Chair of a specialty gives valuable early exposure to the leadership opportunities that will be available in their future career, and may inspire more women to pursue those roles

REFERENCES

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3. Spalluto LB, Arleo EK, Macura KJ, and Rumack CM. “35 Years of Experience From the American Association for Women Radiologists: Increasing the Visibility of Women in Radiology.” *Journal of the American College of Radiology*. 14(3): 426-430, 2016.

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