

# Chapter and National News

## 2018 AΩA Fellows in Leadership



The 2018 Fellows in Leadership met for orientation in Denver, July 15-19. The leaders met with their mentors, AΩA Board of Directors members, previous Fellows in Leadership, and renowned members of the medical community.

Pictured, from left: Dr. Richard L. Byyny, Dr. Alan Robinson, Dr. Eve Higginbotham, Dr. Wiley “Chip” Souba, 2018 Fellow Dr. Jennifer Hagen, Kathi Becker, 2018 Fellow Dr. Kaushal Shah, Dr. Diane Magrane, Dr. John Tooker, 2018 Fellow Dr. Joseph Weistroffer, and Dee Martinez.

This is the fifth cohort of AΩA Fellows. Following their fellowship year, the 2018 AΩA Fellows will be joining their 12 colleagues in the AΩA Fellows in Leadership Community of Practice.

Alpha Omega Alpha Honor Medical Society recently announced its 2018 Fellows in Leadership. This year’s recipients are:

**Jennifer Hagen, MD** (AΩA, University of Nevada, Reno School of Medicine, 1998), Senior Associate Dean for Faculty, and Professor of Internal Medicine at the University of Nevada, Reno School of Medicine;

**Kaushal Shah, MD** (AΩA, Icahn School of Medicine at Mount Sinai, 2015), Vice Chair of Education, and Director of the Emergency Medicine Residency Program at Mount Sinai Hospital in New York City; and

**Joseph Weistroffer, MD** (AΩA, Uniformed Services University, 1992), Orthopaedic Surgery Residency Program Director at Western Michigan University Homer Stryker M.D. School of Medicine.

Leadership in medicine, medical education, and health care is more complex in the 21st century than ever before.

The medical profession and the country are in need of leadership that is inspiring, insightful, engaging, and humble—leadership that both understands and represents the needs of patients, physicians, medical educators, and trainees.

Because of their unique knowledge of the practice of medicine and understanding of medicine’s core professional values, physicians are ideally suited to serve as leaders in this period of change.

The AΩA Fellow in Leadership recognizes and supports the development of outstanding mid-career physician leaders. Fellows spend one year honing their leadership skills and expanding their knowledge base in the areas of:

**Leading from within**—Creating access to a broader range of ways of being, thinking, and acting to become more effective in dealing with the challenges for which the usual solutions are inadequate. Unlike most existing programs that teach leadership by imparting someone else’s knowledge (a third-person approach), this Fellowship emphasizes creating leaders using a first-person “as-lived/lived-through” methodology. In working with Fellows to “unpack” their hidden beliefs and frames of reference, new contexts will emerge

that give them more space and more degrees of freedom to lead effectively as their natural self-expression.

**Servant Leadership**—Based on specific core values, ideals, and ethics, effective, sustainable, and excellent leadership is based on core professional and personal values and a commitment to servant leadership.

The five essential components of the AΩA Fellow in Leadership Award are:

1. Self-examination, the “inward journey,” leading from within;
2. A structured curriculum focused on topics related to leadership, including an understanding of the relationship between leadership and management;
3. Mentors and mentoring;
4. Experiential learning to broaden the perspective and understanding of leadership as it relates to medicine and health care; and
5. Team-based learning and developing communities of practice.

Recipients will receive a \$25,000 award to be used for further development of their leadership skills through a specific year-long project. The award may not be used for salary support for either the Fellow or institutional mentors. The award may be used for attendance at a leadership development course or resources related to the Fellow's project or other expenses related to leadership development approved by AQA.

### **Jennifer Hagen, MD**

Dr. Hagen is a graduate of the University of Nevada, Reno School of Medicine and received her M.D. from UNR Med in 1993. She trained in pathology at the University of Wisconsin, before returning to Reno for her internal medicine residency training. She joined the internal medicine faculty in Reno in 1999, and served as its clerkship director until 2003, when she became the Associate Dean for Medical Education.

Dr. Hagen assumed the role of residency program director in November 2009, and she served as the Associate Dean for Faculty Development from 2012-2017. She teaches fellows, residents, and students in the classroom and at the bedside.

Dr. Hagen previously practiced general internal medicine as a primary care physician and hospitalist, and is a founding member of the UNR Med Geriatrics Hospital Consult Service. She completed her training in geriatrics at the UNR in 2017. She is a fellow of the American College of Physicians, and is board certified in internal medicine and geriatrics. She is the recipient of the Outstanding Clinical Teacher Award (2001), the Leonard Tow Humanism in Medicine Award (2004), and ACP Nevada Chapter Woman Physician of the Year (2016). She is also the AQA Councilor at the UNR Chapter.

### **Project: Creating a Faculty-Centered Culture of Success**

This project will develop leadership skills relevant to any role in academic medicine, with an in-depth understanding of the special requirements of leaders in academic medicine, and develop and launch UNR Med's new Office for Faculty.

Dr. Hagen will enroll in the Rudi Ansbacher Women in Academic Medicine Leadership Scholars Program to increase her understanding of principles of leadership. Mentoring will help her build skills to address areas for growth in leadership. Mentors will coach her to think and plan at a higher level and across a wider array of constituents in an evidence-based way, increasing her confidence



Jennifer Hagen, MD

to lead in more complex and challenging situations.

The units in the Office for Faculty have developed a value system for communication and an inventory of projects and programs identifying areas for synergy. With this foundational work in place, the next step is for team members to set priorities for their respective units. Further development of the office will include goal setting with timelines and defined outcome measures.

Having knowledgeable and trusted mentors during this process will be invaluable, and will be a stimulating challenge for all involved.

### **Kaushal Shah, MD**

Dr. Shah attended Brown University, Dartmouth Medical School and the Harvard Affiliated Emergency Medicine Residency Program. In the last 15 years, Dr. Shah has become a recognized leader in trauma education and research. He has lectured throughout the country and at national meetings. In addition to being editor-in-chief of a textbook series, he is also the author of a children's book series entitled *Junior Medical Detectives*. Dr. Shah also works closely with the NFL as co-director of the Airway Management Physicians.

### **Project: Leadership Curriculum: Catalyst for Good to Great**

Dr. Shaw will create an ongoing leadership curriculum for resident trainees with the goal of transforming very good leaders into great ones thereby improving the quality



Kaushal Shah, MD



Joseph Weistroffer, MD

of patient care delivered today and into the future.

In order to make this scalable to other departments and other institutions, he will create a toolbox of resources that any program director in the country can use to elevate the level of leadership training in their institution.

Trainees and faculty need to be continually engaged in system-based initiatives for evolution of the clinical learning environment. A leadership curriculum that entails a didactic curriculum and simultaneously a team-based experiential exercise focused on interdepartmental quality and process improvement under the guidance of a faculty mentor, will be an innovative system-based solution to improving the clinical learning environment.

### Joseph Weistroffer, MD

Dr. Weistroffer graduated from the Uniformed Services University of the Health Sciences and was a Categorical Medicine Intern at the National Naval Medical Center, in Bethesda, Maryland. After his Orthopaedic Surgery Residency at the Naval Medical Center in San Diego, he completed the Twin Cities Spine Center Fellowship in Minneapolis, Minnesota.

His experiences in Orthopaedic Surgery include positions as Vice Chairman at the Naval Medical Center San Diego, founding Orthopaedic Spine Surgery Fellowship Director at Northwestern University in Chicago, and full partner at New England Neurological Associates in Boston, Massachusetts.

Though his understanding of leadership was founded at the U.S. Naval Academy in Annapolis, and enriched during a semester at the U.S. Military Academy at West Point, he credits his experience as a Marine Corps Platoon Commander for understanding the complexities of leadership.

He did a tour as an F-14 Fighter Pilot serving on the Admiral's Staff in San Diego, and was the Submarine Medical Officer for the Navy's Pacific Trident Submarine Fleet in Bangor, Washington.

He has served on the Leadership Development Committee for the American Academy of Orthopaedic Surgeons, written the curriculum for their Leadership Fellows Program, and currently sits on the Council of Orthopaedic Residency Directors/Academics Committee for the American Orthopaedic Association.

### **Project: A study to evaluate the effectiveness of a comprehensive, integrated leadership curriculum for healthcare professionals.**

To create a leader development program for medical students and residents at Western Michigan University. He is a co-investigator in a research project to measure the leader identity of first-year medical students and last-year residents before and after exposure to this leadership training.

To apply to be a 2019 AQA Fellow in Leadership visit [www.alphaomegaalpha.org](http://www.alphaomegaalpha.org).