

REFLECTIONS ON A JOURNEY IN GRADUATE MEDICAL EDUCATION LEADERSHIP

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Vice President, Academic Affairs

Deputy Designated Institutional Official



MSSNY MESF Women Physicians Leadership Academy:
Designing Your Medical Career
Saturday, February 1, 2025

GME at Northwell

Northwell Health is one of the largest sponsoring institutions in the nation.

The health system consists of:

2,113

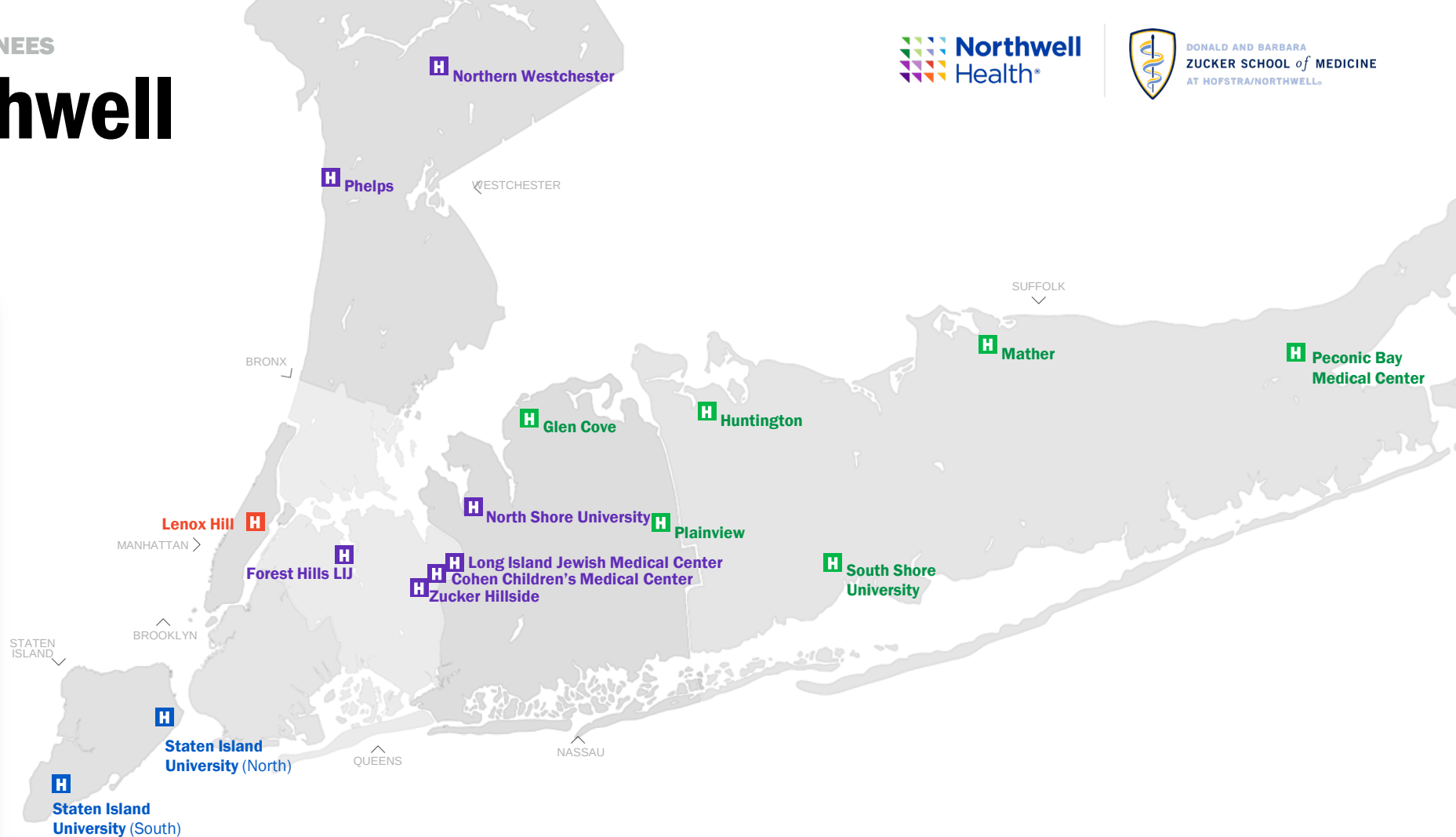
residents and fellows

212

residency and fellowship training programs

15

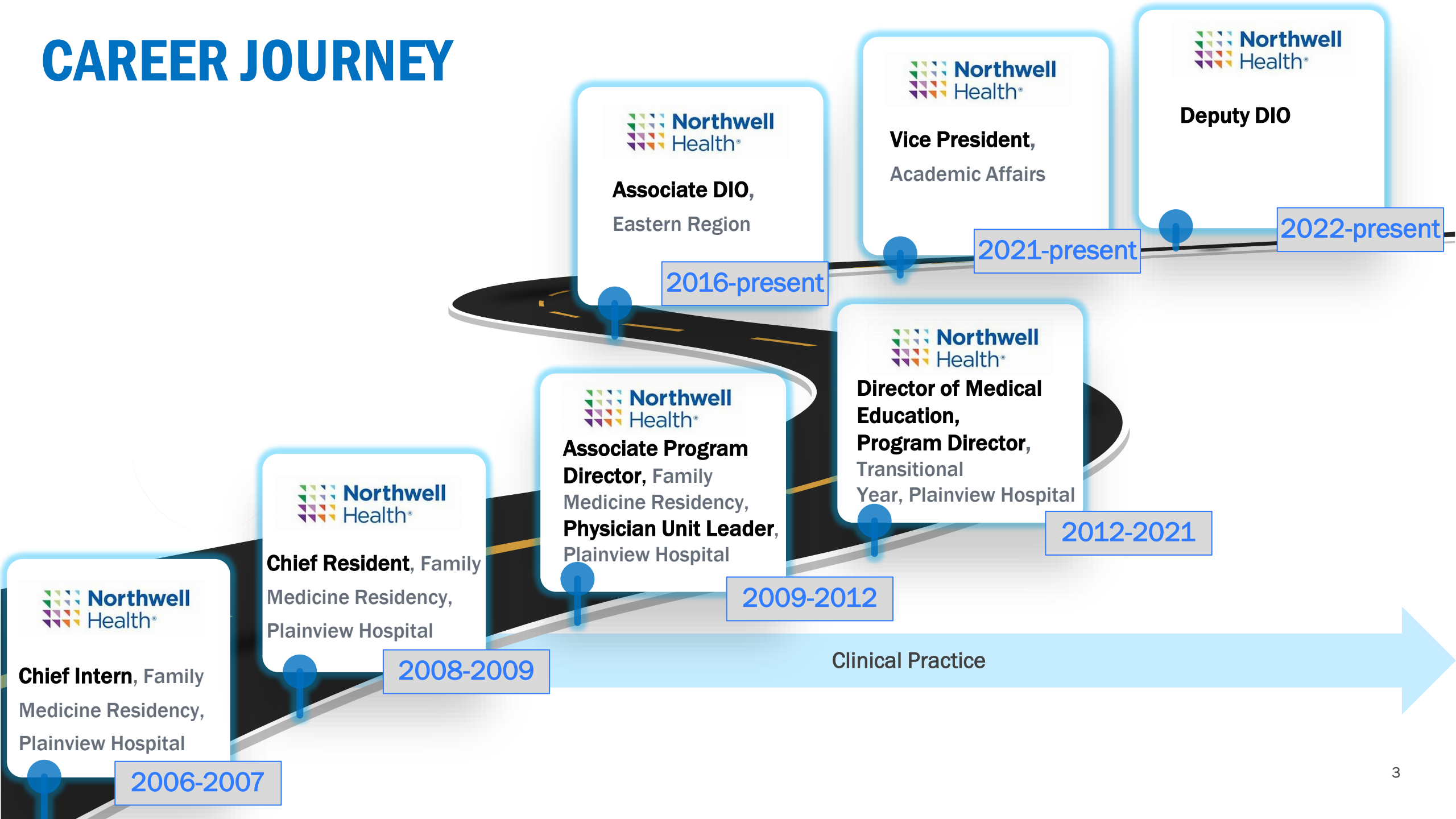
Northwell Health hospitals where training programs are based



Vice President, Academic Affairs & Deputy DIO:

- Responsible for the development of strategy, implementation of plans, and integration of medical education programs for residents, fellows, and medical students throughout Northwell Health
- Ensures the system's training programs meet accreditation requirements and quality standards

CAREER JOURNEY



ESSENTIAL LEADERSHIP QUALITIES

Integrity

Effective
Communication

Emotional
Intelligence

Vision

Self-Reflection

Perseverance &
Resilience

Self-Awareness

Self-Discipline &
Regulation

Innovation

Enthusiasm

Accountability

Trust

Active listening

Respect

Efficiency

Patience

Persuasion

Gratitude

Grit

Builds Community

Knowledge

Gratitude

Diligence

Moral Clarity

Influence

Self-Efficacy

Passion

Courage

Change Agent &
Advocate

Mindfulness

Work Ethic

Learner

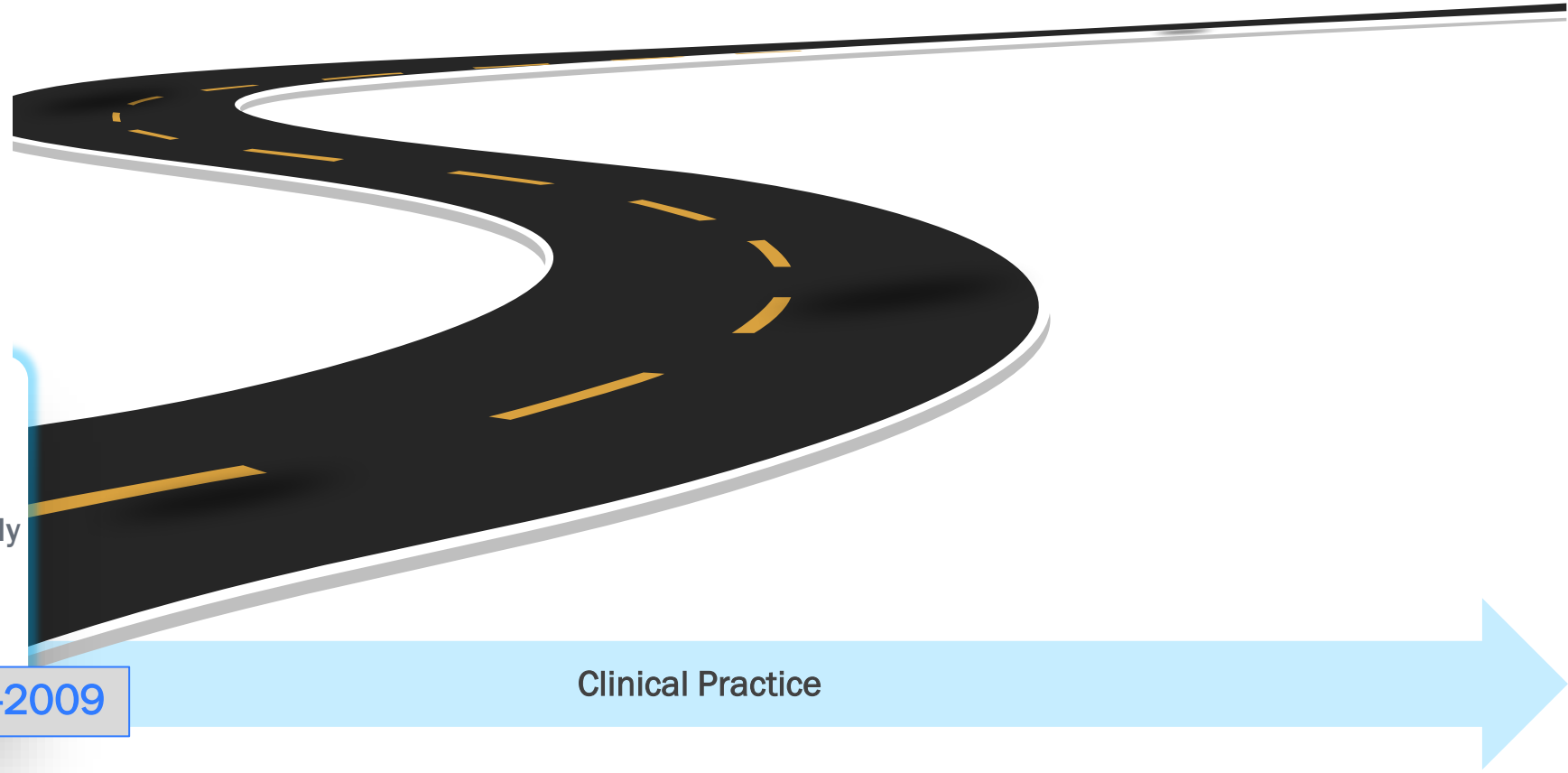
Decisiveness

Heart

Commitment to
the Growth &
Empowerment of
People

CAREER JOURNEY

- Ethics Committee
- Sepsis Council
- Mortality Review Committee
- Site GMEC Subcommittee
- Rapid Response Committee
- Restraint Reduction Committee
- Patient and Family Advisory Council
- Stroke Collaborative
- Provider Early Adoption Committee
- Failure Mode Effects Analysis Committee
- Critical Care Committee



Chief Resident, Family
Medicine Residency,
Plainview Hospital

2008-2009



Chief Intern, Family
Medicine Residency,
Plainview Hospital

2006-2007

Clinical Practice

“Leadership and learning are indispensable to each other.”

-John F. Kennedy

COMMIT TO PERSONAL STRATEGIC PLANNING & GOAL SETTING

- ❑ Decide what you want to achieve in your life
 - Lifetime Goals
 - Personal Mission Statement
 - 5-Year Plan
- ❑ Prioritize your goals and motivate yourself. Separate what's important from what's irrelevant, or a distraction
- ❑ Identify your strengths and weaknesses. Learn from them and improve as much as possible
- ❑ Work hard, get things done, and drive positive outcomes

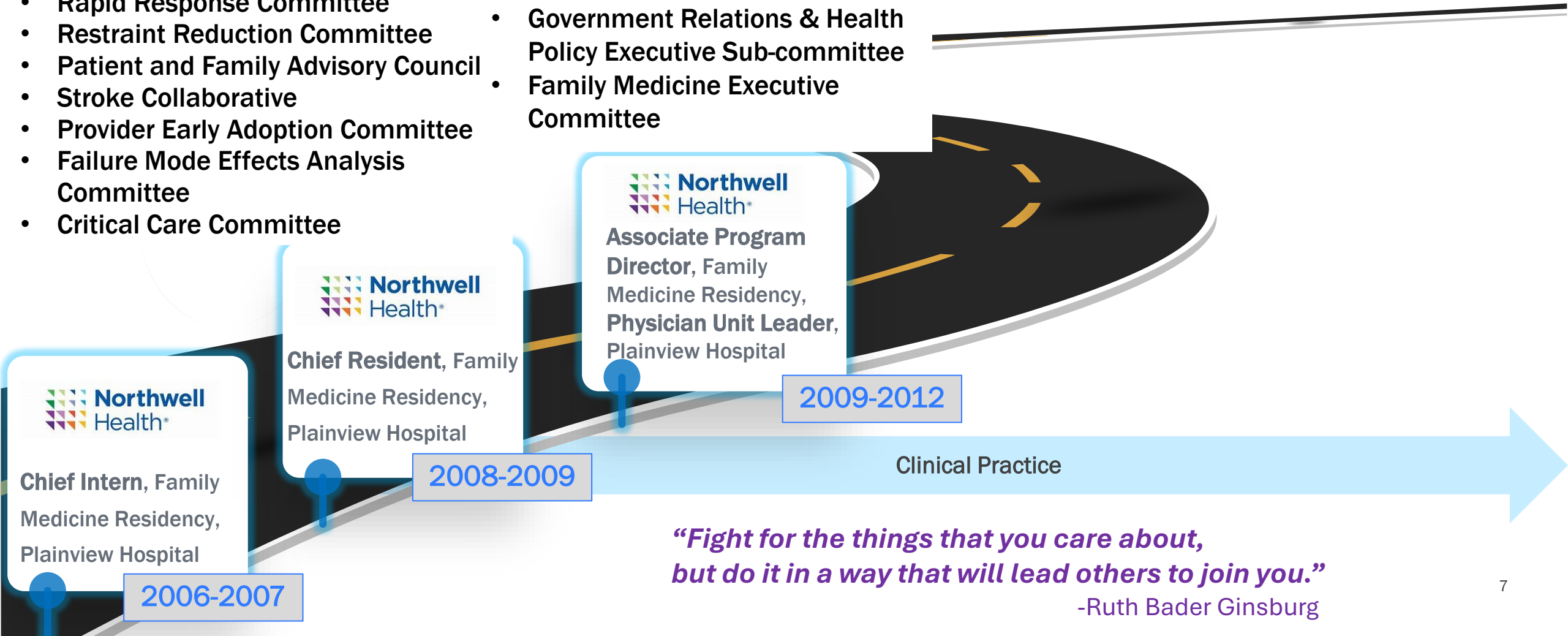
“If you want to be happy, set a goal that commands your thoughts, liberates your energy and inspires your hopes.”

-Andrew Carnegie

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- Physician High Potential Leadership Program
- Medical Education Professional Development Program
- Patient's Rights Taskforce
- Government Relations & Health Policy Executive Sub-committee
- Family Medicine Executive Committee



Chief Intern, Family
Medicine Residency,
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2006-2007



Chief Resident, Family
Medicine Residency,
Plainview Hospital

2008-2009



Associate Program
Director, Family
Medicine Residency,
Physician Unit Leader,
Plainview Hospital

2009-2012

Clinical Practice

*“Fight for the things that you care about,
but do it in a way that will lead others to join you.”*

-Ruth Bader Ginsburg

KNOW YOUR VALUES AND HOLD YOURSELF ACCOUNTABLE TO THEM

- Your integrity is one of your most important assets
- Always do what's right
- Remember, a leader is always on stage
- Never say anything you wouldn't feel comfortable reading in the news the next day
- "What you permit you promote..."
- Don't be afraid to manage up when necessary
- Saying 'yes' can be important, but it's even more important to know when you must say 'no'

"Well-behaved women rarely make history."

- Laurel Thatcher Ulrich

"Do what you feel in your heart to be right, for you'll be criticized for it anyway."

-Eleanor Roosevelt

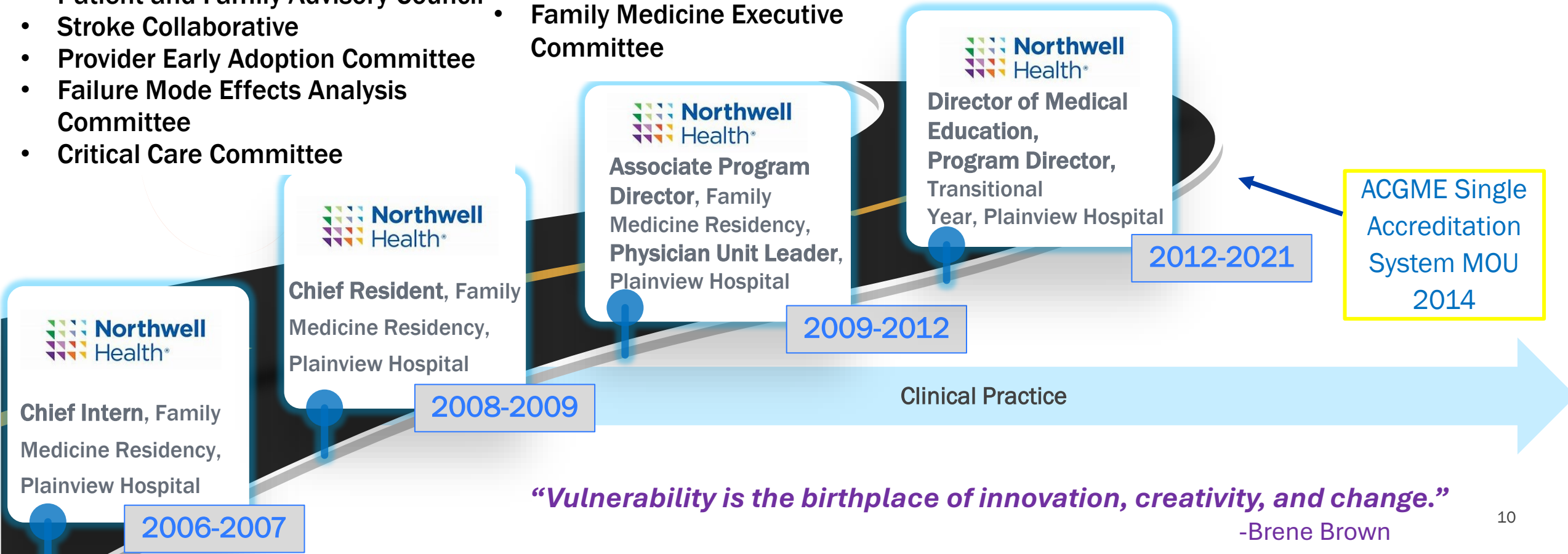
If you're held to a different standard, it may not seem fair, but it actually doesn't matter... You're already holding yourself to a higher one.

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- Physician High Potential Leadership Program
- Medical Education Professional Development Program
- Patient's Rights Taskforce
- Government Relations & Health Policy Executive Sub-committee
- Family Medicine Executive Committee

- Medical Board
- Mentoring and Professionalism In-Training Program
- Human Trafficking Response Program Taskforce
- Board of Directors, NYCOMEC
- Education Committee, NYCOMEC



“Vulnerability is the birthplace of innovation, creativity, and change.”

-Brene Brown

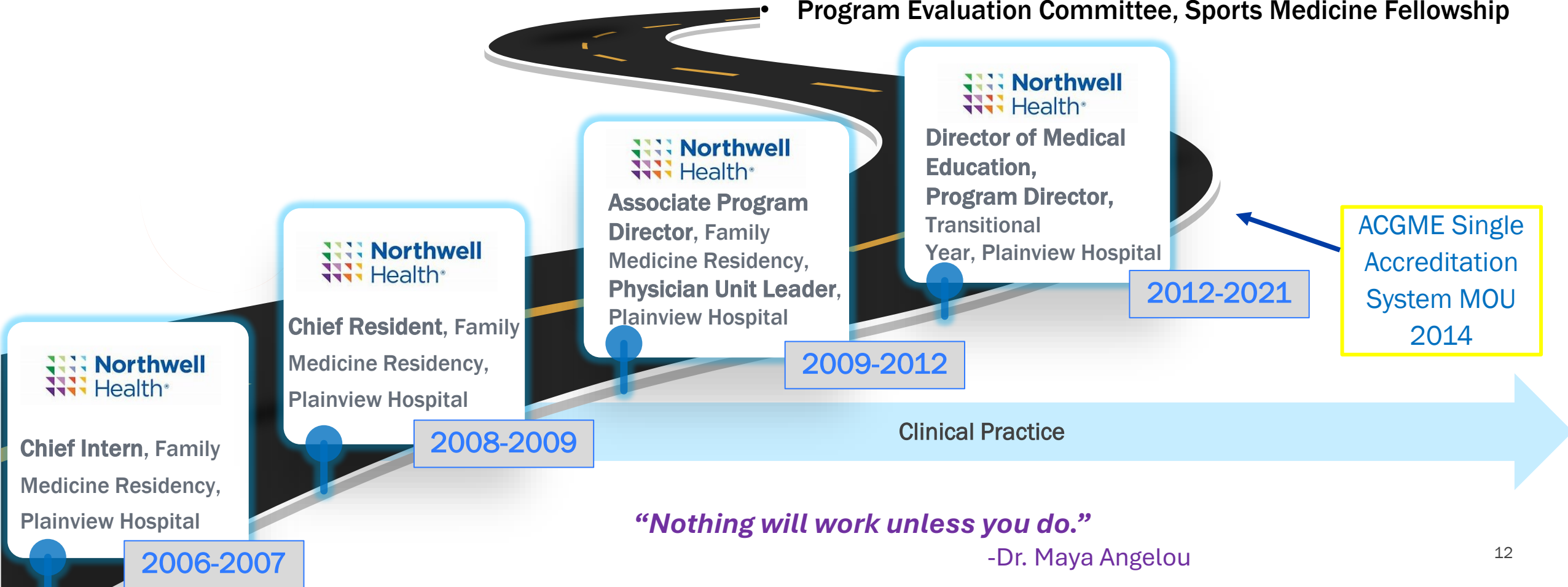
If you see a gap, fill it.

If you identify a problem,

become a part of the solution.

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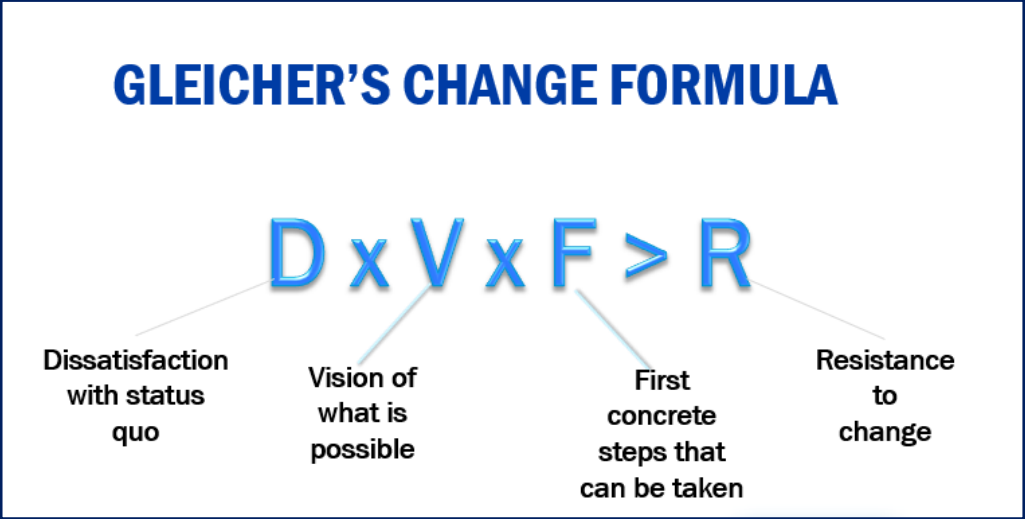
- Graduate Medical Education Site Sub-Committee (Chair)
- Clinical Competency Committee, Family Medicine
- Clinical Competency Committee, Orthopaedic Surgery,
- Clinical Competency Committee, Transitional Year Program
- Program Evaluation Committee, Family Medicine
- Program Evaluation Committee, Orthopaedic Surgery
- Program Evaluation Committee, Transitional Year (Chair)
- Program Evaluation Committee, Sports Medicine Fellowship



“Nothing will work unless you do.”

-Dr. Maya Angelou

DEFINE AND COMMUNICATE YOUR VISION & EMBRACE CHANGE



“To improve is to change; to be perfect is to change often.”

-Dr. Donald Berwick

USING A LOGIC MODEL

RESOURCES	ACTIVITIES	OUTPUTS	SHORT- & LONG-TERM OUTCOMES	IMPACT
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem or asset we will accomplish the following activities:</i>	<i>We expect that once accomplished these activities will produce the following evidence or service delivery:</i>	<i>We expect that if accomplished these activities will lead to the following changes in 1-3 then 4-6 years:</i>	<i>We expect that if accomplished these activities will lead to the following changes in 7-10 years:</i>

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- Eastern Region GMEC Subcommittee (Chair)
- Policy GMEC Subcommittee (Chair)
- Graduate Medical Education Committee
- Annual Institutional Review GMEC Subcommittee
- GME Physician Well-Being GMEC Subcommittee
- Educational Retreat Planning GMEC Subcommittee
- Annual Program Evaluation GMEC Subcommittee



Chief Intern, Family Medicine Residency, Plainview Hospital

2006-2007



Chief Resident, Family Medicine Residency, Plainview Hospital

2008-2009



Associate Program Director, Family Medicine Residency, Physician Unit Leader, Plainview Hospital

2009-2012



Associate DIO, Eastern Region

2016-present



GMEC Quality Oversight Committee (Co-Chair) 2020



Director of Medical Education, Program Director, Transitional Year, Plainview Hospital

2012-2021

Clinical Practice

“Whenever you are asked if you can do a job, tell ‘em, ‘Certainly I can!’ Then get busy and find out how to do it.” -Theodore Roosevelt

BUILD COMMUNITY

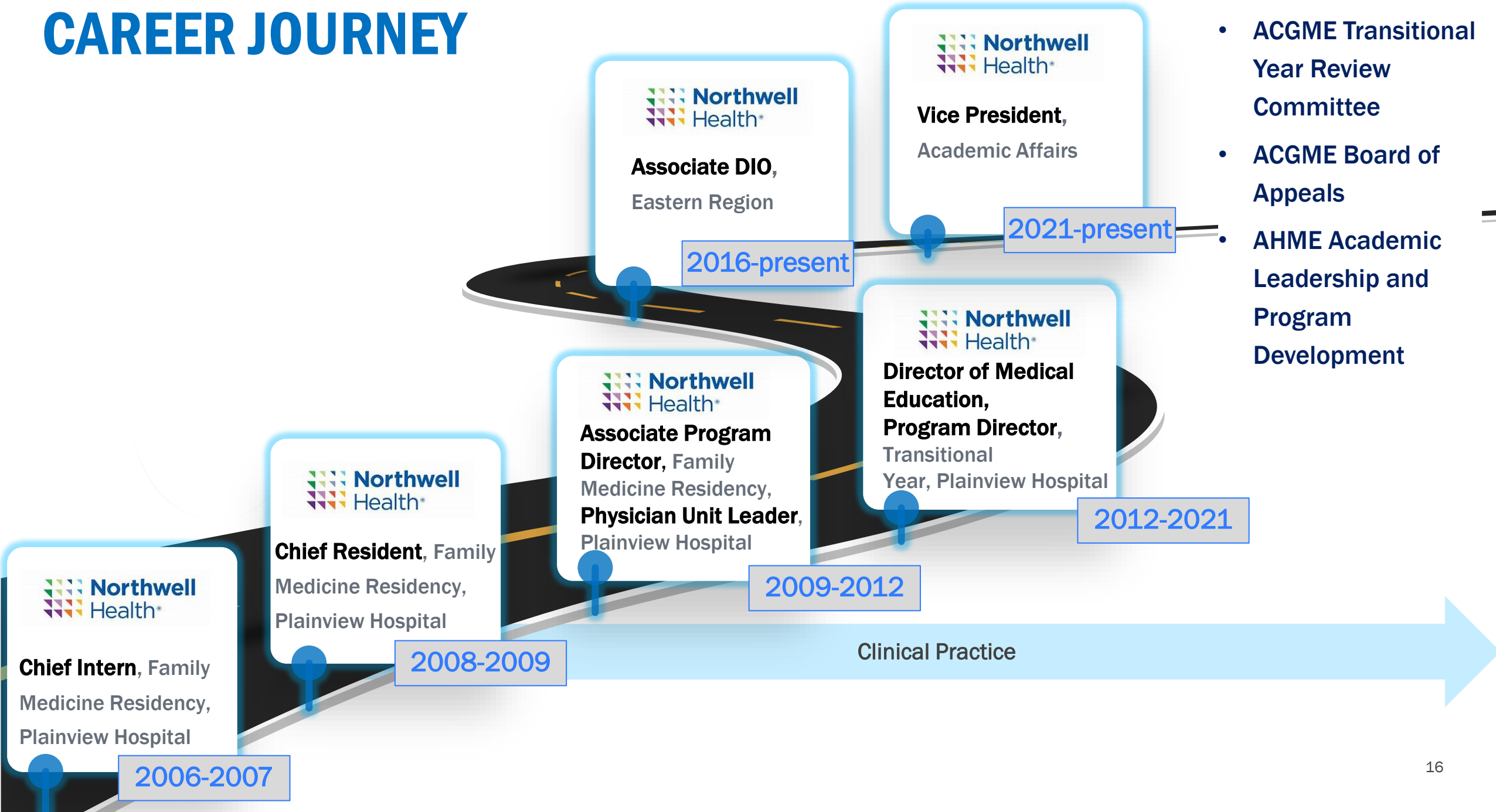
“To handle yourself, use your head; to handle others, use your heart.” – Eleanor Roosevelt

- Surround yourself with good people
- Be kind, cultivate trust, practice compassion, and protect your team
- Lead by example and help people grow
- Own your mistakes and failures, but share credit for your successes
- Be an advocate and a mentor, not a friend
- Seek good and honest mentors

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

-Dr. Maya Angelou

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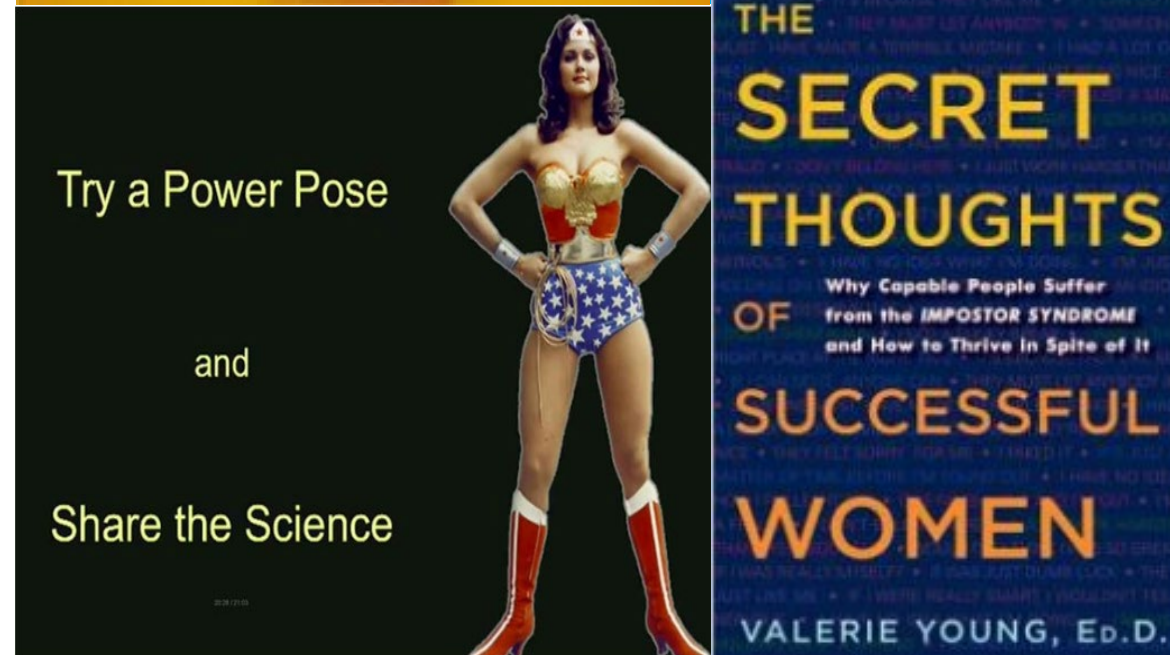
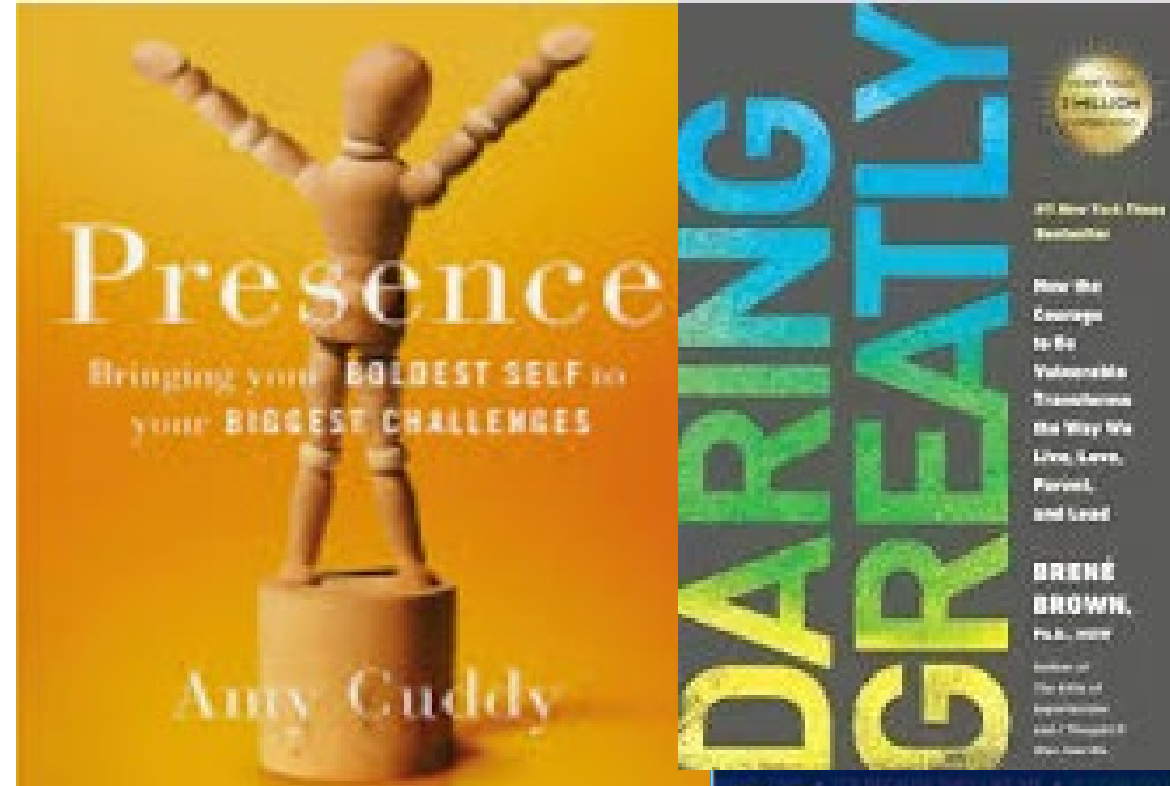
- ACGME Transitional Year Review Committee
- ACGME Board of Appeals
- AHME Academic Leadership and Program Development

BE ON THE LOOKOUT FOR IMPOSTOR SYNDROME!

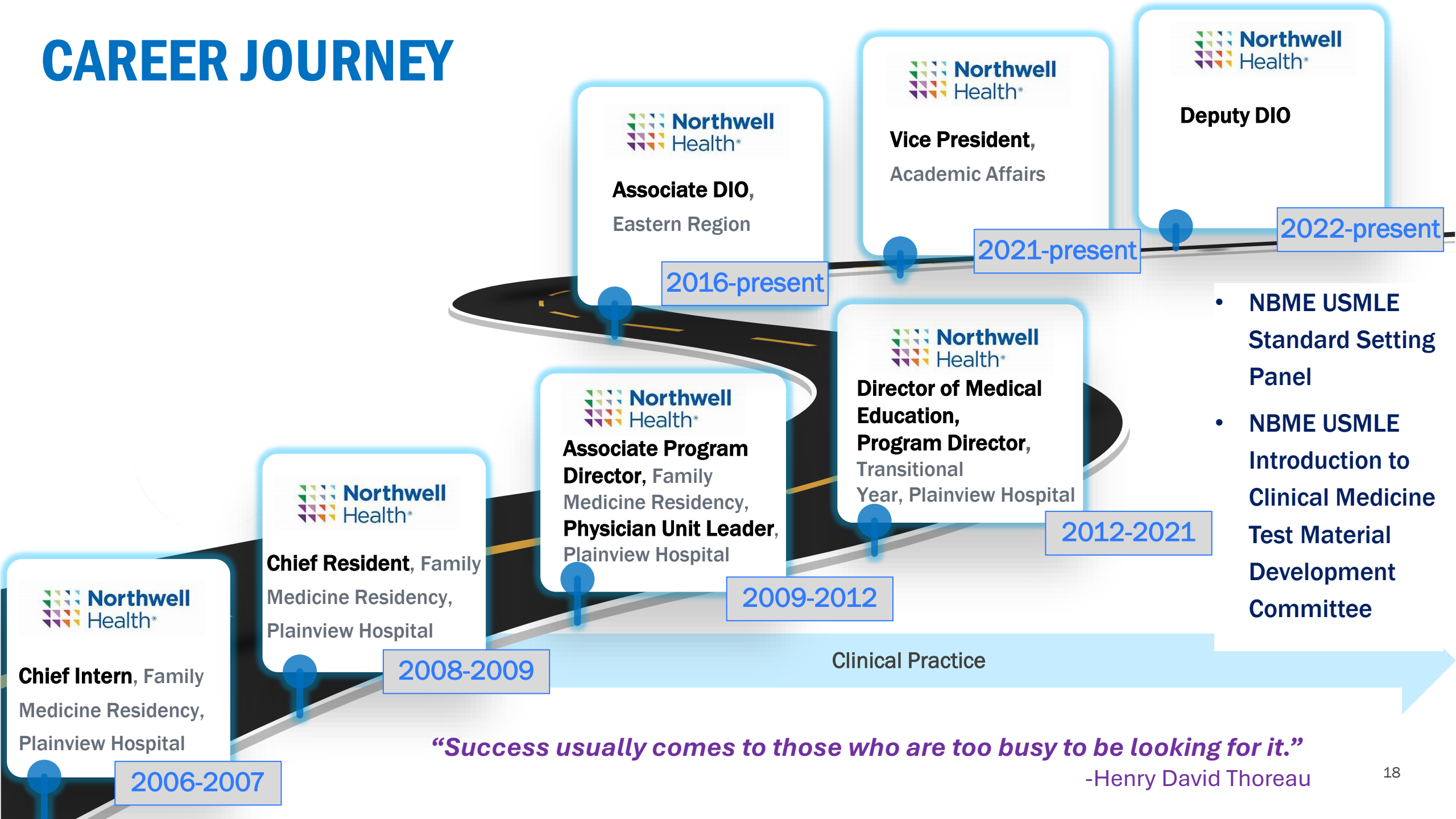
“Fake it ‘til you become it.”

-Amy Cuddy

- Know your value and have confidence
- Practice appreciative inquiry
- Lean into your vulnerabilities and take risks
- Acknowledge your fallibility and appreciate the gift of failure



CAREER JOURNEY

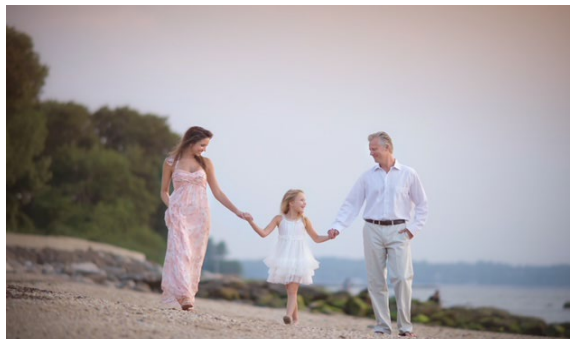


“Success usually comes to those who are too busy to be looking for it.”

-Henry David Thoreau

REMEMBER WHAT IS REALLY IMPORTANT

- ❑ Get involved in things that matter to you. Visibility and promotion are important, but meaningful involvement in things that matter to you is more important
- ❑ Strive to achieve balance
- ❑ Use your unique skills and attributes to make at least one positive difference for your community, your team, your patients, or your loved ones every day
- ❑ Ask yourself, “What will my legacy be?”



“Life’s most urgent question is, ‘What are you doing for others?’”

-Dr. Martin Luther King, Jr.

*Our fingerprints don't fade
from the lives we touch.*

- Judy Blume



As we move through this beautiful and troubled world, may we vow to be a beacon of peace, a fearless carrier of respect and lovingkindness for all life, a teller of truth, a voice for justice, a protector of those who are vulnerable or targeted. May the power of wisdom, integrity and compassion be our guide.

—
JACK KORNFIELD

You can't go back and
change the beginning,
but you can start
where you are and
change the ending.

—C.S. LEWIS



“I’ve come to believe that each of us has a personal calling that’s as unique as a fingerprint—and that the best way to succeed is to discover what you love and then find a way to offer it to others in the form of service, working hard, and also allowing the energy of the universe to lead you.”

-Oprah Winfrey

THANK YOU

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