

Leadership and career development: Reflections on the Mt Sinai

Department of Social Work International Leadership Program, New York

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Background The Department of Social Work services at the Mt Sinai Health System in New York facilitates an international leadership program, selecting 4-6 international social work scholars into an 8-week program. The author participated in this program in 2016.

Context: the Mt Sinai Health System comprises 7 hospital campuses in New York City delivering high quality health care. There are 3468 beds, with more than 15,500 admissions per year and more than 3,400,000 outpatient visits. Mt Sinai has in excess of 500 social workers.

Aim To expand the participants' personal career development and health leadership capability by exposure to the Mt Sinai International Development of Leadership Program and to foster international perspectives of models of health care.

Promoting leadership development The Program facilitated:

- Accessing social workers across all the diverse programs at Mount Sinai, promoting understanding of different models of practice
- Exchange of ideas with senior staff, heads of programs and social work leaders
- Meetings with Deans of Social Work at Fordham and Columbia Universities
- Accredited courses on practitioner research, health leadership and writing for publication
- Familiarisation with the US health system and funding models
- Grand Rounds
- Presentation to the Department of Social Work to promote international exchange of ideas
- Personal reflection and growth, promoted by the provision of regular supervision and mentoring

Align
Collaborate
Persevere
Own

References:
Bernstein, S.R. (2015) Introduction to the Special issue: Social Work Takes a Leading Role in Affordable Care Act Initiatives at The Mount Sinai Hospital. *Social Work in Health Care*, 54:777-781
Rehr, H. and Rosenberg, G. (2006) *The Social Work-Medicine Relationship*. The Haworth Press, Inc. New York.

Social Work at Mt Sinai Social Work has a highly esteemed legacy at Mt Sinai, traced back to the leadership of Dr Helen Rehr, who pioneered the International Enhancement of Leadership Program. The Department has close links with several prestigious schools of Social Work, is embedded in teaching into the Icahn School of Medicine, provides leadership in many key areas and is represented at an Executive level organisationally.

Reflections on a health leadership model The Mt Sinai Social Work leadership model has demonstrated an ability to strategically evolve new models of practice in response to political, economic and fiscal changes. This model is highlighted in Social Work's response to the introduction of the 2010 Affordable Care Act and the development of "quality health care outcomes while reducing overall health costs". Whilst this was achieved through the development of models of population health management, a Preventable Admissions Care Team, a Home Health Program and social work's role in a Geriatric Emergency Department – the framework for this change is entirely transferable to a local context:

Align – Try to understand the ever-changing health care environment, determine the evolving organisational goals and concerns and what is likely to be needed to address those goals and concerns and then insert yourself in the process.

Collaborate – Really collaborate, with everyone who may be connected. This work is not linear, it evolves. It means identifying what needs to happen, and making it happen.

Persevere – Persevere relentlessly, in the face of all challenges.

Own – Own the work, own the process and own the results. Stay focussed on the outcomes.