

# Graduate Programs in Health Professions Education: Preparing Academic Leaders for Future Challenges

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**C**onsider the following scenario: You are a physician with the goal of becoming a program director. You have been a clinical leader in your field, publishing dozens of articles in your subspecialty. Despite having attended only a few workshops on how to teach, you have consistently scored in the top 10% of your program's attending physicians, as rated by the residents. You have been on your program's clinical competency committee for a few years, and you are familiar with the processes required to run the program.

Imagine now that you achieved your goal—you have been selected to be a program director at your institution—but the program is struggling. The board pass rate is 20% below the review committee's requirement. Postrotation evaluations are completed only intermittently, and rarely do the residents report receiving feedback. Furthermore, it is not clear how the annual program assessment is used to improve the program. The most recent Accreditation Council for Graduate Medical Education (ACGME) accreditation letter warns that the program's accreditation status is in jeopardy unless these areas have been satisfactorily addressed. How will you, as the program director, approach this challenge?

Program directors, deans for graduate medical education (GME), and core faculty have diverse responsibilities for residency or fellowship program oversight and assurance. One fundamental responsibility is to prepare graduates for unsupervised practice. Program directors, in particular, play a key role in this preparation and, ultimately, in the delivery of high-quality GME and first-class health care. This pivotal role is even more salient when one considers the current health care challenges, including rising

costs, low-value care, and the persistent problem of diagnostic and technical errors leading to patient harm.<sup>1–3</sup>

Despite this pivotal role, program directors and other physician leaders often receive little formal education to help prepare them for the complexity of these roles, which include knowledge and skills not covered in the current standard physician education paradigm (eg, curriculum development, assessment methods, and personnel management). To meet these challenges, physician educators, particularly program directors, need to cultivate additional competencies. We believe that graduate programs in health professions education (HPE) may be a feasible way to meet this need. Such programs share the common goal of preparing academic leaders who are well versed in teaching, leadership, curriculum, assessment, and research through coursework, mentored experiences, and educational scholarship.

## A Growing Educational Need

Graduate programs in HPE—including certificate and degree programs—are viewed by many as a key strategy to contribute to a health professional's conversion from competent clinician to transformational academic leader.<sup>4,5</sup> The so-called “professionalization” of the HPE workforce has been driven by a number of institutional and regulatory dynamics. The first is that many clinicians have made education the focus of their professional roles, and institutions have responded by creating career tracks, such as clinician educator/scholar. Second, accreditation bodies increasingly require that residency leaders have the “requisite specialty expertise and documented educational and administrative experience.”<sup>6</sup> With this explicit requirement, and with the need to “maintain an educational environment conducive to educating the residents in each of the ACGME competencies,”<sup>6</sup> US institutions, as well as those abroad, have

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*Editor's Note:* The online version of this article contains a listing of master's degree in health professions education programs offered in the United States.

# Graduate Programs In The Health Professions 2003

**Tao Wei**



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