



Fostering Leadership in a Student-Run Free Clinic Medical Executive Board and Across Interdisciplinary Partners

Presented by: Mary Ann Etling

Authors: Aida Haddad, Maria Khan, Annie Gensel, McKenzie Barber, Eric Aksu, Eric Klipsch, Jon Class, Lucy Brown, Jason Kabir, Mary Ann Etling



Our People Power

- Large, interdisciplinary, free clinic serving approximately 34 patients per weekly clinic day
- Our board members require a unique sense of resolve and passion for service
 - Full-time professional students
 - Balancing other extracurricular activities
- Many demands on our leadership can result in imposter syndrome and untapped leadership potential



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

March 17th, 2020:
SOC Closed

March 6th, 2021:
SOC Reopened

“Bare Bones” Clinic Operations



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

In 2021, our board was **mostly pre-clinical and new clinical students**; 14 members of our 18-person board were newly elected.

We only had one board member who was a combined MD-PhD student with approximately six years of experience at the SOC.



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

COVID-19 and the Clinic's Student Leadership

- 19-person medical executive board that is team-based, including:
 - Clinic managers (under Operations Chair)
 - Patient Navigators (under Continuity of Care Co-Chairs)
 - Education Empowerment Team (under Education Co-Chairs)
 - Research Team (under Research Chair)
 - New as of 2021, the Women's Health Coalition (under Women's Health Co-Chairs)
- Vice-Chair oversees the interdisciplinary partners executive board
- Leadership could have succumbed to aforementioned pressures in 2021, resulting in the permanent closure or dysfunction of our clinic



Presentation Roadmap

- Leadership interventions which **successfully combated** imposter syndrome and moral injury while reimagining a COVID-19 compliant clinic
- Interventions performed by the following groups:
 - Chair
 - Vice-Chair
 - Women's Health Co-Chairs
 - Operations Chair



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

Fostering interpersonal relationships best encompasses the theme with which our leadership encouraged hope during a time of global suffering.

This was implemented through **multiple discrete interventions** which formed camaraderie and trust within and between interdisciplinary executive boards.



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

Chair

- Interventions

- Culture of collegiality
- Pre-term and midterm check-ins with each leader
- First annual leadership retreat
 - Focus on leadership styles and vision for clinic
- Weekly quality improvement meetings to ensure a safe reopening

- Results

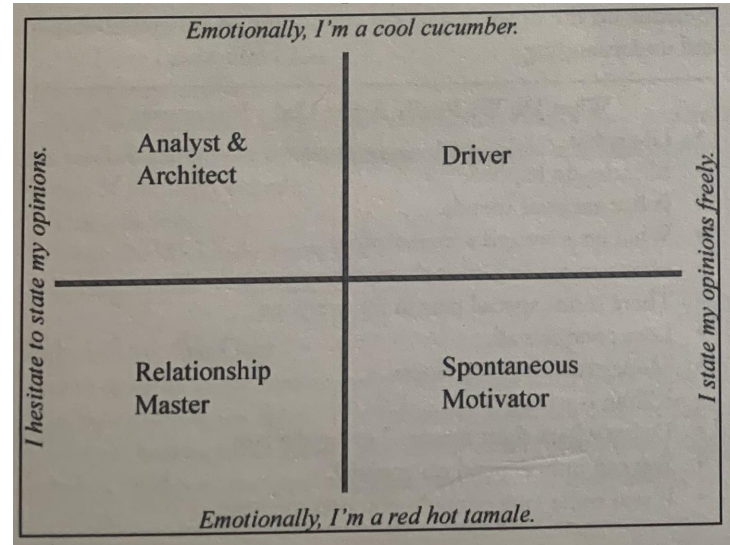
- Published inaugural clinic newsletter
- Formulated clinic's first-ever mistreatment policy
- Reimagined roles on board
 - Addition of Women's Health Co-Chair in response to coalition growth
 - Created 'Community Relations' and 'Marketing & Promotions' board roles from the original 'Community Outreach Chair'



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

First Annual Leadership Retreat (May 2021)

- Team building activities
 - Compliment cards
 - Ice breakers
 - Shared meal
 - Obstacle course
 - No-doze leadership styles class (from the National Outdoor Leadership School)
 - Big ideas session
- Results
 - Retreat encouraged mutual respect for different leadership styles
 - Board members walked away with better understanding of each other and themselves



Inaugural Newsletter

- A years-long dream, finally fulfilled!
- Result of Chair's midterm check-in with Community Outreach Chair.
 - Felt their role was nebulous and difficult to implement in the setting of the COVID-19 pandemic.
- Chair and board member created SMART goals for the remainder of the year, and board member ultimately split their role into two—resulting in additional board member in student leadership.

SEPTEMBER 1, 2021

VOLUME 1



The Monthly Follow-Up

*SOC Partner: IU
Occupational Therapy*

Alumni Spotlight
KATIE (GRIFFIN) KLEMKOSKY

Women's Health Coalition Expansion

LUCY BROWN & ANNIE GENSEL

*More than Medicine: A Student's Perspective
on the SOC's Growth Over the Years*

JASON KABIR



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

Vice-Chair

- Interventions

- Fall Partners' Retreat to brainstorm interdisciplinary goals
- Slowly incorporating partners throughout the reopening
- Monthly virtual partners' meeting and group chat
- Open communication to answer questions and problem solve (email/text/GroupMe with other partners)

- Results

- Participation in winter clothing and food drives
- Some partners developed telehealth models
- All partners resumed in-person care by the end of 2021
- Formation of 2022 Task Forces to implement longitudinal goals from the Fall Partners' Retreat



Task Forces to Accomplish Clinic-Wide Goals

- Accomplishing the goals from the Partners' Retreat became a daunting task for an interdisciplinary team
- Task forces were created for each goal
 - Harm Reduction, Waiting Room Environment Improvement, Cultural Humility Training, and Clinic-Wide Partner Scope Knowledge
 - A leader was appointed for each task force
 - Individuals could sign up to participate
- Monthly task force check-in



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

Women's Health Co-Chairs

- Interventions
 - Election of Women's Health Co-Chair
 - Women's Health Coalition (WHC) leadership retreat
 - Expansion of WHC leadership
- Results
 - Pivoted to more sustainable leadership of expanding WHC
 - Examples of positions created and filled:
 - Women's Health Liaison for Saturday clinic
 - Research/QI Team
 - Finance Chair
 - Volunteer Chair



WHC Leadership Retreat (August 2021)

- Team building activities
 - Ice breakers
 - Shared meal
 - No-doze leadership styles class (adapted from the National Outdoor Leadership School)
 - Big ideas session
- Lectures given by Women's Health Co-Chairs
 - Advocacy and Women's Health
 - Communication Challenges in Leadership
 - Future of Women's Health Coalition and closing remarks



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

Operations Chair

- Interventions

- During weekly QI meeting with the Chair, Vice Chair, Operations, Research, and Women's Health various reopening volunteers, many concerns were brought up:
 - Adding a telehealth clinic manager and telehealth appointments
 - Unidirectional flow, volunteer/patient limits, COVID screening
- Operations Chair was physically present at clinic every week

- Results

- Pre-clinical students were able to provide care via telehealth
- Clinic was able to open while still following COVID-19 protocols
- Clinic manager structure was improved; more patients were seen during COVID-19 pandemic than before



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

We also had a **record turnout** for the positions of Operations Chair and Chair during the 2022 Executive Board elections.

Many incredibly capable candidates chose to pursue these positions which typically **intimidate** more often than **inspire**.



INDIANA UNIVERSITY
SCHOOL OF MEDICINE

Conclusions

- Leadership did not succumb to the pressures of 2021, rather the clinic was able to serve record numbers of neighbors, with a 42% increase.
- Leadership potential expanded across boards and teams, through intentional efforts to combat moral injury.
- The state of the world felt hopeless; we created our own sources of hope, and persevered for our neighbors despite numerous barriers to reopening.



Together, we did what our wise predecessors thought would be incredibly difficult,
if not impossible.

Thank you Aida, Maria, Annie, and McKenzie for leading us when we were unsure
what the future held for our clinic and our neighbors.

You made us into the leaders that we are.



INDIANA UNIVERSITY
SCHOOL OF MEDICINE



Thank you!

What questions do you have for us?



INDIANA UNIVERSITY
SCHOOL OF MEDICINE