INTERNATIONAL ENHANCEMENT OF LEADERSHIP PROGRAM – 2016

Mount Sinai Department of Social Work Services International Enhancement of Leadership Program 2016 program will run from Monday, October 1 – Friday, December 9, 2016.

Description
The International Enhancement of Leadership Program is an annual 8-week program that takes place between September and December. Coordinated and managed by the Department of Social Work Services at the Mount Sinai Medical Center in New York City, the program is currently offered to 4 social workers each year, most recently from Israel, Australia, New Zealand, Singapore, and Hong Kong.

Brief Background
The program began in 1989 with the goal of expanding management learning for social workers in Israel and, shortly thereafter, Australia. Participants spend their time meeting with social work administrators, managers, unit workers, and hospital administrators. In addition, the learning needs of the participants are met through appropriate meetings with individuals and agencies outside the hospital. Since the program’s inception, there have been over 80 participants, many of whom have gone on to become program administrators, conduct research, and publish articles upon return to their home countries.

Scholars should be able to develop their own goals in advance of the program. Among other things, they can focus on enhancing their skills and knowledge through reflection and learning about:

- strategic leadership and policy development, management styles and techniques
- developing, managing and evaluating staff, processes and programs
- financial management and developing funding opportunities
- interdisciplinary collaboration and communication strategies
- practice-based research and dissemination
- maintaining perspective and flexibility in a changing environment
- personal career development

Goals of the Program
- To enhance the leadership capacity of social work leaders in multiple countries.
- To enhance the ability of participants to reflect on the intersection of practice, policy and the leadership role.
- To exchange ideas and solutions between managers/leaders on common issues of social work in health care settings.
- To strengthen management skills, styles and values.
- To strengthen research and inquiry skills and support publication of work.
- To enhance global social work relationships.
- To extend the worldview of social workers, both participants and hosts, in order to broaden understanding of the capabilities and possibilities of social work.

Mount Sinai Medical Center
The Mount Sinai Medical Center is a 1,171-bed, tertiary-care teaching facility acclaimed internationally for excellence in clinical care. Founded in 1852, The Mount Sinai Medical Center encompasses The Mount Sinai Hospital and Icahn School of Medicine at Mount Sinai. With nearly 2,200 attending physicians, 700 residents and fellows, and 1,800 registered nurses, each year the Hospital oversees approximately 50,000 patients receiving inpatient care, 450,000 outpatient visits and 80,000 emergency room visits.

The Medical Center is based in the Upper East Side of Manhattan between some of the wealthiest and poorest neighborhoods in the city, and treats a diverse patient population
from these neighborhoods and beyond in their inpatient units, ambulatory clinics and specialty services. Patients span the full life cycle from prenatal to geriatrics.

The Department of Social Work Services at Mount Sinai was established in 1906 and currently has approximately 225 social workers who provide services throughout the Medical Center and in a wide variety of connected programs, including schools, an adolescent health center, and a visiting doctors program. The social workers generally work in multi-disciplinary teams. It is one of the oldest and largest hospital social work departments in the United States and enjoys an excellent relationship with both hospital and medical school staff. The Department takes pride in encouraging its social workers to excel in their careers, develop innovative programs, carry out research, and publish their findings. Currently 30 members of the staff are on the faculty of the Department of Preventive Medicine of the Mount Sinai School of Medicine. Social workers teach medical students and students in genetics and public health. Many are also involved in research.

**Typical Program Activities**

- Meetings with senior staff and heads of programs at Mount Sinai to learn about social work involvement at the hospital.
- Attendance at meetings of senior management and social workers within Mount Sinai and beyond to observe social work leaders in action.
- Seminars with key faculty and staff on aspects of leadership including management styles and theories, health care funding, community relations, institutional priorities, and interdisciplinary relationships.
- A course on practitioner research with a focus on the participants’ own needs and interests, including support for their particular projects.
- Suggested readings in management, leadership and research and access to the Mount Sinai library.
- Discussions about the social worker’s role in health care settings, social work education, and social work’s contribution to medical education, recruitment practices, performance management, and program development.
- Visits to social work schools and other facilities and agencies in New York City, according to the interests of the group.
- Opportunities for participants to make connections with a wide range of individuals, programs and agencies.
- 2-3 presentations by each program participant, at the hospital and at other organizations, on topics of interest chosen by the particular scholar.
- Regular meetings with social work leadership to discuss progress.

**Who is eligible/most suitable?**

- Social workers in middle management positions within health care organizations who have a commitment to improving services for clients and an interest in enlarging their own knowledge base.
- People who are comfortable living in a large city in a foreign country, sharing an apartment with new acquaintances.
- People who are interested in listening to others showcase their practice and are willing make presentations and contribute to discussions.
- People who are fluent in the English language.

**What is involved for participants (e.g. time, costs, living arrangements, commitment, etc)?**

While there is no tuition for the program, all costs associated with the trip are funded by the participants. This includes immigration and visa costs (as much as $800+ USD in some countries), round-trip travel, accommodations ($2000+ USD at a minimum), food,
and all other expenses while in New York. The program attempts to access the most economical accommodations nearby, but scholars may choose to stay elsewhere.

Participants are expected to attend all scheduled meetings, unless this is discussed in advance with management. As part of a close group of scholars, relationships need to be nurtured and consideration given to all. Beyond the designated meetings and lectures (which on average take up 4 to 6 hours spread throughout the day) scholars are encouraged to set up additional meetings, do research, and investigate New York City on their free time.

**Before the trip**
Specific information regarding the necessary requirements will be sent to all participants well in advance of the trip. However, participants are responsible obtaining leave from work, applying for funding if needed, and completing all application materials, medical forms, and visa requirements. Participants need to be prepared to fund themselves, as funding is not always available or timely.

**Australian Program Criteria**
Social Workers in leadership/management positions, in hospitals/health facilities or for those who have demonstrated leadership/management potential through program development and/or staff supervision and education
Please address your application to the key selection criteria below, and also include:
1. a current Curriculum Vitae, and
2. a letter of support for your application from your employer, and
3. your membership AASW number

**Key selection criteria**
- Relevance of professional experience
- Clear, achievable program objectives
- Excellent communication and interpersonal skills
- Evidence of a commitment to the role of social work profession in health care
- Relevance of learning objectives to social work profession in health
- Ability to adapt to changing health environment
- Sound leadership skills
- Knowledge of health social work/hospitals in New York and strategies to make best use of this learning opportunity
- Depth of knowledge of current health issues nationally and internationally, particularly as they pertain to the social work role
- Clear strategy and willingness for disseminating information on return home
- Demonstrated capacity to function independently, be self-directed, and take initiative for learning needs
- Ability to work within a team
- Strong public speaking ability
- Demonstrated commitment to ongoing learning/professional development
- Demonstrated cultural sensitivity
- Evidence of membership of the professional association
- Demonstrated commitment of the employing Social Work Department will be taken into account in selection

As this is a hospital-based program, participants who wish to attend this program need to be aware that the vast majority of the learning and experiences will take place at Mount Sinai hospital and will relate to social work within a hospital setting. Although this does not mean there won’t be “field trips” to outside agencies and other organizations, as well as meetings
with psychiatric social workers at Mount Sinai, this program primarily focuses on social work in a healthcare setting as opposed to a psychiatric facility.

**Obligations of participants**
The participant must be prepared to be and act as an Australian ambassador for Australian Social Work. A brief report of the scholar’s activities and reflections is also required within 4 weeks of returning from the program. It is also hoped that the scholar will continue to be involved in the activities of the program.

**Selection**
Selection is by formal application and interview by a national panel of experienced Social Workers who have been on the program.
Applications are due by Monday 30th May 2016. Interviews will be held in the week of the 6th June, 2016 and you will be notified soon after. Your application then needs to be confirmed by Mount Sinai senior social work staff.

Please contact Teorrah Kontos for further information at teeko@bigpond.com or Helen Cleak at helen.cleak@qut.edu.au