

**ACGME Program Requirements for Graduate Medical Education
in Health Care Administration, Leadership, and Management
Summary and Impact of New Specialty Requirements**

1. Describe the scope of practice of the new specialty, as well as the process involved in development of the requirements (e.g., date of recognition of the specialty by the ACGME Board, involvement of specialty boards/organizations, etc.).

Health care administration, leadership, and management represents a body of knowledge that addresses the system-based needs of health care environments. Fellowships in healthcare administration, leadership, and management integrate learning from medicine, business, public health, communication, computer science, economics, law, and other disciplines in a singular educational program. Health care administration, leadership, and management utilizes a health systems science framework that defines the knowledge and skills required of physician executives, and the academic structures of these Sponsoring Institution-based fellowships.

Health care administration, leadership, and management fellowships include experiences that allow fellows to assume progressive responsibility for projects across different areas of health care operations. Fellowship accreditation allows flexibility to customize learning experiences that are aligned with fellows' career goals as well as with the health care system's needs for physicians with expertise in health care administration, leadership, and management.

Fellows attain competence in essential aspects of administration of complex health care organizations. Under faculty member supervision, fellows obtain practical experience working with individuals and business units that have broad responsibility for health care, workforce, and public safety in health care settings. Programs provide fellows with opportunities to develop skills at participating sites that may include, but are not limited to, hospitals, community-based centers, and government-operated facilities.

Fellows gain experience during rotations in the offices of health care executives and other administrative and operational departments of health care facilities. In these settings, fellows learn to manage institutional systems that are critical to health care delivery, including systems that are critical for the promotion of patient safety, such as those related to event reporting, event investigations, care transitions, and patient safety education. The rotations also educate and train fellows to provide leadership of organizational quality improvement activities in alignment with strategic goals, and through interprofessional team collaboration. Fellows learn techniques for measuring health care quality through the effective use of institutional, population-level data to drive performance improvement and to reduce health care disparities.

Didactic education anchors fellows' experiences in theoretical and practical knowledge that is relevant to their subsequent leadership roles. Local, regional, and/or national educational

programming introduces fellows to foundational concepts of health systems science and other relevant disciplines. Fellowship programs may also include master's-level coursework and project-based learning, certificates, or other components that emphasize institutional leadership in the administration, leadership, and management of health care and health systems.

Organizations such as the American Medical Association and the American Hospital Association have identified health systems science as an essential component of medical education for physician leaders and have supported its inclusion in graduate medical education (GME). In monitoring trends in physician education and the health care system, the ACGME has supported an emerging role for the Sponsoring Institution in preparing residents and fellows for practice in a variety of health care environments. The ACGME adopted a recommendation from the *Sponsoring Institution 2025* Task Force to “promote the development and implementation of educational programs that develop the skills of GME and health care leaders, faculty members, residents, and fellows. These programs should emphasize activities that prepare participants to contribute effectively to the future health care system . . . [and] should support: (1) the preparation of physicians to practice in complex health care systems; (2) an understanding of the ways by which executive leadership and their governance effect change in these complex health systems; and (3) innovation in GME that is interdisciplinary and interprofessional.”

In 2019, the ACGME conducted a preliminary assessment of emerging needs for education in health care administration, leadership, and management and related opportunities for ACGME accreditation. The preliminary assessment included insights from 29 interviews with individuals identified for their experience and knowledge of health care administration, leadership, and management, from a health system or educational perspective; and for their representation of a range of GME stakeholders, including health system and medical school executive leaders, organizational leaders, designated institutional officials (DIOs), faculty members, recently graduated residents/fellows, and ACGME staff members.

Building on insights from this preliminary assessment, ACGME staff members recommended the appointment of an advisory work group to develop a proposal for ACGME designation for accreditation of fellowships in health care leadership, administration, and management. The ACGME staff recommendations were approved by the Executive Committee of the ACGME Board of Directors at its November 23-24, 2019 meeting.

Beginning in January 2020, the ACGME convened an advisory group co-chaired by Carolyn Clancy, MD, Assistant Under Secretary for Discovery, Education, Affiliate Networks, Veterans Health Administration, and Karen Nichols, DO, Chair, ACGME Board of Directors, to develop an accreditation designation proposal for Sponsoring Institution-based fellowships in health care administration, leadership, and management.

In advance of submission of the accreditation designation proposal, the advisory group

worked with the Board of Directors' Policy Committee and ACGME staff members to develop an ACGME policy for the designation of Sponsoring Institution-based fellowships for accreditation. Sponsoring Institution-based fellowships are defined in ACGME Policies and Procedures § 11.30 as programs providing “educational experiences that promote the integration of clinical, administrative, and leadership competencies that address the broad health care needs in the United States.”

The advisory group developed the accreditation designation proposal through video conference meetings until submission of the proposal in November 2020 to Thomas J. Nasca, MD, president and chief executive officer of the ACGME. After review by Dr. Nasca, the accreditation designation proposal was posted on the ACGME website for a 45-day period of public comment from November 20, 2020 to January 4, 2021. The advisory group made revisions to the proposal based on the comments received. At its February 6, 2021 meeting, the ACGME Board of Directors reviewed the final proposal and:

- 1) approved the designation of a Sponsoring Institution-based fellowship in health care administration, leadership, and management for ACGME accreditation;
- 2) authorized the Institutional Review Committee and ACGME staff members to begin the requirement development process for health care administration, leadership, and management programs; and,
- 3) permitted external experts in health care administration, leadership, and management to work with the Institutional Review Committee in the requirement development process.

With support from ACGME staff members, the Institutional Review Committee worked with external experts to develop the proposed Program Requirements.

2. How will the proposed requirements improve resident/fellow education?

Physician leaders are increasingly expected to possess a broad range of knowledge, skills, attitudes, and exposures in health care administration, leadership, and management. Sponsoring Institution-based fellowships in health care leadership, administration, and management will provide focused and intensive education for physicians in preparation for a variety of executive roles within health systems, including, but not limited to those of a chief executive officer, president, chief medical officer, physician practice plan executive, chief quality officer, or medical director of a health care service line (inpatient or outpatient).

3. How will the proposed requirements improve patient care and patient safety/quality?

There is a growing body of evidence that skilled physician executives make positive contributions to various aspects of patient care, including patient safety, health care quality, care management, and systems of care (e.g., service and product lines). The ACGME's Clinical Learning Environment Review (CLER) Program has identified substantial opportunities to focus on the patient safety and quality improvement activities of health care organizations within GME programs. Sponsoring Institution-based fellowships in health care

administration, leadership, and management will respond to health system needs by preparing physicians to oversee and enhance the care provided to patients and populations, and to ensure the safety of patients, the health systems workforce, and the public. As they learn to manage care at the organizational level, health care administration, leadership, and management fellows will gain experience in leading systematic efforts to achieve health equity goals, such as improving health care accessibility and availability, enhancing cultural competency in health care settings, eliminating disparities in health care processes and outcomes, and addressing social determinants of health.

Health care administration, leadership, and management fellowships will include experiential and didactic education that integrates medical knowledge with health systems science, allowing fellows to develop their ability to manage patient care operations safely across medical specialties and health care professions. Consistent with the Quadruple Aim, these programs will be expected to follow a balanced approach to health care quality and safety that optimizes the improvement of population health, health care consumer experience, and provider well-being while reducing health care costs.

At a minimum, all health care administration, leadership, and management fellows will be expected to attain competence in essential aspects related to the administration of complex health care organizations. Under faculty member supervision, fellows will obtain practical experience working with individuals and business units that have broad responsibility for health care, workforce, and public safety in health care settings. Mentorship of fellows by the program director and other faculty members will provide a structure for patient safety and quality improvement skills development and assessment over the duration of the fellowship. Fellows will gain experience through rotations in the offices of health care executives and other administrative and operational departments of hospitals, health systems, or clinics. In these settings, fellows will learn how to manage institutional systems that are critical to the promotion of patient safety, such as those related to event reporting, event investigations, care transitions, and patient safety education.

These rotations will also build fellows' skills in managing quality improvement processes. The rotation settings will educate and train fellows to provide leadership of organizational quality improvement activities in alignment with strategic goals, and through interprofessional team collaboration. Fellows will learn techniques for measuring health care quality through the effective use of institutional, population-level data to drive performance improvement and to reduce health care disparities.

Fellowship requirements will need some degree of flexibility to customize the learning experience to that of both the fellows' career goals as well as the sponsoring health care system's needs for physicians educated and trained in health care administration, leadership, and management. Fellowship programs may include master's-level coursework and project-based learning, certificates, or other components that emphasize institutional leadership in patient safety, health care quality, and the management of health care and health systems.

4. How will the proposed requirements impact continuity of patient care?

Through rotations in the offices of health care executives, fellows will learn to administer institutional systems that are critical to continuity of care and transitions of care. This Sponsoring Institution-based fellowship will prepare fellows to manage continuity of care as physician executives at the health system level.

5. Will the proposed requirements necessitate additional institutional resources (e.g., facilities, organization of other services, addition of faculty members, financial support; volume and variety of patients), if so, how?

The proposed requirements describe institutional resources that will be necessary to support a Sponsoring Institution-based fellowship in health care administration, leadership, and management, which include:

- all resources required under ACGME Common Program Requirements (Fellowship);
- a commitment from the executive leadership of participating sites to provide experiential, hands-on, executive team learning opportunities for fellows;
- resources for fellow education in health system finance, human resources, operations, legal counsel, patient safety, quality improvement, and governance;
- a qualified program director with a dedicated minimum of 10 percent time/FTE for administration of the program;
- a program coordinator with a dedicated minimum of 20 percent time/FTE for administration of the program; and,
- qualified faculty members, including:
 - at least one core faculty member at each participating site where a fellow will rotate for 12 weeks or more; and,
 - at least one faculty member at each participating site.

6. How will the proposed requirements impact other accredited programs?

A Sponsoring Institution-based fellowship in health care administration, leadership, and management will benefit other ACGME-accredited programs by providing a systems-based, interprofessional approach to GME. The fellowship will appeal to residents in other ACGME-accredited programs who wish to pursue formal preparation for health system executive roles.