Leadership Skills in Emergency Medicine

The Elephant in the Room!
LEADERSHIP

The leader always sets the trail for others to follow.
Objectives

• To understand the essentials of leadership and leadership development in Emergency Medicine
• To illustrate these principles with practical examples from our specialty
• To push the envelope in your thinking about leadership
Disclosures

• none
Three cases

• 48 yo female – given RSI- unable to intubate/ventilate – sats dropping

• Swissair Flight 333 has crashed off Peggy’s Cove – potential 240 victims

• Dept chair calls for advice – intensive care physician gave KCL to patient to ease pain and suffering resulting in “merciful” death
Leadership

• Examples outside of health care
• Qualities to aspire to
• Examples within Health Care and Emergency Medicine
• Some practical examples
Nelson Mandella

- Clear vision
- Value based
- Active listener
- Mentor and teacher
Wilfred Laurier

- Art of compromise and dialogue
- “sunny ways”
- Skilled orator
The Office

- Vision
- Trust
- Communication
- Micromanagement
- Active listening
The Vision thing

- Not just words
- Inspire others
- Simple message
- Values based
Leadership and management

• Clinical expertise
• Scheduling
• AFP negotiations
• Policies/procedures
• Capital equipment
• Time management
• Meeting management
Leadership and management

Recruitment
New programs
Innovative practice models
Academic development mentorship
Leadership Challenges in Emergency Medicine

- Overcrowding
- Recruitment
- New models of care
- Funding
- Academic development
- Hospital/health system change/merger
"On second thought, I'd probably like a nursing home."
Have you noticed how they're declaring patients better and discharging them from hospital earlier and earlier?
Key Attributes of Leaders

- Visionary
- Reflective
- Charismatic
- Dynamic
- Flexible
- Adaptable
Key Attributes of Leaders

- Internal self awareness
- Strong values
- Trust
- Active listening
- Coping with change
Change Management

• Leadership and management skills
• Inspire and coach
• Lead by example
• Plan, organize, measure, control
• Be flexible
How Do I learn to be a leader?

- Mentorship
- Practice
- Review leadership literature
- Selected courses
- journal
- Get a coach?
Case examples

• A previously stable academic ED after a long negotiation has achieved an AFP that will be a tool to further academic development

• After 12 months, a new government reduces the academic component, and there is lukewarm support from the hospital and university
Actions

• Detailed re-negotiation of AFP?
• Academic job action?
• Clinical care reductions?
• Other?
Case Example #2

- Long standing ED physician has ongoing disruptive behaviour
- Recent escalation with event on night shift with nursing and resident staff
Actions

- Specific review
- Regular 360 review
- Remove privileges?
- Other actions?
Back to the Cases
Three cases

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Case 1

- Crisis resource management
- Situational awareness
- Problem solving for an individual case
Case 2

• Follow disaster plan
• Mobilize resources
• Lead by example
• Organizational techniques
• Media management
Case 3

- Facts of case
- Discipline physician
- Report up CEO/Board
- Disclosure to family
- Deal with staff and physicians
- Develop standardized protocols
Case 3 – What really happened

• Physician disciplined
• No requirement for College to be informed
• Family not informed
• Staff not happy
Case 3

• Six months later.....

• Police arrested physician- charged her with murder

• CEO and board ran for cover

• VP med lost his job
Emergency Medicine – Training Ground for Leadership Roles

- Hospital CEO – Barry McClellan, Tim Rutledge
- VP medical – Jim Worthington
- Provincial Coroner- Andy McCallum
- Provincial Registrar – Rocco Gerrace
- Dean – Faculty of Medicine – David Walker
Reading List

- Good to Great – Jim Collins
- Leading Change – John Kotter
- Long Walk to Freedom – Nelson Mandela
- Wilfred Laurier – Andre Pratte
- Leadership is an Art – Max De Pree