

CAEP Feature Education Innovation Case Report

Name of the Innovation	Mini-curriculum in Management
Lead Innovators	<p>Andréa Gill, MBA, CRHA</p> <p>Michel Séguin, CRHA, PH.D</p> <p>Pierre Désaulniers, MD, CSPQ</p>
Contact for Lead Innovators	<p>a.gill@praxie.ca</p> <p>m.seguin@praxie.ca</p> <p>desaulniersp@gmail.com</p>
Description of the Innovation	<p>Objective: To provide residents of the emergency medicine specialist program with a basic training, tailored to their specific needs in management skills. The goal is to prepare them to play a determining role in the management of emergency medicine departments, the organization of hospital care, and their role throughout the health system.</p> <p>Preparation: The program director and members of the Praxie consulting firm, in Montréal, met several times to determine the needs of residents based on the experience of program graduates at the start of their practice. This needs assessment demonstrated that early career graduates are offered multiple administrative responsibilities such as: developing protocols and policies, chairing committees, managing departments, etc. Overall, graduates felt unprepared to fulfill these mandates.</p> <p>The training components already offered by the program were reviewed by the team and included in the new curriculum.</p> <p>Results: The following curriculum was prepared and tested for the first time this year. It includes 10 modules that residents complete in two years, during the 4th and 5th year of their training. Each module lasts two to three hours.</p> <p>Module 1: Introduction</p> <p>The residents learn about the consequences of mismanagement and then also learn about the solution to this, which is to see management as a separate academic discipline. The importance of leadership is emphasized in this module.</p> <p>Module 2: Testimonials</p> <p>Meeting with a panel of emergency physicians with extensive experience in</p>

	<p>management positions. Why get involved? The impacts of this involvement.</p> <p>Module 3: Life Skills</p> <p>Educate residents on the importance of considering human factors within work teams. How to approach different types of personalities.</p> <p>Module 4: Project Management</p> <p>Introduction to project management methods. Review of the tools available (responsibility assignment matrix, etc.)</p> <p>Module 5: Communicate and Convince</p> <p>In this module the residents learn about best practices in communication, how to structure an argument, and basic political skills.</p> <p>Module 6: Teamwork and Communication</p> <p>Effective use of the tools promoting teamwork: memos, agendas, email management, meeting facilitation, etc.</p> <p>Module 7: Personnel Management</p> <p>This module emphasizes the importance of recognition of personnel problems. It provides an overview of intervening with colleague or employee-in-trouble. It also highlights keys to successfully motivating and mobilizing one's personnel.</p> <p>Modules 8 and 9: Personal Finance and Taxation</p> <p>Module 10: Coaching</p> <p>Provide individual support for residents based on their potential role in management in their future practice environment.</p> <p>Critical reflection: The program was launched this year. The match between the training needs, expressed by the residents, and the modules will need assessment. Adjustments are already being considered, namely: to use the experience of senior residents, during their internship as emergency coordinators, as a source of discussion.</p>
<p>Who wrote this summary?</p>	<p>Pierre Désaulniers Director Specialized Program in Emergency Medicine Université de Montréal desaulniersp@gmail.com</p>