Developing Physician Leaders: It's Not Brain Surgery
“Working in teams does not come easily to physicians…nonetheless, developing teams is a key leadership function for health care providers of all types.”

“Individual clinicians and hospitals have only limited control over the fate of their patients. At any organization that provides health care, superior coordination, information sharing, and teamwork across disciplines are required if value and outcomes are to improve.”
In the past, hospitals looked for physicians with strong clinical skills, high volume and likability. Now the focus is also on physician leaders with exceptional people skills, capable of communicating effectively and building trust and buy-in across multidisciplinary groups,”

– Peter Angood, MD,
President & CEO, American Association for Physician Leadership
ACGME Core Competencies

- Patient Care
- Medical Knowledge
- Practice-Based Learning and Improvement
- Interpersonal and Communication Skills
- Professionalism
- Systems-Based Practice
Agenda

- Welcome & Introduction
- Discussions
  - Appreciating differences
  - Emotional intelligence
- Interactive Activities
- Feedback
- Planning
Appreciating Differences

- Video – Joe Gerstandt on Diversity
  (https://youtu.be/9yZ55dHla-M)

- Article – Patients Cared for by Female Doctors Fare Better than those Treated by Men
  (http://www.npr.org/sections/health-shots/2016/12/19/506144346/patients-cared-for-by-female-doctors-fare-better-than-those-treated-by-men)

- Discussion
Appreciating Differences

Examples of situations where bringing the “3rd Chair Perspective” could improve outcomes or relationships:

- Breaking news to patients
- With ICU teams, particularly cooperation and conflict management re: patient care
- With the OR teams, particularly appreciating nurses and technicians
- When managing other people’s concerns
- During consults
Emotional Intelligence

- Harvard Business Review: Teams at Work: Emotional Intelligence
- Pre-Work
  - Quiz: “Do You Lead with Emotional Intelligence?”
  - Audio Transcript: “Signs You’re Secretly Annoying Your Colleagues”
  - Article: “Emotional Agility”
Emotional Intelligence

- Examples of passive aggressiveness that residents have noticed:
  - Patronizing
  - Sarcasm
  - Withholding attention (consult page, callback time)
  - Indirect questions when someone already knows the answer
  - Sabotage
  - “Bless your heart” and other figures of speech
  - Mimicking
<table>
<thead>
<tr>
<th>I Like...</th>
<th>I Wish...</th>
<th>I Wonder...</th>
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<tbody>
<tr>
<td>Goal oriented education</td>
<td>NSG boot camp experience</td>
<td>Junior-senior resident mentorship</td>
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<td>Set of curriculum academic days</td>
<td>More NSG in PGY-1</td>
<td>Future chief-junior pairings</td>
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<td>Grand Rounds</td>
<td>Journal Club/Social Club?</td>
<td>Junior-faculty pairings (apprentice model) to</td>
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<td>Retreat</td>
<td>Expectation of publications</td>
<td>develop clinical judgment; more efficient?</td>
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<td>Protected academic days</td>
<td>output/academic productivity</td>
<td>Peripheral Nerve experience with Plastics (Dr. Ko)</td>
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<td>Focused rotations for PGY2’s</td>
<td>County to be better (Better external experience)</td>
<td>Board Review</td>
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<td>Faculty are invested in our</td>
<td>More skull base lab</td>
<td>More focus on WHY this box exists (see more of</td>
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<td>education</td>
<td>More technical training (protected)</td>
<td>the forest)</td>
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<td>APN Support</td>
<td>More NSG exposure in PGY-1</td>
<td>ENT month in PGY-1</td>
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<td>PGY2s operate now</td>
<td>Established external rotations</td>
<td>How to streamline AM</td>
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<td>Operative volume and variety</td>
<td>Protected sign-out period</td>
<td>Staffing with attendings/junior staff/apns?</td>
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<td>Critical care</td>
<td>More bedside procedures</td>
<td>Anesthesia rotation?</td>
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<td>24 hour call vs night float</td>
<td>Overall PGY1 experience</td>
<td>Sobek</td>
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<td>LIFESTYLE/WELL-BEING</td>
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<td><strong>I Like...</strong></td>
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<td>NMH makes resources easily available and public</td>
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<td>Faculty are accessible socially</td>
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<td>Social Outings (Timmy O’Toole’s) monthly or quarterly</td>
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Creating the Agenda for 2017-2018
Shared Values

Key Team Values

Excellence • Innovation • Humanity

Other Values Suggested:

Better Matters, Care, Camaraderie, Collegiality, Compassion, Continued Personal Growth & Development, Dedication, Education, Hard Work, Integrity, Leadership, Mentorship, Passing on the Torch, Patient-Centered Care, Professionalism, Residents Matter, Scientific Innovation, Solidarity, Teamwork, Trust
We like the program this year, want to build and solidify on most of it to ensure team growth
We like the collegiate feel, the team approach
Focus on teamwork, leaning together during transitions of roles
Increase out of work interaction, reinforcing camaraderie, supporting each other
Improve leadership by listening without pre-conceived judgement, teach without condescending
Consider what was missing in our experience and recommend new ways to fill those gaps
Add resident lectures and resident dinners
Increase interaction with medical students
Help one another develop professionally
Help achieve each other’s goals as chiefs
We wonder what it would be like with less focus on hierarchy
A culture of safety is growing now; would like to build additional safety, advocacy, and guidance to:
- enable colleagues to ask for help when needed,
- encourage residents to ask questions of attendings, and
- expand knowledge about when to ask questions of seniors (do I say I don’t know or is it appropriate to let it play out?)
Incorporate interns into one month of Neurosurgery, possibly as last month of first year rotation (2 weeks on days and 2 weeks on nights as PGY2 year is drastically different)
The activities were relevant to building skills that will help me do my job

I learned and/or experienced something new and helpful about myself and/or others

Results
Results

This retreat will improve our ability to work effectively as a team

- Strongly Agreed: 47%
- Agreed: 47%
- Neutral: 6%
Thank you!

- Dr. Maciej Lesniak, Chairman & Program Director
daciej.lesniak@northwestern.edu
- Dr. George Cybulski, Associate Professor & Associate Program Director
- Dr. Nader Dahdaleh, Assistant Professor & Associate Program Director
- Dawn Rose, Director of Planning & Human Capital
dawn.rose@nm.org
- Isabel Garcia, Program Coordinator