



Teaching Tool 2 – Leader Role

CanMEDS Leader



Author Name 1 | Author Name 2 | Author Name 3

Date



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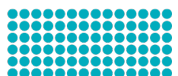
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Objectives and agenda

1. Recognize the process and content of leadership
2. Apply key leadership skills to examples from everyday practice
3. Develop a personal leadership resource for everyday practice





Why the Leader Role matters

- Physician leaders play an important part in health care
- Collaborative leadership competencies help facilitate improvements
- The health care system depends on physicians taking responsibility for stewardship of finite resources
- Physicians must make personal management skills a priority to manage competing demands





The details: What is the Leader Role

As Leaders, physicians engage with others to contribute to a vision of a high-quality health care system and take responsibility for the delivery of excellent patient care through their activities as clinicians, administrators, scholars, or teachers.





About the Leader Role

- The Leader Role facilitates the expression of leadership no matter what title a physician may or may not hold.
- Dynamic leaders know when and how to stand back, support and enable others to lead
- Leader Role continues to include important manager competencies (i.e. management of personal and professional practice)





Key terms for Leader

- Stewardship
- Quality improvement
- Patient safety





Recognizing Leader process

- Culture
- Changing
- Transitioning
- Continuously improving
- Following
- Managing
- Implementing
- Delegating
- Strategizing, Monitoring
- Organizing
- Prioritizing
- Scheduling
- Budgeting
- Running a team, unit, department, service
- Stewarding, Choosing wisely
- Utilizing technology





Recognizing Leader content

- Culture
- Patient safety
- Incident
- Quality improvement
- Systems thinking
- Priorities
- Strategy
- Effectiveness
- Efficiency
- Organizing
- Prioritizing
- Scheduling
- Budgeting
- Running a team, unit, department, service
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Leadership improves with feedback

1. Ask someone who is willing and can be constructive
2. Ask for SPECIFIC feedback
3. Listen and focus on what is helpful and specific (i.e. Don't interrupt. Watch for resistance and defensiveness)
4. Say thank you for the input





Analyse quality in day-to-day practice

Six domains of health care quality

1. Safe
2. Effective
3. Patient-centered
4. Timely
5. Efficient
6. Equitable





Quality improvement framework

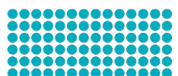
1. What are we trying to accomplish?
2. How will we know that a change is an improvement?
3. What changes can we make that will result in improvement?





PDSA Plan-Do-Study-Act

- Used to test and implement changes in practice





Stewardship of resources

- Be aware of stewardship issues, options, decisions based on individual patient needs, preferences, and values of the patient and organization.
- Use guidelines to inform appropriate use of testing and get info from Choosing Wisely Canada
- Consider “How will the result of this test influence our overall management plan?” If no bearing on the overall treatment plan, then it is likely of minimal benefit and should not be ordered





Patient Safety

- Models a safety culture including demonstrating a commitment to openness, honesty, fairness and accountability
- Expect the unexpected. Anticipation and prevention of errors is important as is vigilance and readiness





Patient Safety Incident

Patient safety incident is an event or circumstance that could have resulted, or did result, in unnecessary harm to a patient. Harm is due to the medical care provided, not the underlying medical illness.

Three types of patient safety incidents are:

1. A harmful incident results in harm to the patient,
2. A no harm incident reaches a patient but does not result in any discernible harm,
3. A near miss does not reach the patient





Key actions when patient safety incidents occur

- Meet the immediate and ongoing care needs of the patient (ensure the patient is clinically stable, correct the safety issue(s), limit further harm, and provide ongoing monitoring and care).
- Explain to the patient what unexpected event or change happened including who, how, what and prevention
- Apologize that it happened
- Explain what will happen next, including actions to avoid recurrence





Manage career planning, finances, and health human resources

- Set priorities and manage time to integrate practice and personal life
- Be mindful and deliberate about managing busy schedules
- Use tools to get/stay organized





Share the work through effective delegation

- Organize
- Identify the priority tasks
- Establish the steps and sequence key
- Inventory available resources
- Assign people the authority and responsibility for important activities.
 - Assign based on match/fit and/or need for skill development
- Monitor, communicate, clarify and coach
- Deploy or redeploy people to new assignments





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References

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Other Slides





Leader Key Competencies

Physicians are able to:

1. Contribute to the improvement of health care delivery in teams, organizations, and systems
2. Engage in the stewardship of health care resources
3. Demonstrate leadership in professional practice
4. Manage career planning, finances, and health human resources in a practice





Leader Key Competency 1

Physicians are able to:

1. Contribute to the improvement of health care delivery in teams, organizations, and systems
 - 1.1 Apply the science of quality improvement to contribute to improving systems of patient care
 - 1.2 Contribute to a culture that promotes patient safety
 - 1.3 Analyze patient safety incidents to enhance systems of care
 - 1.4 Use health informatics to improve the quality of patient care and optimize patient safety





Leader Key Competency 2

Physicians are able to:

2. Engage in the stewardship of health care resources
 - 2.1 Allocate health care resources for optimal patient care
 - 2.2 Apply evidence and management processes to achieve cost appropriate care

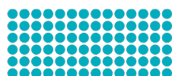




Leader Key Competency 3

Physicians are able to:

3. Demonstrate leadership in professional practice
 - 3.1 Demonstrate leadership skills to enhance health care
 - 3.2 Facilitate change in health care to enhance services and outcomes





Leader Key Competency 4

Physicians are able to:

4. Manage career planning, finances, and health human resources in a practice
 - 4.1 Set priorities and manage time to integrate practice and personal life
 - 4.2 Manage a career and a practice
 - 4.3 Implement processes to ensure personal practice improvement





Effective leaders: Have courage and take responsibility for errors

Three Rules of apologies:

1. Be honest and authentic
2. Do not explain
3. Do not use the word “but”

Steps to an effective apology:

1. Express remorse: “I am sorry.”
2. Take responsibility for actions or behaviour.
3. Make amends for your actions to make the situation right where appropriate and within your authority.
4. Rebuild trust. Repair the relationship.

