

Transitions to Attending

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Crossing the Threshold- Transitioning to Attending

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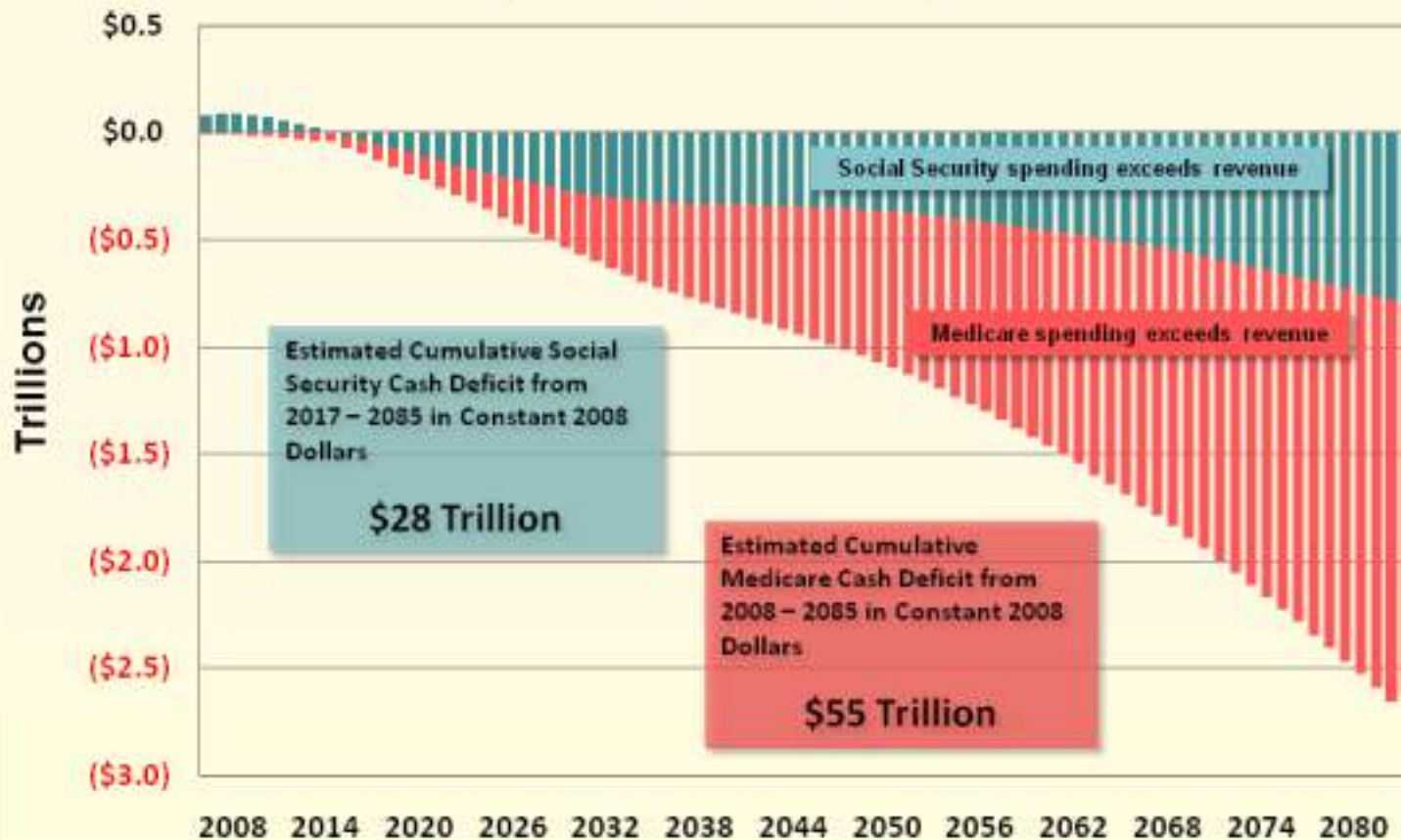
Some resources I found useful over the years include:

- **Getting to YES:** Ury and Fisher, negotiating c integrity
- **Primal Leadership:** The book elaborates on Emotional Intelligence
- **How to Deal with People You Can't Stand:** techniques for dealing with fallback behaviors
- **HBR Articles:**
 - Managing Oneself: Drucker
 - Primal Leadership: the article that started it all
 - Why should Anyone be Led by you?
 - How to handle Star Performers

45 minutes

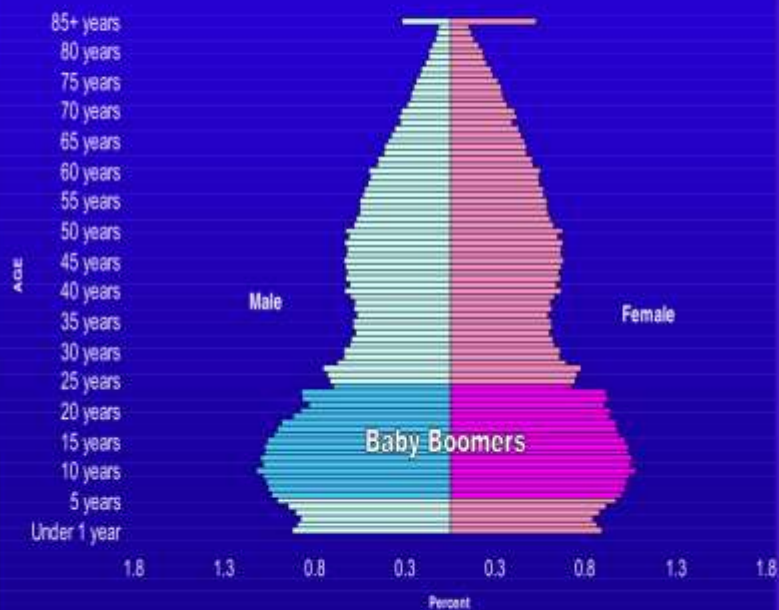
- Environment: Impact on our profession
- Self Development
- The next phase: Focus on Relationships
- Communication
- Satisfaction: Awareness

Social Security and Medicare Cash Surpluses and Deficits (in constant 2008 dollars)



Source: Government Accountability Office analysis of data from the Office of the Chief Actuary, Social Security Administration and Office of the Actuary, Centers for Medicare and Medicaid Services. *

Population by Single Year of Age and Sex: 1970

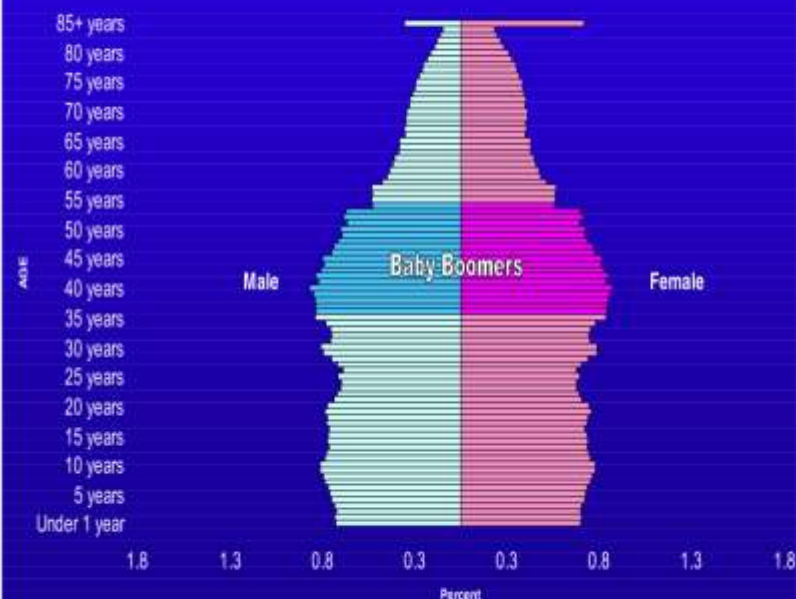


USCENSUSBUREAU

Source: U.S. Census Bureau, Decennial Census 1970

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Population by Single Year of Age and Sex: 2000

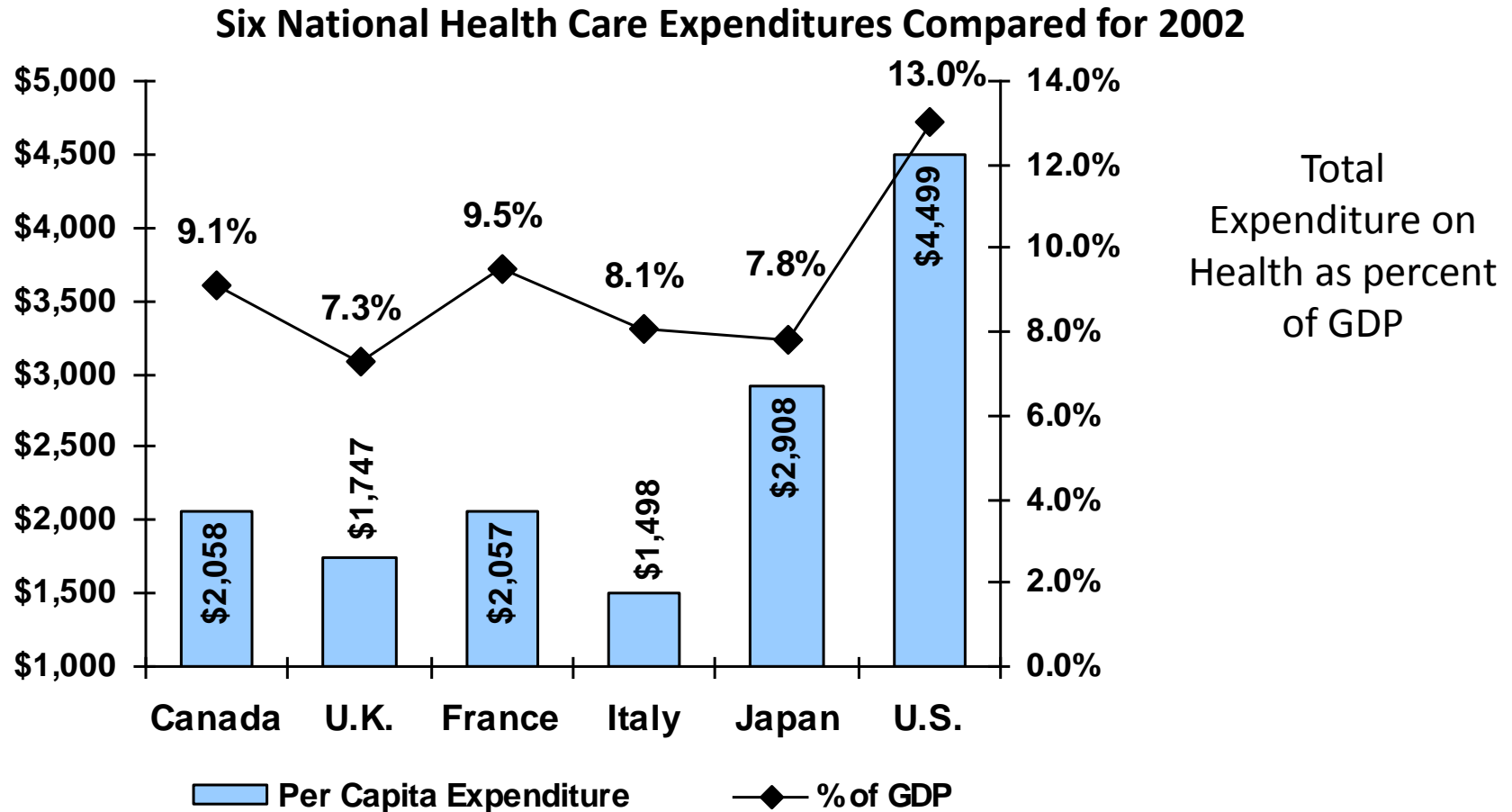


USCENSUSBUREAU

Source: U.S. Census Bureau, Decennial Census 2000

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The U.S. health care system is the most expensive in the world.

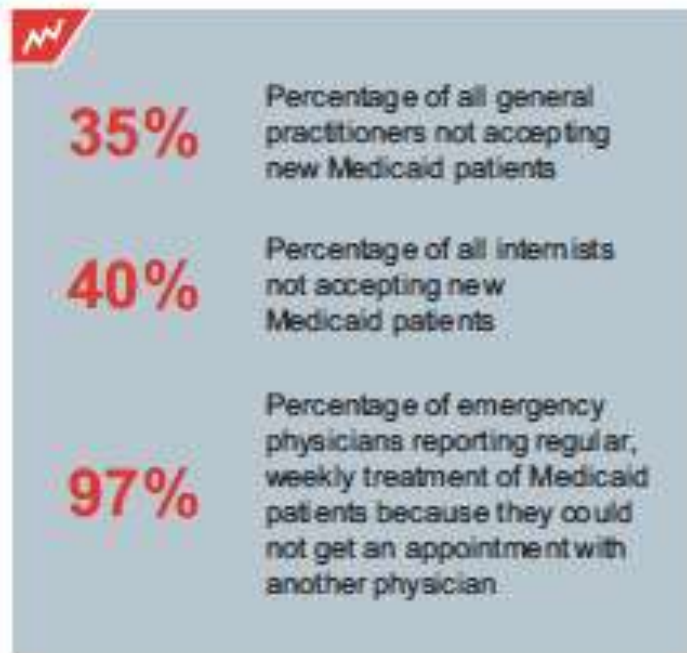


Source: World Health Organization data accessed 1/20/05 from WHO Web site: www.who.int/whr/2002/whr2002

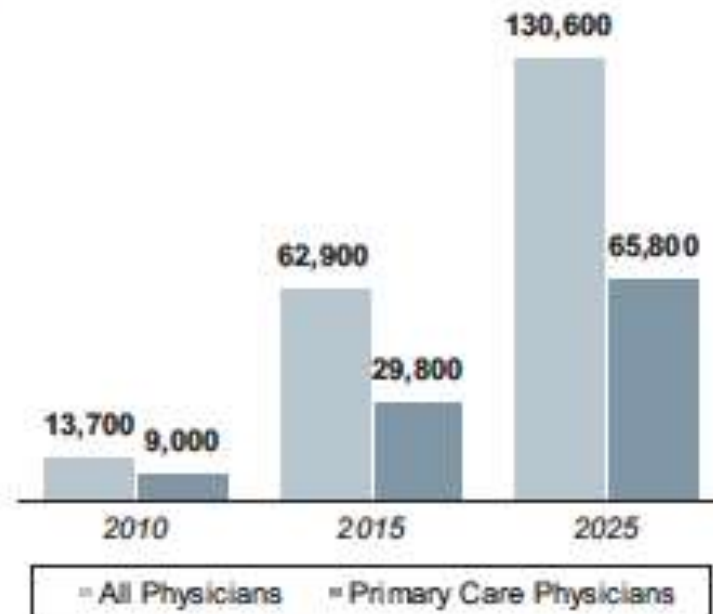
Role of the ED

Not Coming to the ED by Choice, But by Necessity

Many PCPs Not Accepting Medicaid Patients, Shifting Burden to EDs



Future Looks Bleak *Projected Physician Shortages, 2010*



Hub of the System



Source: Geneva J. "The Barriers"

The Bottom Line

EDs

```
graph LR; EDs[EDs] --- B1[A vital portal for hospital admissions, especially of Medicare beneficiaries]; EDs --- B2[Support PCPs by performing complex dx workups & handling after-hours demand]; EDs --- B3[EPs are the main decision makers for half of all hospital admissions]; EDs --- B4[Most non-emergent users believe they are ill, lack viable alternatives, or were sent by a provider]; EDs --- B5[EDs may be playing a useful role in reducing preventable hospitalizations];
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A vital portal for hospital admissions, especially of Medicare beneficiaries

Support PCPs by performing complex dx workups & handling after-hours demand

EPs are the main decision makers for *half* of all hospital admissions

Most non-emergent users believe they are ill, lack viable alternatives, or were sent by a provider

EDs may be playing a useful role in reducing preventable hospitalizations

Implications for Policy

EDs should be formally integrated into healthcare delivery systems--both inpatient and outpatient

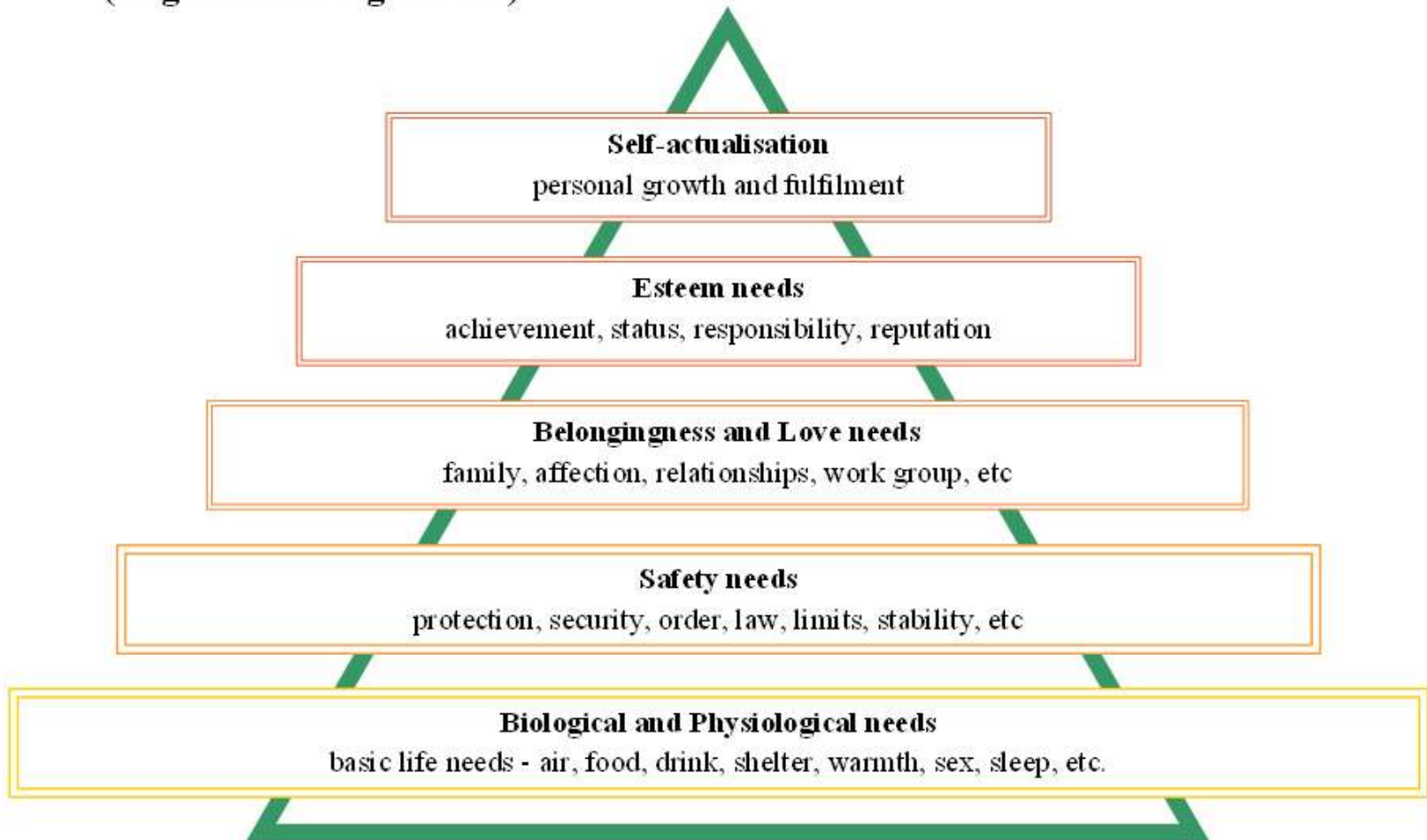
Integration can be facilitated through:

- more widespread adoption of interoperable and interconnected health information technology,
- greater use of care coordination and case management
- collaborative approaches to inter-professional practice

45 minutes

- Environment: Impact on our profession
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Maslow's Hierarchy of Needs (original five-stage model)



© alan chapman 2001-4, based on [Maslow's Hierarchy of Needs](#)

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Time

Time Matrix - Activities

	Urgent	Not Urgent
Important	<div>1</div> <ul style="list-style-type: none">◆ Pressing Matters◆ Crises/Panics◆ Fire-Fighting◆ Deadline-Driven Projects	<div>2</div> <ul style="list-style-type: none">◆ Prevention◆ Relationship Building◆ Planning / Preparation◆ Implementing Systems◆ Professional Knowledge
Not Important	<div>3</div> <ul style="list-style-type: none">◆ Interruptions◆ Some Calls/mail◆ Some Reports/Meetings◆ Unprepared Meetings◆ Popular Activities	<div>4</div> <ul style="list-style-type: none">◆ Trivia◆ Busy Work◆ Time Wasters◆ Unproductive Activity◆ Everything Else

10 items

Internal

- Build your team
- Go about your business
- Find your voice
- Widen your horizon
- Manage yourself
- Be a PRO

External

- Engage your community
- Understand other worlds
- Prepare for luck
- Engage:
 - You paid so much for the ticket, don't fall asleep for the show

Make my life less stressful

- Financial conservatism
- Marital stability/ amicable divorce
- Substance moderation
- Distractions of value: exercise/spiritualism, camaraderie
- JOB choice: match needs/wants
- Begin with the end in mind: Plan
- Seek Balance


Go about your business...(Weinstock)

■ First Job

- Practice your craft, fill in the gaps, build your speed, learn from the old guys, teach those around you
- COMMUNICATE c emotional intelligence
- Obtain confidential feedback

“One day Alice came to a fork in the road and saw a cheshire cat in a tree, ‘Which road do I take she asked.’ ‘Where do you want to go?’ ‘I don’t know’ Alice answered. ‘Then,’ said the cat, ‘It doesn’t matter.’ –Lewis Carroll

Find your voice

A background image of a gorilla in a forest, holding a stick, with the text 'Find your voice' overlaid in a large, black, sans-serif font.

- EM OPPORTUNITY

- **Clinical:** Raison d'être (15000 cases, three years for heuristical thinking)
- **EMS:** Great stepping stone to education and administration; community medicine
- **Research:** Simple/complex, local partner/multi-site. Mentor, practice setting are strong determinants, as is building the knowledge base
- **Administrative:** leadership is a process, not a position. The work is endless, requires ownership
- **Educational:** From mentee to mentor

“Become an expert in something”

--Herb Hyman 1987

Become passionate about something that matters...

- ESI
 - Eitel, Wuerz
- Psychiatric etiology of GI disturbances
 - Herb Hyman
- Medical Error, Simulation Medicine
 - William Bond
- Envenomation
 - Rick Blum
- Health Policy
 - Art Kellerman
- Invasive Procedures
 - Andy Miller (central line course), Steve Conroy (LP Course)

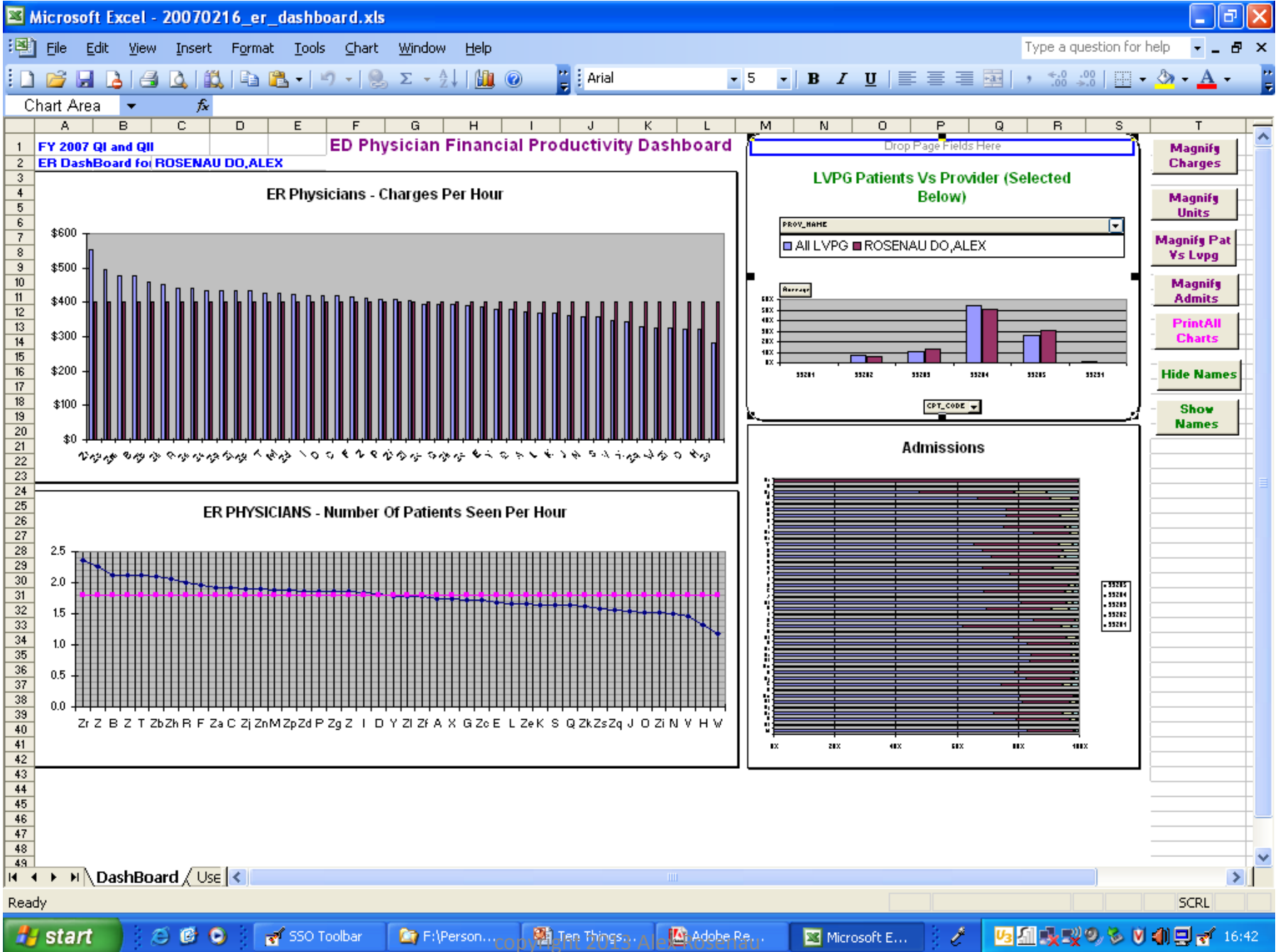
Engage your community: Giving Budget:

It all comes back in one way or another

- Average American donate 3.2 -3.6 of gross income
 - “Repair of the world:” **Charity**
 - Workplace related development: **Ownership**
 - Profession related giving: **Stewardship**
 - Political contribution: **Influence**
- Your giving ultimately is a mirror
 - “The measure of a person is not made by what you possess but by what you give away”
 - Time and expertise are real contributions too

Understand your world

- Situational intelligence/Johari Window
- How is my employer structured (corporate organization)
- What is important to my boss
- What are the determinants of my professional success, reimbursement and advancement



Continue to gather information from other worlds

- HBR
- Science Lit
- The Net, all types of media
- Literature
- Travel
- Guests
- Your family and Your colleagues

Plan, do, study, act...everything

Career, Family, Fun, Health and Wellness, Retirement



“Planning is bringing the future into the present so that you can do something about it” - Alan Lakein

Front Burner stuff

- **Manage yourself**
 - Your mission statement, your career plan, sharpening the saw
- **Manage your finances:** House 25-33% gross take home (house poor?), car (rapid depreciator), retirement (rule of 72's, pay self first, save 20% of income)
- **Manage your relationships:** maturity/Emotional intelligence, trust, getting to yes, dress, appreciate your team
- **Manage your time:** 7 habits of successful...quadrants
- **Manage your knowledge:** What to learn cold, what to be able to access, finding a niche
- **Manage your career:** Goal, mentor, niche, expert,
- **Manage your environment:** EQ, volunteer, donate, cost of doing business, giving budget

45 minutes

- Environment: Impact on our profession
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lead



verb

1. To show the way to: [conduct](#), [direct](#), [escort](#), [guide](#), [pilot](#), [route](#), [shepherd](#), [show](#), [steer](#), [usher](#). *See* [SHOW](#)
2. To proceed on a certain course or for a certain distance: [carry](#), [extend](#), [go](#), [reach](#), [run](#), [stretch](#). *See* [REACH](#)
3. To have authoritative charge of: [captain](#), [command](#). *See* [PRECEDE](#)
4. To go through (life) in a certain way: [live](#) ¹, [pass](#), [pursue](#). *See* [BE](#)
5. To begin (something) with preliminary or prefatory material: [introduce](#), [precede](#), [preface](#), [usher in](#). *See* [START](#), [WORDS](#)

Daily operations team

- Nurses
- Physicians
- Techs
- Administrative partners
- Support partners, Escort
- Registrars
- Greeter
- Volunteers
- Psych eval service, social worker

Daily adjunctive team

- Lab
- Radiology
- Trauma team
- Stroke team
- MI alert Team
- Bed Board
- Medcom, county com,paramedics
- Security

Daily Operations *Management* Team

- Core Charge Nurse
- Triage Nurse
- Physician Shift Leader
- PCC
- ED Administrator of the day
- ED RN Nursing Directors
- ED Department Chair and designees
- Hospital Administrator

**To be an effective Emergency
Medicine Department leader,
keep 4 words in mind:**

LVHN ED's 4 C's

C

■ Civility

C

■ Collegiality

C

■ Collaboration

C

■ Community

Transition Pearls

1. Take it easy
2. Avoid the gossip mill
3. Remember not everyone likes you
4. Create partnerships
5. Focus
6. Brand name
7. Take care of yourself

“Laughter is the shortest distance between two people” –Victor Borge

“10 Things I wish I had Started the Day I began Practicing Emergency Medicine”

Myles Riner, past Pres. CalACEP

1. One diagnosis a shift:
2. One staff member a shift:
3. Sit for the history and the discharge
4. Thank the staff at the end of the shift
5. Read the D/C Summary of all whom you admit
6. Always thank the paramedic

10 things the day I began...

7. Don't bitch about it, fix it
8. Bring 2 cookies for everyone you eat
9. Attend every staff meeting you can
10. Call your patients back

45 minutes

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Conversations

- **Crucial:** Facts in question, emotions run high, outcome is important
- **Stressful:** use clarity, neutrality, temperance: fight tactics not people
- **Persuasive:** Discovery, preparation, dialogue, framing, finding common ground and compromise
- **RSBAR tool:** Recommendation, situation, background, assessment, recommendation

EI competencies are all about how we *RELATE*

Relate to ourselves

1. Awareness
2. Self-management
3. Motivation

Learning

Relate to Others

4. Empathy
5. Effective relationships
6. Social awareness

EI Fosters Civility

“What Makes a Leader

HBR, Nov/Dec 98, Goleman

The components of E.I.:

1. Self Awareness: self assessment
2. Self Regulation/control: adaptable
3. Motivation
4. Empathy
5. Social Skills

The enemy of E.I.: Amydala Hijacking: Sudden behaviors, accompanied by strong emotions, followed by embarrassment or guilt

***We judge ourselves
on our intentions.***

***Others judge us
based on our behavior.***

Disney Leadership Institute

Self-Control

Keeping Disruptive Emotions and Impulses in Check



- Manage your impulsive feelings and distressing emotions well
- Stay composed, positive, and unflappable even in trying moments
- Think clearly and stay focused under pressure

Forgo your anger for a moment and save yourself 100 days of trouble... Chinese proverb

Understanding Others

*Sensing Others' Feelings and Perspectives, and Taking
and Active Interest
in Their Concerns*

- Are attentive to emotional, verbal and non-verbal cues
- Listen with your eyes, see with your ears, speak with your actions

“You can observe a lot by just watching” –Yogi Bera

Emotional Awareness

Recognizing One's Emotions and Their Effects

- Know which emotions you are feeling and why
- Realize the links between your feelings and what others think, do, and say
- Recognize how your feelings affect your performance
- Have a guiding awareness of your values and goals

		Self	
		<i>Known</i>	<i>Unknown</i>
Others	<i>Known</i>	1 Open/Free Area	2 Blind Area
	<i>Unknown</i>	3 Hidden Area	4 Unknown Area

45 minutes

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Developing Others

Sensing Others' Development Needs and Bolstering Their Abilities

- Acknowledge and reward people's strengths and accomplishments
- Offer useful feedback and identify people's needs for further growth
- Mentor, give timely coaching, and offer assignments that challenge and foster a person's skills

Relationship of Customer Service and Quality

- Our mission in the ED is to provide high quality emergency care in a timely , cost-effective fashion
- Patients grade our product/service
- Patients unable to determine technical medical quality

Techniques of ED Customer Service

■ Set the tone:

- Acknowledge all in the room
- Introduce yourself
- Duration
- Explain
- Thank

Learn Body Language

- Smile, for perceived genuineness
- Touching establishes a bond
- Sitting bends the space time continuum
- Information reduces anxiety



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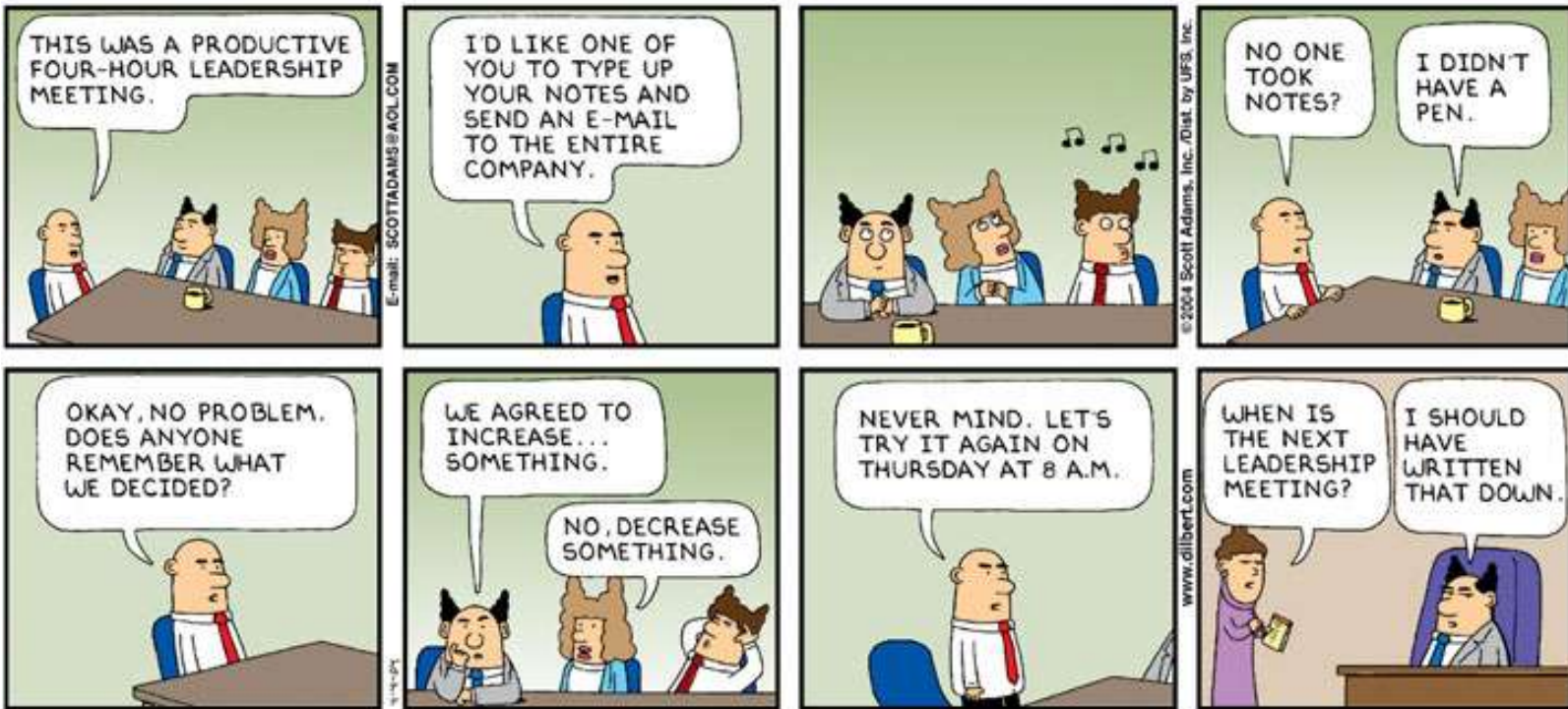
W.H.A.M.!!!

Final

- Applied Emotional intelligence is an essential skill of every leader
- Self development creates understanding, enables opportunity and readies one for leadership
- Leadership Development is a journey of self discovery and self directed learning augmented by mentors
- EI and leadership behaviors enhance patient care, career development and interpersonal relationships

I'd like you to remember:

- Life is tremendously interesting
- You each have my admiration and respect for what you do
- Saving one life, is as if you saved an entire world.



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Let's do this again sometime!

Don't worry, I'm providing the notes

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