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

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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)


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


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Role of the ED

Not Coming to the ED by Choice, But by Necessity

Many PCPs Not Accepting Medicaid Patients, Shifting Burden to EDs

- 35%: Percentage of all general practitioners not accepting new Medicaid patients
- 40%: Percentage of all internists not accepting new Medicaid patients
- 97%: Percentage of emergency physicians reporting regular, weekly treatment of Medicaid patients because they could not get an appointment with another physician

Future Looks Bleak
Projected Physician Shortages, 2010

- 13,700 (2010) = All Physicians
- 9,000 (2010) = Primary Care Physicians
- 29,800 (2015) = Primary Care Physicians
- 65,800 (2025) = All Physicians

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Hub of the System

Multi-Stakeholder Collaboration

- Specialist
- Skilled Nursing Facility
- Pain Center
- Mental Health Agency
- Housing Shelter
- Medical Home
- Urgent Care Center
- Primary Care Physician

Emergency Department

Source: Greene J. “The Barriers”

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The Bottom Line

EDs

- 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

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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

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Maslow’s Hierarchy of Needs
(original five-stage model)

Self-actualisation
personal growth and fulfilment

Esteem needs
achievement, status, responsibility, reputation

Belongingness and Love needs
family, affection, relationships, work group, etc

Safety needs
protection, security, order, law, limits, stability, etc

Biological and Physiological needs
basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.

© alan chapman 2001-4, based on Maslow’s Hierarchy of Needs
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Time

Time Matrix - Activities

Urgent
- Pressing Matters
- Crises/Panics
- Fire-Fighting
- Deadline-Driven Projects

Not Urgent
- Prevention
- Relationship Building
- Planning/Preparation
- Implementing Systems
- Professional Knowledge

Not Important
- Interruptions
- Some Calls/Email
- Some Reports/Meetings
- Unprepared Meetings
- Popular Activities

Important
- Trivia
- Busy Work
- Time Wasters
- Unproductive Activity
- Everything Else

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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

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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

• EM OPPORTUNITY
  – Clinical: Raison d’etre (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
ED Physician Financial Productivity Dashboard

ER Physicians - Charges Per Hour

ER PHYSICIANS - Number Of Patients Seen Per Hour

LVPG Patients Vs Provider (Selected Below)

Admissions
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

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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

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45 minutes

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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, 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

- Civility
- Collegiality
- Collaboration
- 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

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“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

Relate to Others
4. Empathy
5. Effective relationships
6. Social awareness

EI Fosters Civility

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“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 embarassment or guilt

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We judge ourselves on our intentions.

Others judge us based on our behavior.

Disney Leadership Institute

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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
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
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.
Let’s do this again sometime!

Don’t worry, I’m providing the notes