

APPENDIX A – To the Minutes of January 25, 2018

Notes taken by Deepak Dath at the Winter GBM Jan 25 re: Dr. Jack Kitts' afternoon presentation

- 1) MDs don't see themselves as leaders. They see their colleagues as leaders.
- 2) No one trains you for leadership. However, others in the institution are paid to learn about leadership

What is a Good leader?

- Authentic
- True to self
- Gets people inspired to do what they can't even believe they could ever do.

In the medical system, we have said that MDs need to run the hospital. In truth, we need to run the hospital with the administrators.

What do good physicians/surgeons do?

- Competent
- Professional
- Empathic
- Leaders must be genuine!
- Passionate in making the system work
- Energetic in getting done

Administrators see physicians as "on the sidelines", judging, not wanting to get in the game.

Formal leadership is not encouraged and not supported by administrators

- Jack: leadership opportunities came from being fair, equitable.
Did not know management or leadership
Experience was key instead of the CV.
Got an MBA to understand after job was given.
Why me? Not because Jack was a doc or had an MBA. It was because he was endorsed by everybody else.
Your actions are always speaking and others are always listening.

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The good physician leader:

- Understands the work environment
- Engages in helping the hospital achieve its vision
- Steps up and asks to help lead.
- Is a team player
- Lives values

Environment: (JAMA April 5 2016)

- Old---- Era1 Professional Dominance
All about hierarchy, special,
- Recent ----- Era2 Accountability and pay for performance
Scrutiny, incentives, MDs feel angry and controlled.
- Future ----- Era3 should be the moral era
Improving quality and focus on value to bring more people together

Patient related outcome measures PROM

Its not about process measures.

- It's about what patients report as better outcomes.