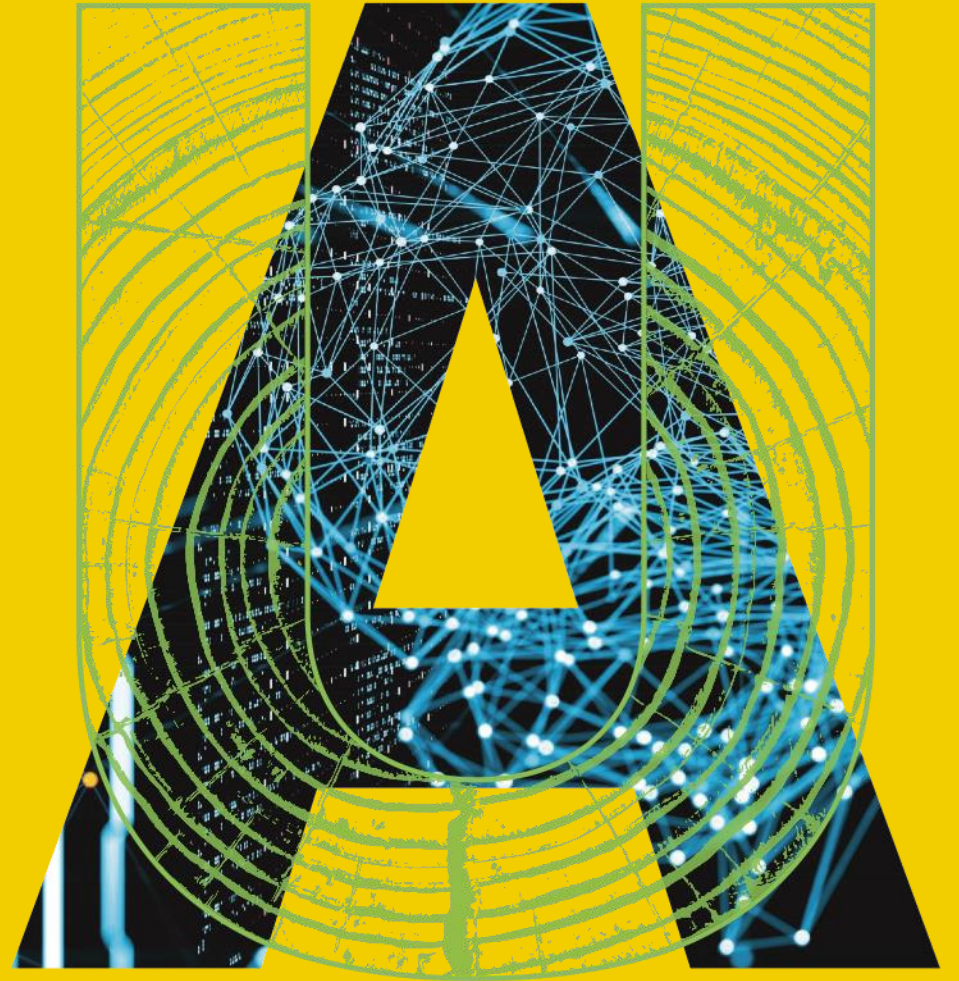


# MEDICAL LEADERSHIP: MORE IMPORTANT NOW THAN EVER

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INTERIM PROVOST AND VP ACADEMIC  
EZMSA, 2022



UNIVERSITY  
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I would like to acknowledge we are located here on Treaty 6 territory, home and a traditional meeting place for First Nations, Métis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant community and whose histories, languages, and cultures continue to influence our vibrant community. I also wish to honour the Elders, Knowledge Keepers and traditionalists who have gone before us and those who continue to walk with us today.

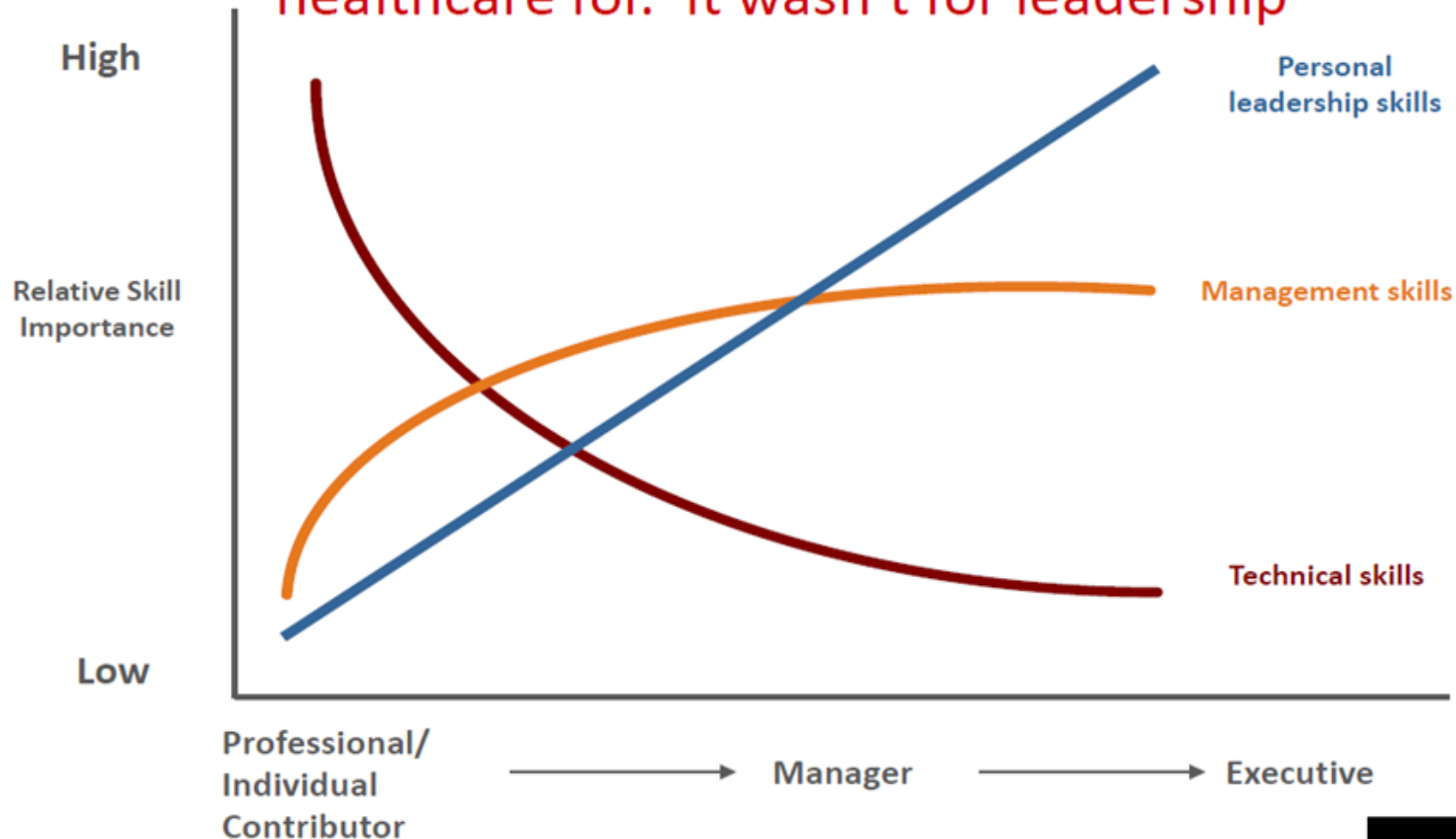


# Objectives:

- Share the journey of a reluctant leader
- Discuss the pros and cons of medical leadership
- Highlight why medical leadership is so important, especially now
- Discuss where we go from here and provide suggestions for the path forward

# Changing Skill Requirements as Your Role Changes

“But I’m first a doctor! That’s what I went into healthcare for. It wasn’t for leadership”



# Medical Leadership = “The Dark Side”

“It takes strength to resist the dark side. Only the weak will embrace it”

Obi-Wan Kenobi, Jedi Master, Episode IV Star Wars

Loh E et al, Leadership in Health Services, April 2016

# Why are ppl reluctant to lead?

## Three Kinds of Risks:

- 1) Interpersonal Risk: leadership might hurt relationship with colleagues
- 2) Image Risk: leading might make others think badly of them
- 3) Risk of Being Blamed: afraid that if they stepped up to lead, they will be held responsible if the group failed

Zhang C et al, Why Capable Ppl are Reluctant to Lead, HBR Dec 2020

# Why are ppl reluctant to lead?

## Disincentives/Barriers:

- Financial: difference in potential income
- Lack of management/leadership training for physicians
- Fear of loss of professional autonomy
- Lack of job security

Loh E et al, Leadership in Health Services, April 2016

# Shining the light on “the dark side”

**Light Side:** clinical practice = people and reducing suffering

**Dark Side:** processes and finances at expense of people

- Lack managerial and clinical credibility
- Confused identities
- Conflict with clinicians
- Lack insight into complexities of medical leadership roles
- Actively discouraged in making this transition

Loh E et al, Leadership in Health Services, April 2016



# Challenges faced by medical leaders

- High workload – no such thing as work life balance
- Ill-equipped with steep learning curves
- Clinicians first, managers second? Important to understand the administrative parts of healthcare
- Managing other physicians, especially those who are change resistant
- Dissemination of the vision and core values of a healthcare organization to those with no vested interest

Imran D et al, BMC Health Services Research 2021

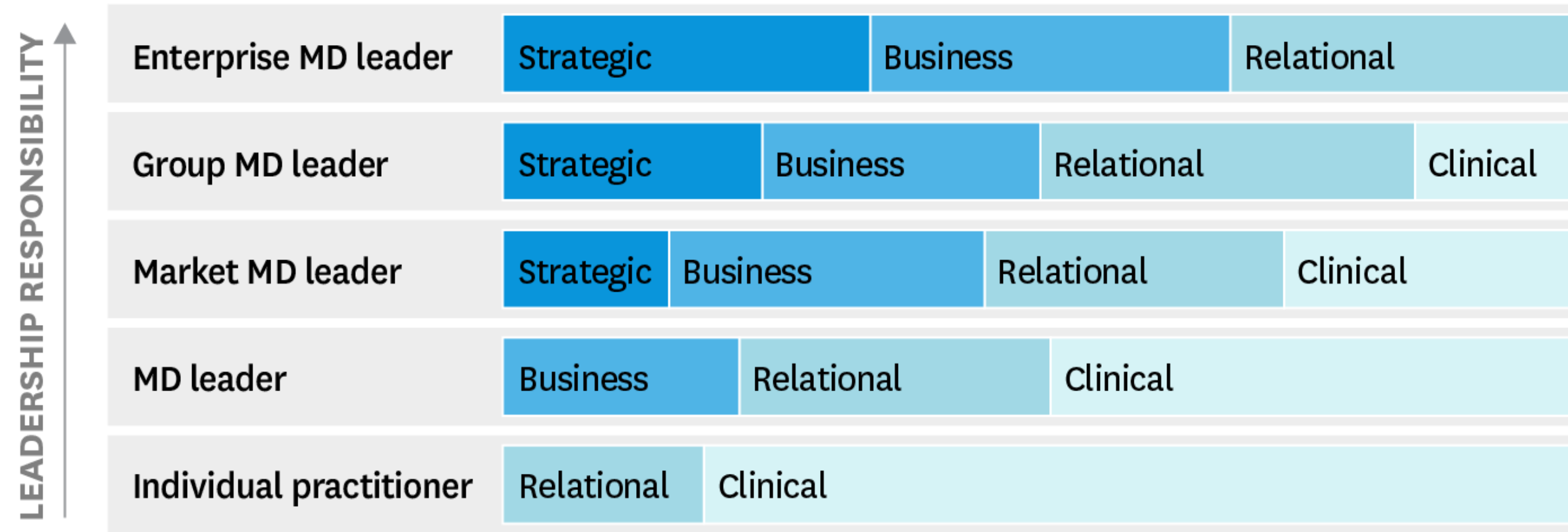
# So why should I become a medical leader?

- Desire to Make Change for a Broader Impact
- Desire for Growth

Sullivan EE et al, Foundation of American College of HC Exec 2022

# The Skills Physician Leaders Need at Different Stages of Their Career

Greater leadership responsibilities demand a shift in skills.



SOURCE FMG LEADING

Perry J et al, HBR 2017

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# Shining the light on “the dark side”

Medical leaders working in health systems leads to:

- Improved staff engagement (ACHE 2003)
- Improved patient safety outcomes (Reason 2000; Ojha 2005)
- Improved operational management (Goldstein 2004)
- Improved credibility (Simpson 1997)
- Improved ability to manage physician issues (Fairchild 2004)

Loh E et al, Leadership in Health Services, April 2016

# Shining the light on “the dark side”

Medical leaders in boards of health systems leads to:

- Higher business performance
- Improved quality of care
- Improved patient outcomes

Miller RN, AMA, 2017

# Path to becoming a medical leader

- Proactively seeking opportunities
- Being “tapped on the shoulder”
- Being noticed for leadership abilities and encouraged to pursue
- Some felt they had no choice

Imran D et al, BMC Health Services Research 2021

# Path to becoming a medical leader

- Join Canadian Society of Physician Leaders
- Leadership Development: Self assessments, leadership coaching, PMIs, executive education
- Subscribe to different types of journals : HBR
- Find mentors/colleagues/sponsors
- Ensure family is on board!! And get help at home

# Path to becoming a systems leader

- Someone able to bring forth “collective leadership”
- 3 core capabilities:
  - Ability to see the larger system
  - Fostering reflection and more generative conversations
  - Shifting the collective focus from reactive problem solving to co-creating the future

Senge P et al, The Dawn of System Leadership, SSIR, 2015



# Collective Leadership

*The wicked leader is he whom the people despise*

*The good leader is he whom the people revere*

*The great leader is he of whom the people will say, “we did it ourselves”*

Lao Tzu, 4<sup>th</sup> century BC

**#WeAreAHS**

*Thank you!*

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