Leadership in Neonatal-Perinatal Medicine: A Glimpse Through the Looking Glass

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WHY PHYSICIAN LEADERSHIP IS IMPORTANT TO THE FUTURE

• Only 5% of hospital c-suite leaders are physicians, but on the rise, and physicians are needed there!

• US News and World Report- Of the top 18 hospitals ranked for quality, 10 are led by physicians, including the top 5

• Extraordinary opportunity for physicians (especially pediatricians) to lead through era of change and transformation:
  – The shift from a volume-based to a value-based system
  – The public health-oriented focus on the management of populations toward wellness
  – The fundamental redesign of clinical care models
  – The financial payment models that have begun rewarding health care organizations for clinical excellence and coordinated care at reduced cost
  – The emerging shared risk, capitation and bundled payment strategies
Do We As Physicians Have a Choice?

NO!!!

- Responsibility to lead comes with the degree and position
  - There is a societal expectation for us to lead
- Your patients and your profession expect you to lead/advocate

YES!!!

- The choice is whether we will make a commitment to lead well
- This is why TeCAN undertook this effort!
Our Study Goals

• Provide some insight into how neonatologists perceive leadership, leadership skill building, and potential learning gaps

• Understand how leadership plays a role in the day to day lives of neonatologists

• Look for potential demographic differences across gender, length of career, and work setting

• Identify critical topics in leadership for early career neonatologists

• Test an A Priori Assumption that Leadership is learned best through observation, experience, and practice
Methods

• Data gathered through survey questionnaire
• Questions specific to leadership attributes or skills built from well-evidenced foundational and pioneering research by Kouzes and Posner
• IRB Approval Acquired
• Distributed to members of the AAP Section on Neonatal-Perinatal Medicine
  – Approx. 3,000 members were sent survey plus one reminder
  – Overall target of 500 full respondents was very close with 495
  – Generational cohort cells required to achieve statistical significance testing were not all achieved, so findings somewhat limited and characterize majority of respondents
Research Model of leadership in Field for 30+ Years

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the process
4. Enable Others to Act
5. Encourage the heart

Outline of Findings

1. Exposure to leadership education, type: Is it effective?
2. Acquisition of leadership skill: How is it optimized?
3. Leadership Practices and Behavior: Which are most critical to our work and success…and most challenging?
Have you participated in any of the following formal leadership education experiences?
Overall, do you believe the leadership training in which you participated was effective?

N = 423
What made your leadership training effective?

0 to 5 years
- “Exposure to multiple experienced faculty”
- “Evidence based examples of leadership”
- “Watching and learning from effective leaders”
- “Having life experiences to put learning into context”

6 to 10 years
- “Tangible skills to take home”
- “Practical practice”
- “Inspirational teachers with citing real life experiences”
- “Discussing leadership philosophies and applying to real life situations”

11 to 20 years
- “Modeling scenarios, role playing”
- “Learning to communicate, listening to others”
- “Emphasized team building, create a shared vision”
- “Helped to understand my strengths and weaknesses”

20+ years
- “Forced self assessment about personal strengths and challenges”
- “A dedicated and caring mentor”
- “one-on-one discussions of academic environment and challenges”
- “one on one examining my personality, style and knowledge”
- “Person to Person training and ongoing mentorship”
Describe what it was that made it ineffective

Similar across all levels of experience:

– Didactic events, lecture based with no practical examples
– Online resources that were vague, “not specific…filled with theory…”
– “Not enough information on how to implement effective leadership strategies.”
– “Group workshop in a half day that was too rushed and too impersonal.”
– Too large of an audience
If leadership training were to be offered at some point in your career, during which of these epochs do you believe it would be most effective?

- Medical school/nursing school
- During residency/fellowship or advanced nurse training
- As a faculty or full-time position

N = 473
Rank the following methods of learning leadership skills by importance

N = 472
Choose one of the following leadership attributes that has been the most powerful in advancing your leadership work in neonatology?

- Modeling the Way
- Inspiring a Shared Vision
- Challenging the Process
- Enabling Others to Act
- Encouraging the Heart

N = 464
### By Title

<table>
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<tr>
<th></th>
<th>Attending (%)</th>
<th>Fellow (%)</th>
<th>Nurse Practitioner (%)</th>
<th>Other (%)</th>
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\[ P=0.065 \text{ (Compares only Attending, Fellow, Other)} \]
Top 5 Most Challenging Leadership Skills

N = 476
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<tr>
<th>Skill</th>
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<td>Delegation of power</td>
<td>48</td>
<td>Health Care Systems-How they Work</td>
<td>44</td>
<td>Change management</td>
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<td>Leadership v. Management</td>
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<td>Motivating others</td>
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1. **Exposure to leadership education - Is it effective?** Yes…AND
   - Majority of us are being exposed in the form of lectures at all levels of experience which sparks our interest
   - Lectures are not the most effective way for us to master skills- This requires experiential learning

2. **Acquisition of leadership skills - How is it optimized?**
   - We believe mentorship and experience to be the best tools, as we gain more experience, one-one coaching is preferred.
   - Smaller, interactive forums are preferred over large, impersonal, non-interactive learning sessions.

3. **Leadership Practices and Behavior - Which are most critical to our work and success…and most challenging?**
   - Remarkably consistent across all demographics
     - Understanding how healthcare systems work,
     - Leadership versus management
     - The art of negotiation
     - Delegation of power.
     - Teamwork and Communication. *(Join us for the next session at 10:00, and the afternoon workshop, 1:00-4:00pm!)*
Summary of Key Findings – Program

1. Exposure to leadership education - Is it effective? Yes…AND
   - Focus should be on small groups with personal interaction.
   - Lectures may be helpful and should be used as an introduction to the acquirement of the skill, creating awareness of the importance of these skills for the future, and as a vehicle to encourage more effective ways of learning.

2. Acquisition of leadership skills - How is it optimized?
   - For teaching trainees and early career neonatologists it is best to lead by example and mentorship.
   - Good communication and trust are crucial skills for being a good leader and someone from whom mentees can learn.
   - For more experienced practitioners, guidance may be needed on a specific and situational basis, where providing a coach is more beneficial.

3. Leadership Practices and Behavior - Which are most critical to our work and success…and most challenging?
   - Understanding how healthcare systems work,
   - Leadership versus management
   - The art of negotiation
   - Delegation of power.
   - Teamwork and Communication.
Change in Practice

• Leadership is an essential discipline for all members of the healthcare team to master
• Leadership is best learned through experience, so it should be practiced everyday
• Feedback is critical to the learning process so it should be solicited in a supportive, growth oriented environment
• Pick 1-2 leadership skills to research and work on at any given time
Thank You