



Clinical leadership

AEMH – European context

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AEMH WG – Clinical leadership

- Health & Financial outcomes
 - Traditional view of health care management divides treatment from administration
 - Strong positive association between the ranked quality of a hospital and whether the CEO is a physician
 - Placing physicians into leadership positions can result in improved hospital performance and patient care
 - Health care systems that are serious about transforming themselves must harness the energies of their clinicians as organizational leaders.
- Patient safety
- Health workforce migration

Medicine – Challenge to Safety

- Hazardous, complex industry
- Professional fragmentation
- Tradition of individualism
- Individual, professional autonomy
- Hierarchical authority structure
- Diffuse accountability
- Resistance to change
- Fear of malpractice liability
- **Lack of leadership at the top level**



Patient injuries happen...

- Human error
- Technical error
- Complications
- System breakdown
- Communication error



Bad systems, not bad people, lead to the majority of errors and injuries!

Health workforce migration

Deficient leadership skills

- Influencing and motivate others
- Creating a meaningful environment for the team
- Ability to step outside the culture
- Having followers
- Making sense of what people are doing
- Having a vision - building trust
- Emphasizing quality throughout an organization

Levels of competence

- **Institutional leaders** – formal executive-level roles
- **Service leaders** – clinical and financial outcomes
 - understand complex clinical systems and pathways
 - work with individuals and organizations
 - lead and manage on every healthcare level
 - learn and develop the system
- **Frontline leaders** – team players

AEMH experience

- CL is not implemented in the curricula of the medical schools
- Management and leadership education should be incorporated into medical degrees
- Postgraduate education outside hospitals very often not matching the demands of the residents

AEMH initiative

- AEMH board proposed the GA in Naples 2016 to explore the possibilities of setting up a board on Clinical Leadership along the UEMS model.
- A working group involving representatives of AEMH, UEMS as well as university stakeholders will be aimed at in the beginning to plan the next steps.
- starting the process by drafting the ETRs (European Training Requirements) for the Clinical Leadership.
- Eventually, this can lead to obtaining a diploma in Clinical Leadership that will be granted by AEMH/UEMS.

AEMH mission

- To promote CL – under-/postgraduate curricula
- To create ETR
- Assessment, appointment of the jury
- Competencies
- CPD
- Examinations organization
- Fellows of the EBCL

- Thank you for your kind attention
- I hope that this was of some value to you all ...

