

BEING AND BECOMING AN ED DIRECTOR:

INSIGHTS FROM THE ACEM LEADERSHIP DELPHI STUDY

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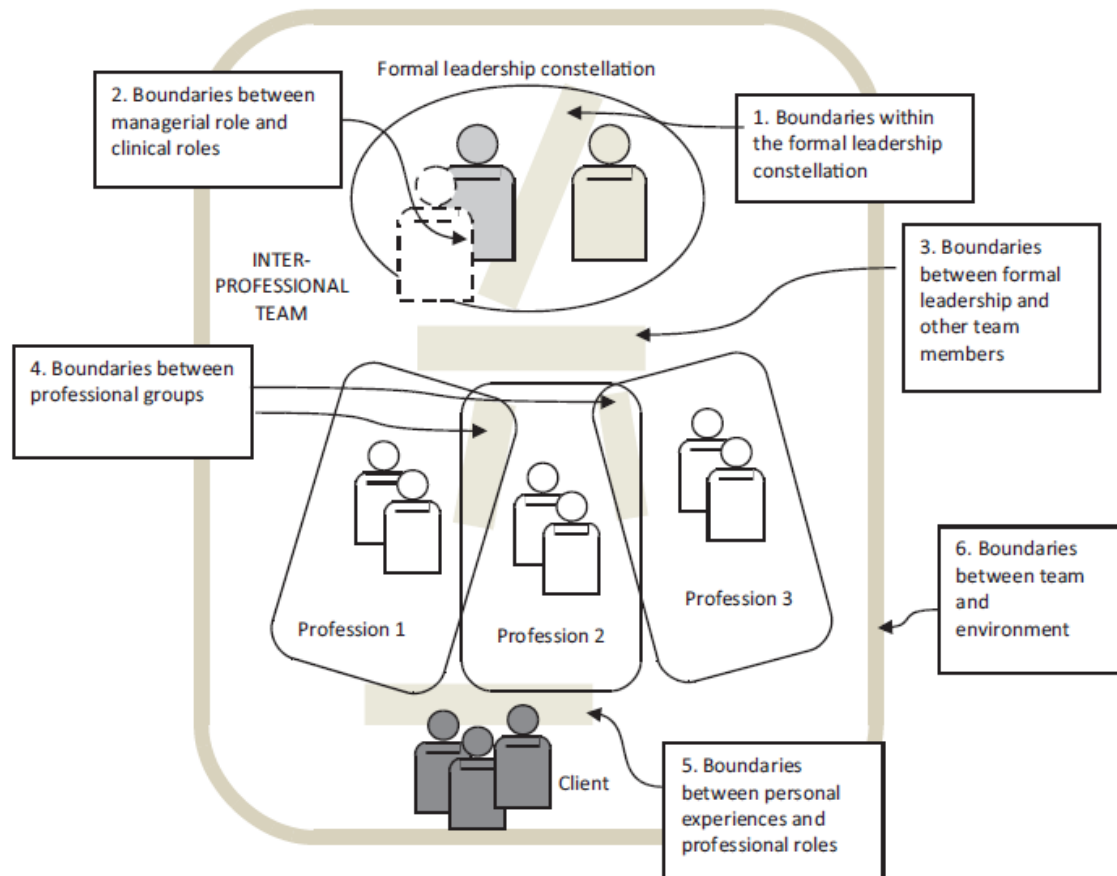
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OVERVIEW

- Outline the opportunity for leadership research in Australasian Emergency Medicine
- Share key findings from the ACEM study of the leadership challenges of Australasian DEMs
- Outline two opportunities for PhD scholarships to study leadership in Emergency Medicine
- Introduce the forthcoming ACEM Leadership Development program for Australasian DEMs

What kind of leadership is needed for
Emergency Medicine in Australasia?

OVERVIEW OF LEADERSHIP IN EM



- Research into leadership in EM is dominated by North American perspectives – only 4% reflects the Australasian EM context
- Studies typically focus on the individual physician-leader (67%) in the context EM teams and ED – silent on system leadership
- Well recognised that leadership in healthcare involves extensive ‘boundary work’, but little known about DEMs’ boundary work
- Most research is atheoretical or makes limited use of established leadership theory
- **On balance, extant research is of limited use/value to Australasian DEMs**

WHAT ARE YOUR LEADERSHIP CHALLENGES?



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ORIGINAL RESEARCH

Leadership challenges of directors of emergency medicine: An Australasian Delphi study

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Abstract

Objective: Emergency medicine (EM) is an emerging profession with complex clinical and leadership demands. However, studies of leadership in EM are in their infancy. The present study makes a novel contribution to empirical research in this area by examining the leadership challenges faced by Australasian directors of emergency medicine (DEMs).

Methods: An online Delphi study was conducted with 87 Australasian DEMs. To structure the process, participants were sorted into four panels reflecting their leadership experience and geographical location. Using a three-phase Delphi process, participants were guided through the pro-

leadership in EM and cautions against simplistic approaches to addressing leadership challenges.

Conclusion: The recommendation for DEMs is that they need to engage in programmes which will support the development of the leadership and non-clinical skills required to enable them to cope with responsibilities of hybrid role of physician-leader. The development and delivery of specialised leadership programmes attuned to the hybridity of the director role and the complexity of hospitals is vital for ensuring high-quality patient care and successful running of EDs.

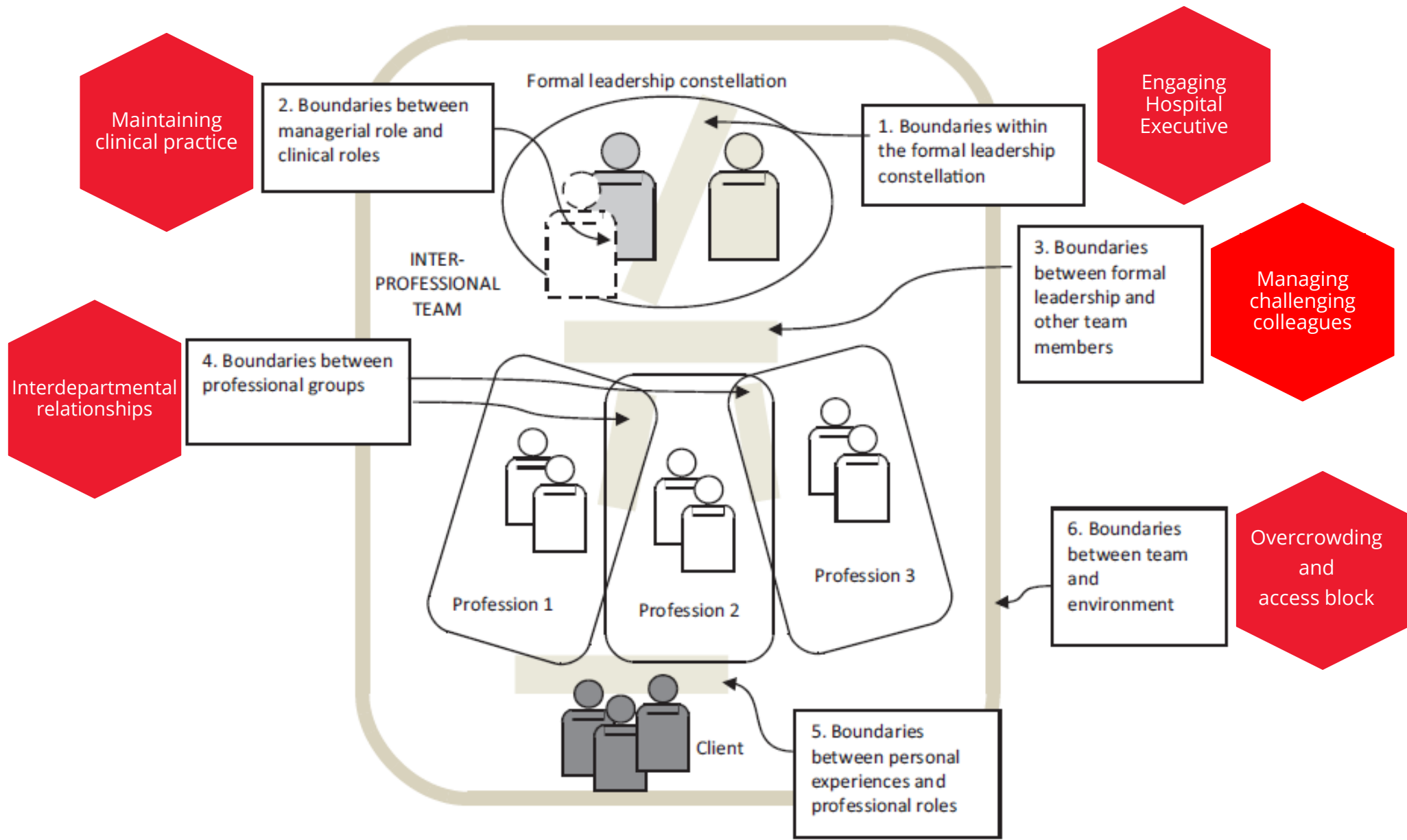
Key words: Delphi study, directors of emergency medicine, leadership.

Key findings

- DEMs experience a raft of complex personal, professional and organisational leadership challenges.
- DEMs are uniquely challenged by the multiple interfaces that must be managed simultaneously.
- There is a need for DEM leadership development that is attuned to the complex hybridity of the role.

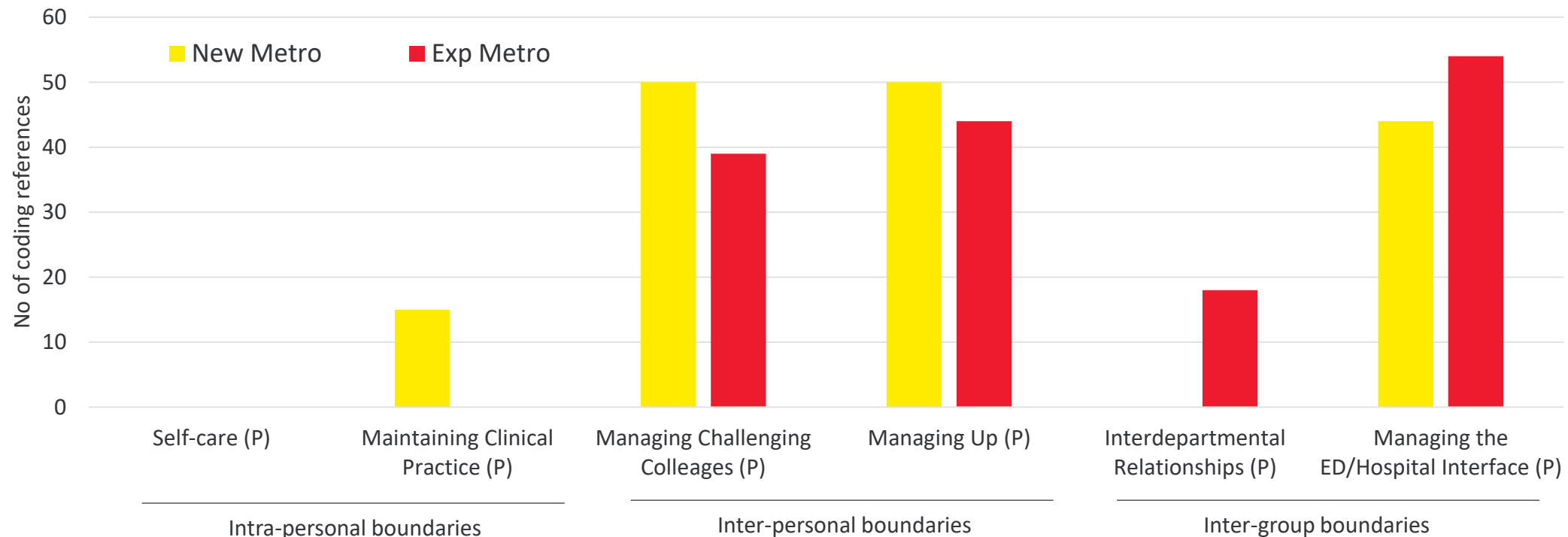
well-recognised threat to public health⁴ – it is a priority to understand, and enhance the capacity of, leadership in EM.

- Australasian ED Directors deal with 47 distinct personal and systemic leadership challenges, including four shared challenges:
 - a) Overcrowding and access block
 - b) Administrative overload
 - c) Managing challenging colleagues
 - d) Engaging with hospital executive
- ED Directors must manage multiple social 'boundaries' simultaneously
 - a) Intra-personal (e.g., maintaining clinical practice)
 - b) Inter-personal (e.g., managing challenging colleagues)
 - c) Inter-group (e.g., managing the ED/hospital interface)
- The capacity to perform complex boundary work is key to success in this hybrid role



EXPERIENCE AND 'BOUNDARY WORK'

- New DEMs are most challenged by *intrapersonal* and *interpersonal* boundary work, whereas experienced DEMs are most challenged by *inter-group* boundary work
- That is, experience in the role is associated with a shift of focus from the *self* to the *system*

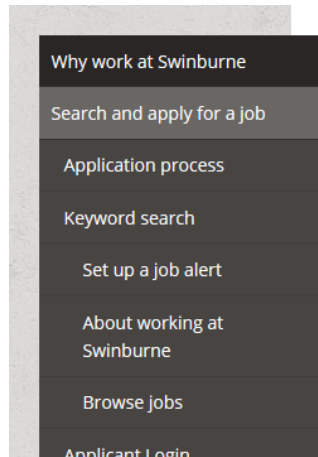


SUMMARY

- DEMs experience a raft of complex personal, professional, and organisational challenges
- DEMs are uniquely challenged by multiple boundaries that must be managed simultaneously
- The boundaries that are most troublesome vary as a function of DEM experience
- There is a need for leadership research that is theoretically-informed, empirically robust and relevant to Australasian EM and DEMs
- There is a need for leadership development that is attuned to the hybridity of the DEM role and the boundary work required to succeed in the role

What kind of leadership research is needed
to address the needs of Australasian DEMs?

LOOKING AHEAD: LEADERSHIP RESEARCH



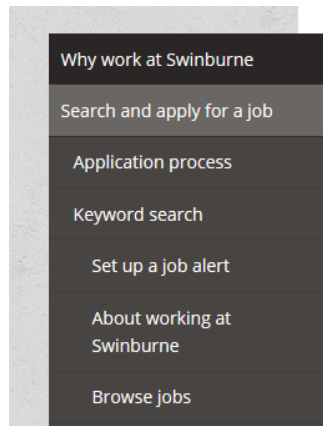
PhD Scholarship, Leadership and Effectiveness in Australasian Emergency Departments

- Individual and Organisational Effectiveness in Australasian Emergency Departments
- Department of Business, Technology and Entrepreneurship
- Full-Time, Fixed-Term (3 Year Scholarship, annual stipend (\$27,596 – Indexed, 2019 rate)

About the Scholarship

This PhD Project will examine the effects of leadership on the individual and organisational effectiveness within Australian hospital emergency departments.

Through this scholarship, you will contribute to the wider literature, as well as informing the ability of organisations, such as Australasian College for Emergency Medicine (ACEM) and health systems to develop individuals, team and organisational performance.



PhD Scholarship, Diversity in Australasian Emergency Departments

- Leadership, Gender and Positive Work Culture in Australasian Emergency Departments
- Department of Business, Technology and Entrepreneurship
- Full-Time, Fixed-Term (3 Year Scholarship, annual stipend (\$27,596 – Indexed, 2019 rate)

About the Scholarship

As part of a program of work relating to the effects of leadership and diversity on the delivery of high-quality emergency care, this PhD project aims to examine the effects of gender on leadership and culture within Australasian hospital emergency departments. The study is intended to contribute to the wider literature, as well as informing the ability of organisations, such as Australasian College for Emergency Medicine (ACEM), and health systems to assist with developing individuals and groups to enhance individual, team and organisational performance.

- Two co-funded ACEM-Swinburne PhD scholarships are now available
- Full-time (3 years)
- **Applications close December 4th 2019**

What kind of leadership development is needed
to address the needs of Australasian DEMs?

LOOKING AHEAD: LEADERSHIP DEVELOPMENT

- **Experienced and aspiring DEMs are invited to participate in a leadership development program** (March 2020 to June 2021)
- The program will focus on developing the leadership capacity to address the leadership challenges identified in the 2018 Delphi study
- Special focus on developing DEM leadership capacity and the hospital-level networks to address overcrowding and access block
- Some areas covered by the program will include:
 - a) Leadership models, styles and effectiveness for addressing issues in Emergency Medicine
 - b) Leadership strategies for engaging hospital executives
 - c) Strategies for dealing with difficult colleagues
 - d) Coaching models to develop department leadership capacity and succession

https://swinuw.au1.qualtrics.com/jfe/form/SV_8DnyPnmqRDEugf3