

University of British Columbia- Brigham and Women's Hospital Emergency Medicine Leadership Fellowship

Brigham and Women's Hospital
A teaching affiliate of Harvard Medical School

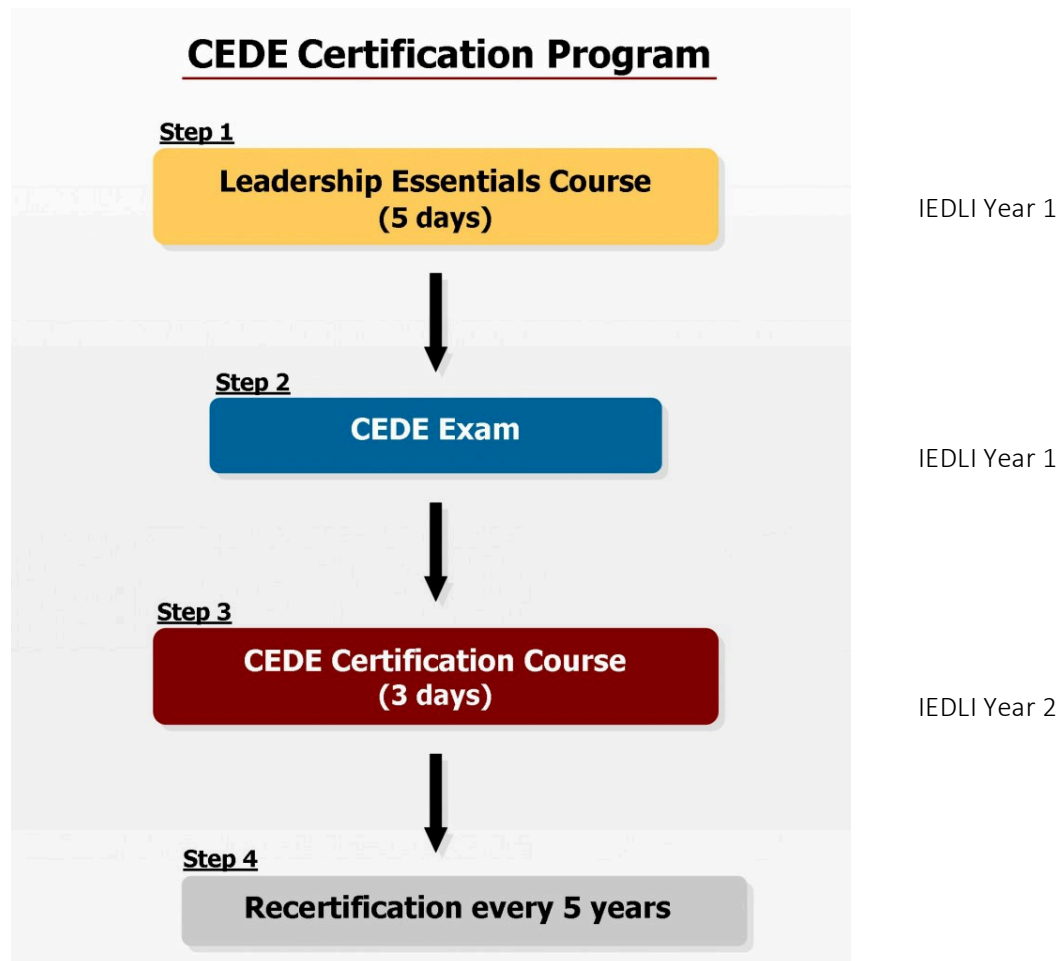
International Emergency Department Leadership Institute



Overview

The UBC-BWH Emergency Medicine Leadership Fellowship at Brigham and Women's Hospital will prepare residency trained Emergency Medicine specialists to become experts in Emergency Department leadership and management and to gain a broader understanding of health care policy, economics, and delivery systems. Program participants will develop expertise in emergency care delivery processes, fiscal management including budgeting, incentive programs and business development, interdepartmental relations, health policy as it relates to emergency care delivery, personnel management, and quality and safety initiatives—both at department and hospital levels. The program will also promote interdisciplinary collaboration, data management, complex decision-making, and negotiation skills. The program includes administrative processes related to clinical care and leadership responsibilities in a variety of settings including academic departments, community hospital departments, urgent care settings, and across regions or systems.

Co-directed by emergency physicians, Dr. Luis Lobón, Vice Chair of the Strategic Collaborations Unit at BWH, and Dr. Chad A. Kim Sing, Associate Vice President of Medicine, Quality, & Safety at Vancouver Coastal Health (the inaugural Fellow), the program is primarily based in Boston, at Brigham and Women’s Hospital, a major teaching affiliate of Harvard Medical School. Brigham and Women’s is second among all US hospitals in research funding by the National Institutes of Health and is consistently ranked near the top on the US News and World Reports Honor Roll of Best Hospitals. In addition to the Boston based activities for the program, the participants will attend the International Emergency Department Leadership Institute (IEDLI) courses with the goal of achieving Certification as an Emergency Department Executive (CEDE). The program runs annually at a European destination and attracts Emergency Department leaders from across the globe. After completing a Leadership Essentials course, candidates are eligible to attend the CEDE Certification course the following year. Attendees can customize their learning experience through two additional courses, one focusing on emergency department design and the other on executive education.



Program Participant Selection

Applicants will be reviewed by a selection committee led by the Head of the Department of Emergency Medicine at the University of British Columbia. The selection committee will have representation from the University of British Columbia and Brigham Health. Program Co-Directors Luis Lobón, MD, MS, and Chad Kim Sing, MD will also serve on the selection committee.

Goals

The overall goal of the program is to develop health care leaders from British Columbia who will become experts in emergency care delivery both at the institutional and system or regional level through a combination of practice, financial and management education, collaboration, and personal development. Each activity during the two-year program is targeted at accomplishing one or more of these goals.

Program Structure

The development program will be tailored to the specific needs of the candidate. The Fellow will report directly to the Fellowship Director at Brigham and Women's Hospital for all matters related to the program.

The program comprises six components:

1. Course Introduction and Strategic Framing:

The first component is an introduction to healthcare strategy and review of operations at Brigham and Women's Hospital. The Fellow will have a detailed agenda of meetings with key institutional leaders, assigned tasks, and a series of reading, events and exercises to develop strategic planning, operational, and leadership skills.

2. International Emergency Department Leadership Institute (IEDLI) Program:

The second component is the IEDLI Leadership Essentials Course in the fall of year one. Following completion of this one week, intensive course, the participant will be eligible to take the Certification Course and obtain the Certified Emergency Department Executive (CEDE) diploma the following year. The participant will also have the option to attend the Emergency Design or the Continuing Executive Education (Con Ed) Courses.

3. Brigham and Women's Hospital, Boston based Program:

The third component is again based in Boston, and consists of a customized series of seminar and leadership workshops from Harvard Medical School and Harvard School of Public Health faculty, tailored to the specific interests of the participant. Fellows will have the opportunity to collaborate with fellows from other emergency medicine and administrative fellowships at Brigham and Women's Hospital. The fellow also will participate actively in activities pertinent to the management and leadership of the Emergency Departments and their relationship with hospitals and the overall healthcare system.

4. Harvard Leadership Development for Physicians in Academic Health Centers:

The Fellow will also complete a Harvard certificate-based course at the Harvard School of Public Health. This highly respected course brings together physicians who are in administrative positions in academic health centers for two weeks of intensive and systematic study of some of the critical leadership and management issues that face physicians in administrative positions and academic health centers. Specific objectives for this course are:

- a. Increased understanding of the responsibilities of leaders in complex institutions
- b. Broader appreciation of the challenges and changes occurring in academic medical centers and the implications for the home institution
- c. New perspectives on current and future issues and challenges
- d. Knowledge of relevant concepts and techniques in key management disciplines
- e. New methods to analyze problems and identify the critical questions
- f. Greater effectiveness as an institutional leader in managing change

5. Quarterly Mentor Check-In Meetings

Chad A. Kim Sing, MD is committed to meet quarterly with the fellow to receive feedback, answer questions that may arise throughout the fellowship, evaluate the progress, and provide mentoring. These meetings will help ensure that fellows have a feedback mechanism which will benefit the future fellows to come.

6. Quarterly Brainstorming Sessions

The fellows and co-directors will meet quarterly for group brainstorming sessions. At each session a different individual will present a challenge they are currently facing in their professional life. The group will discuss and brainstorm solutions.

Program Outline

Year 1:

- a. Early Fall – BWH Strategy and Operations Session (5 days, plus travel)
- b. Fall - IEDLI Leadership Essentials Course + ED Design Course (7 days, plus travel)
- c. Spring – Boston-based Workshop/Seminars (5 days, plus travel)
- d. Quarterly meetings with mentor in BC, and quarterly brainstorm sessions

Year 2:

- a. Early Fall- Harvard Leadership Development for Physicians in Academic Medical Centers: Workshops, seminars, leadership interviews (5-day course, plus travel)
- b. Fall IEDLI CEDE certification course+ Con Ed Course (5 days, plus travel)
- c. Spring –Boston-based Workshop/Seminars (5 days, plus travel)
- d. Quarterly meetings with mentor in BC, and quarterly brainstorm sessions

Clinical Emergency Department Sites

Participants will be able to observe clinical operations across multiple sites during the Boston based component of the program. The Emergency Department at the Brigham and Women’s Hospital (BWH) is a Level I Trauma center treating 63,000 patients annually with 81 beds. It is a site for the Harvard Affiliated Emergency Medicine Residency, which has 15 residents at each level of its four-year program. The Emergency Department at Brigham and Women’s Faulkner Hospital (BWFH) is a community based teaching department with 30,000 visits annually and 21 beds. The Brigham and Women’s Urgent Care Center (UCC) is a stand-alone urgent care site open 12 hr/day and caring for 21,000 patients annually. The Urgent Care Center is completely integrated in the operations and staffing of the larger Brigham Emergency Medicine group and functions both to decant low acuity visits from emergency departments and as a feeder for more complex patients that may require hospitalization or advance services at either BWH or BWFH.

Additionally, the departments have a cadre of 36 physician assistants who work in all areas under the direct supervision of the ED Attendings.

Participants are expected to attend academic activities, including formal didactic sessions, morbidity and mortality sessions, and faculty meetings as their schedule permits.

Administration Curriculum

(See appendix 1 for detailed curriculum)

The selected candidate will have in depth training in ED administration and operations while participating in the IEDLI based component of the program (Appendix 1: IEDLI Curriculum) including patient flow, patient relations, quality and safety monitoring and management, interprofessional relations, financial management, medical information technology and personnel management. This will entail participation in presentations related to policy, flow within the Department and from the Department to other destinations, quality of care, safety of both patients and staff as well as policy development at the Department level. Additionally, during the Boston based workshops, the participant will be required to compile and present reports on areas of interest to their local ED management and its relationship with their host institution and larger health care system. Also necessary will be the acquisition of knowledge about risk management, quality and safety both at department and hospital level and the processes surrounding claims. The roles of clinical staff other than the traditional nurse/doctor team i.e. physician assistants; nurse practitioners and scribes will be topics of discussion.

During the Boston based workshop period (Appendix 2), participants also will be shadowing the Brigham Health Emergency Medicine faculty members during their clinical and non-clinical activities.

Recommended reading:

“Emergency Department Leadership and Management: Best Principles and Practice”,
by Stephanie Kayden, Philip D. Anderson, Robert Freitas, Elke Platz

Project Design and Research

The participants will be required to participate in teamwork project design during their IEDLI Certification course. In addition, participants will design, complete and present a leadership and management project pertinent to their ED of origin. Faculty of the UBC-BWH ED Leadership Fellowship will mentor the projects and the Boston based workshop component of the program will be used to design and finalize the project. Participants will be expected to keep timely communication with their faculty mentors regarding the project progress during their time back in BC via electronic messaging and video conferencing.

In some instances, the projects could be the base for publishable articles about innovation and advances in Emergency Department leadership and management in the Emergency Medicine domestic or international journals.

Faculty

Core Faculty

Luis Lobón, MD, MS, FACEP
Executive Director Strategic Partnerships,
Mass General Brigham Global Advisory, Mass General Brigham
Vice Chair Strategic Collaborations Emergency Medicine, Brigham and Women's Hospital
Assistant Professor Emergency Medicine, Harvard Medical School

Chad A. Kim Sing, MD, CEDE, ABEM, FRCPC
Associate Vice President, Medicine, Quality & Safety, Vancouver Coastal Health
Co-Vice President of Pandemic Response, Vancouver Coastal Health
Attending Emergency Physician, VGH & UBC
Clinical Associate Professor, Faculty of Medicine, Department of Emergency Medicine,
The University of British Columbia

Philip Anderson, MD FACEP
Director, Strategic Partnerships, Mass General Brigham Global Advisory
Director, Strategic Collaborations, Emergency Medicine, Brigham and Women's Hospital
Assistant Professor, Emergency Medicine, Harvard Medical School

Consulting Faculty

Michael J. Vanrooyen, MD, MPH
Chief: Mass General Brigham Enterprise Emergency Medicine
Chairman: Department of Emergency Medicine - Brigham and Women's Hospital
Chairman: Department of Emergency Medicine - The Massachusetts General Hospital
J. Stephen Bohan Professor of Emergency Medicine: Harvard Medical School
Lavine Family Professor of Humanitarian Studies: Harvard TH Chan School of Public Health

Ron Walls, MD, FAAEM, FRCPC
Chief Operating Officer of Mass General Brigham
The Neskey Family Professor of Emergency Medicine at Harvard Medical School

Adjunct Faculty

Christopher Baugh, MD, MBA
Director of Clinical Operations, Department of Emergency Medicine
Director Emergency Department Observation Unit, Brigham and Women's Hospital
Assistant Professor of Emergency Medicine, Harvard Medical School

Paul Chen, MD, MBA
Associate Chief, Emergency Medicine, Brigham and Women's Faulkner Hospital
IT Director, Department of Emergency Medicine, Brigham Health
Instructor Emergency Medicine, Harvard Medical School

Timothy B. Erickson, MD, FACEP, FACMT, FAACT
Vice Chair, Academic Affairs
Chief, Division of Medical Toxicology
Department of Emergency Medicine, Brigham and Women's Hospital

Eric Goralnick, MD MS
Director, Emergency Preparedness
Director, Patient Progression Program
Department of Emergency Medicine, Brigham and Women's Hospital
Assistant Professor of Emergency Medicine, Harvard Medical School

Stephanie Kayden, MPH, MD
Deputy Chair, Department of Emergency Medicine, Brigham and Women's Hospital
Brigham Distinguished Chair in Emergency Medicine, Brigham and Women's Hospital
Associate Professor of Emergency Medicine, Harvard Medical School

Yonatan Keschner, MD
MGB Emergency Medicine Administration Fellow, Mass General Brigham
Associate Director, MGH Springboard Studio
Attending Physician, Emergency Medicine, Brigham and Women's Hospital

Brendan Russell, MBA
Executive Director, Department of Emergency Medicine, Brigham and Women's Hospital

Leon Sanchez, MD, MPH
Chief, Emergency Medicine, Brigham and Women's Faulkner Hospital

Application Requirements

- 1) MD Applicants must have completed an approved residency training program in emergency medicine at an accredited institution and be board certified or board eligible in emergency medicine by the Royal College of Physicians of Canada (FRCPC), the Canadian College of Family Physicians (CCFP-EM), or the American Board of Emergency Medicine (ABEM) and be supported by their department director and Regional Vice President of Medicine.

Candidates must submit all of the following materials to the UBC Department of Emergency Medicine by the application deadline:

- 1) Application form
- 2) Letter of interest
- 3) Curricula Vitae
- 4) Personal Statement outlining experience, why the candidate is interested in the fellowship, and anticipated career plans
- 5) Two letters of recommendation, including one from residency director and one from current director or department head.

The selection committee will make its selection for the fellowship by July 31st, and fellowship activities begin in September and continue for 14 months, as described above.

Applications should be submitted by email to:

UBC Department of Emergency Medicine
11th floor, 2775 Laurel Street
Vancouver, BC, Canada V5Z 1M9
emergency.fellowships@ubc.ca

Fellowship Contact Information

UBC Department of Emergency Medicine
emergency.fellowships@ubc.ca

Fellowship Co-Directors

Luis Lobón, MD, MS, FACEP
llobon@bwh.harvard.edu

Chad Kim Sing, MD, CEDE, ABEM, FRCPC
Chad.KimSing@vch.ca

Appendix 1

Sample IEDLI Course Schedule

ESSENTIALS COURSE, 5 days, formal presentations, active participation encouraged, some workshops
Change Leadership
Blueprint for Lean
Lean Lego Workshop
Performance Reviews
Nurse Education
Building Your Leadership Team
Public Relations and Working with the Media
Public Relations and Working with the Media – Exercise
Establishing the ED's Role in the Hospital
Leadership Roundtable
QUALITY MANAGEMENT
Quality Improvement
Internal Peer Review
Risk Management
Staffing Models
Clinical Pathways
Workshop: Developing Clinical Pathways
ED Financing and Your Budget
Overcrowding
Needs Assessment/ ED Benchmarking
Triage Systems
Difficult Conversations
Strategic Planning
Workshop: Developing a Project Plan
Your Management Toolbox
Negotiation Skills and Negotiation Skills Workshop

CEDE Certification Course, 3 days, teams work on assigned projects under IEDLI faculty mentor supervision, projects presented to the Board who selects winner, CEDE diploma upon completion

Intro to Case Studies
Project Management
Data Workshop
Project Management
Group work
Data Workshop
Group work
Workshop Presentation Skills
Workshop Presentation Skills
Working in Teams and in Groups Workshop Presentation Skills
Check In/Group work Workshop Presentation Skills
Working in Teams and in Groups
Check In/Group work
Group work
Board: Ron, Mike, Erin, Luis, Roberta
Intro to Presentation Day
Leadership Dilemmas
Presentation 1 Board:
Presentation 2 Board:
Presentation 3 Board:
Presentation 4 Board:

Continuing Executive Education Course, 2 days, participants have completed CEDE certification. Active participation required with group discussion, team work on advanced ED leadership and managements dilemmas

Cutting Edge Leadership: The IEDLI Emergency Department
Leading Through Adversity

IEDLI ED Budget I: Value-based budget
Managing with Colors
IEDLI ED Budget II: IEDLI ED value based budget workshop
Managing with Data
Delivery Anticipatory Care: can we adopt high standards of service quality from hospitality industry to patient care service in our EDs?
IEDLI ED: Physical Expansion vs. Patient Flow Redesign I
IEDLI ED: Physical Expansion vs. Patient Flow Redesign II
Local Emergency Department Site Visit

ED Design Course, 2 days, participants have completed CEDE certification. Active participation required with group discussion, team work on advanced ED design

Getting Started: What to Consider as Planning Begins
Part A) Overview of the Architectural Design Process; how to select your architect?
Part B) What Information does the Architect need from the Clinical Leader?
Part C) Process Improvements prior to the Design Phase
Part A) The Front End
Part B) The Care Delivery Space
Part C) Work Areas that Promote Teamwork
Ellis Health Care Case Study
Your Current Design Problems: A Discussion
Introduction to the Group Design Project
Part A) Analysis of Data Set
Part B) Group Work Session
Emerging Technologies, Devices, Advanced Materials
Human Factors: Mitigating Human Error Through Better Design
Case Study -- South Shore Hospital
Designing for Infection Prevention and Control: Emerging Infectious Diseases
Evidence Based Design
Group Project Presentations

Appendix 2

Sample of previous Workshop Topics

- 1) Continued Education and Credentialing
 - a. Physician education and maintenance of certification
 - b. Educational standards
 - c. Methodologies and strategies for educational needs assessments
 - d. Evaluation strategies for adult learners
 - e. Project charter workshop
 - f. Continuing certification and lifelong learning

- 2) HealthCare Data Analytics and Strategy
 - a. Reporting and data analysis
 - b. Analytics Strategy - Understand resource utilization and care delivery trends
 - c. Big data in healthcare analytics
 - d. How BWH uses big data: Active Asset Management

- 3) Population Management and Overcrowding
 - a. Time Driven Activity Based Costing (TDABC) Introduction and workshop
 - b. Full Capacity Protocols & Code Help Seminar
 - c. ED Operations & Observation Seminar
 - d. Operations Seminar
 - e. Building the Leadership Team
 - f. Quality Improvement
 - g. Establishing the ED's Role in the Hospital
 - h. ED Operations and Patient Flow
 - i. Change Leadership
 - j. Strategic Planning

- 4) Simulation Programs
 - a. Simulation for teaching
 - b. STRATUS/Simulation Seminar
 - c. Learning Methods

- 5) Trauma Designation
 - a. Overview of BWH Trauma System
 - b. What it Means to be a Trauma Center - data and Q&A
 - c. Nursing Training and Education
 - d. Organization of the Trauma Service

- 6) Postgraduate Training in Emergency Medicine

- a. Supervision Seminar
- b. Resident & Intern Skills Training, team training
- c. Residency Overview