Academic Medicine Faces Disruption in the Career Continuum

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Disruption Creates New Leadership Imperatives
Core Values and Core Purposes

Operating Procedures and Practices

Adapted from: Collins and Porras, 1994
The “Stockdale Paradox”

“Retain the faith that you will prevail in the end, regardless of the difficulties, and at the same time, confront the most brutal facts of your current reality, whatever they may be.”

Retired Admiral James B. Stockdale
Great Challenge:
An Era of Uncertainty in Health Care
Growing Disruption in Health Care

- Congressional and Executive Action
- Increasing Pharmaceutical, Labor, and Supply Costs
- Constrained Reimbursement
- New Clinical Partnerships
- Changing Demographics
Growing Disruption in Health Care

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- Increasing Pharmaceutical, Labor, and Supply Costs
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Preserving Academic Missions in the Face of Constrained Margins
Growing Disruption in Health Care

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The Anatomy of Integration Versus the Physiology of Integration
Growing Disruption in Health Care

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By 2030, a shortage of 42,600 – 121,300 physicians
Great Challenge:
Science in a Post-Truth Era
The Rise of Public Misinformation…

**post-truth**

**ADJECTIVE**

Relating to or denoting circumstances in which objective facts are less influential in shaping public opinion than appeals to emotion and personal belief:

'in this era of post-truth politics, it's easy to cherry-pick data and come to whatever conclusion you desire'

'some commentators have observed that we are living in a post-truth age'

**Pronunciation**

post-truth /ˈpəʊst-ˌtruːθ/
…Requires Leaders to Strengthen the Voice of Science
Great Challenge:
The New Realities of Learning and Assessment
What Should Drive Learning and Assessment in Medical Education?
On Facts, Machines Outperform Humans
What Should Drive Learning and Assessment in Medical Education?

- **Learning**
  - Premedical
  - Medical School
  - Residency and Fellowship
  - Practice

- **Assessment**

- **Competencies!**
Competency-Based Education

Patient Care

Interpersonal and Communication Skills

Medical Knowledge

Professionalism

Inter-professional Collaboration

Practice-based Learning and Improvement

Personal and Professional Development

Systems-based Practice

Health Care Provider


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New Models for Learning
Great Challenge:
Inequity, Division, and Injustice
Today’s Inequity, Division, and Injustice…

"The most tragic proof that racial and ethnic injustice is alive and well is the phenomenon we politely call “health disparities.”"

Dayna Bowen Matthew, JD
…Require Our Institutions to be Exemplars of Diversity and Inclusion
Great Challenge: Burnout Among Health Professionals
This Multi-Faceted Problem…

- PERSONAL FACTORS
- SKILLS & ABILITIES
- LEARNING/PRACTICE ENVIRONMENT
- ORGANIZATIONAL FACTORS
- RULES & REGULATIONS
- SOCIETY & CULTURE
- HEALTH CARE RESPONSIBILITIES
...Affects our Institutions...

- Impaired professionalism
- High staff turnover
- Decrease in patient satisfaction
- Increase in medical errors
...And Requires a Systematic Approach that Adapts Lessons from our Past

nam.edu/clinicianwellbeing
Great Challenge: A Leadership Deficit
Our Biggest Deficit!

$3.7T
Leaders Embrace a New Model

Multipliers are leaders who look beyond their own genius and focus their energy on extracting and extending the genius of others.

Liz Wiseman
Multipliers Demonstrate Different Leadership Competencies

Traditional

Self oriented
White male
Individualistic
Basic or clinical science
Tactical
Knowledge centered
Tenure track
Incremental
Status/titles/income

Future-Oriented

Aligned with organization
Diverse
Teamwork/collaboration
Translational
Strategic
Competence centered
Non-tenure track
Breakthrough
Ethical fulfillment
Changing our Health Care Culture

Hierarchical
Autonomous
Competitive
Individualistic
Expert-centered

Collaborative
Team-based
Service-based
Mutually Accountable
Patient-centered
Leaders Embrace the Wisdom of Teams...
...And Harness the Power of Teams

Source: Katzenbach and Smith, 2006
Six Basic Elements of Teams

According to Katzenbach and Smith

- Complementary Skills
- Small Number of Team Members
- Commonly Agreed Upon Working Approach
- Common Purpose
- Common Set of Specific Performance Goals
- Mutual Accountability
Above All, Leaders Remain Committed to Evidence and Ethics