

**Lessons for Chief CTV PAs learned
from the MD Chief Resident
Paradigm**

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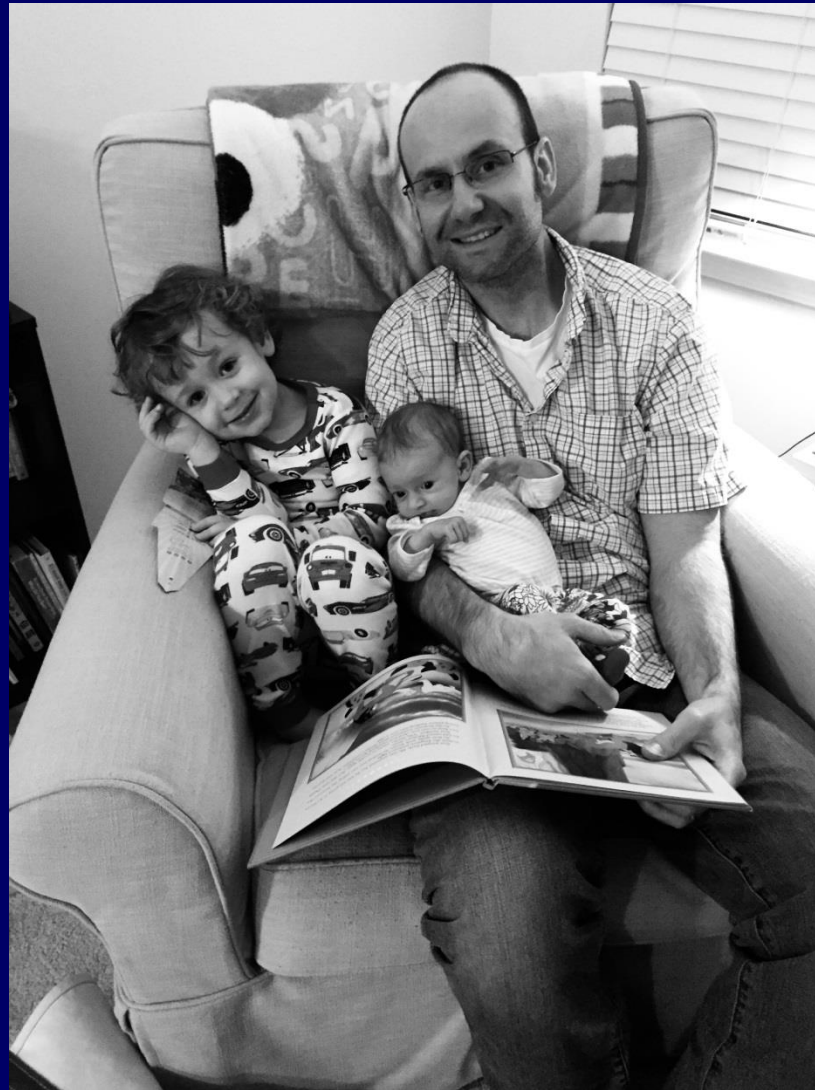
Outline

- Scheduling
- Dysfunctional attending
- Graded responsibility
- Management with stick and carrot
- Humanitarian standpoint
- Personal experience
- Styles of leadership
- Value of people
- Bigger purpose- got drive
- Balance work life
- Common goal, teamwork

Academic Background

- Galveston, TX
- Undergrad- Emory University
- Medical School- UT Southwestern, Dallas
- General Surgery Residency- University of Kentucky, Lexington
- Cardiothoracic Surgery Fellowship- Duke

Family



My First Job

Adult Cardiac Surgery Faculty, Duke

- **Focus on mitral valve pathology**
- **Minimally invasive techniques**
- **Master of Health Science in Clinical Research**
- **Duke Clinical Research Institute (DCRI)**
- **CTSNet**

The Future 'ME'

Triple Threat

Old school

1. Physician
2. Educator
3. Scientist

Can't be done!!

The Future 'ME'

Triple Threat

New school

1. CT Surgeon
2. Mother
3. Wife

Is that all?

**A look back over the
past 8 years...**

Surgery Resident Paradigm: Graduated responsibility

Pyramid system

Chief resident “I’ll take care of it”



Surgery Resident Paradigm

TRUST NO ONE

- Interns – instill sense of responsibility for patients
- Juniors - learn who you can trust
- Chief – create a team, foster trust

Teaching Model Old School

See one, do one, teach one

Teaching Model

Graduated Responsibility

Show and Tell

Smart Help

Dumb Help

No Help

Becoming more than a Surgeon... Becoming a Doctor

doc·tor [däktər]- **2018 modification**

NOUN

- a qualified practitioner of medicine
- a team player

Lessons learned in gen surgery

Make life threatening decision with minimal
information

Lessons learned in gen surgery

All algorithms end with surgery

“I’ll take care of it”

Lessons learned in gen surgery

Nauseatingly nice

Lessons learned in gen surgery

“Brutal honesty, ruthless self reflection”

Malignant programs, teachers

Lessons learned in gen surgery

We don't know what we don't know

Lessons learned in gen surgery

Patience

Lessons learned in CT surgery

- Be the change I want to see
- If you are appreciative, people will want to help you
- Value individuals, their specific roles, do not expect more than their job description
- We function in a complex system- a small error can have a big effect, the butterfly effect
- Bullying shuts down learning
- Got drive?
- Wrongology

Culture of Safety

- **2001- Institute of Medicine recommended redesign of American health care system**
 - #1= safety**
- **2007- Joint Commission required “evaluation of safety culture”**
 - **Assess culture of safety**
 - **Provide feedback**

Institute of Medicine (IOM). Crossing the Quality Chasm. 2001
Joint Commission on Accreditation of Healthcare Organizations:
2007 Update

Culture=People

- **Medicine is a people business**
- **Medicine is NOT manufacturing**
- **We can not fix the machine, prevent errors**
- **Humans make mistakes**
 - **Acknowledge errors occur**
 - **Minimize the potential for errors**
 - **Learn from errors when they occur**
- **“normal accidents” Charles Perrow- “inevitability of system failure in truly complex endeavor”, “we must think beyond error prevention because we simply can not prevent them all”**
- **Reflect on errors productively, not emotionally**



Heart Center: How Can We Build A Safe Culture?



Individual

1. Personal responsibility
2. "Speak Up" environment

How can we address each?

“I err therefore I am,” St. Augustine

Personal Responsibility

- Kathryn Schulz, *Wrongologist*
- “Most of us do everything we can to avoid THINKING we are wrong”
- How does it feel to realize you are wrong?
BAD, DREADFUL!
- How does it feel to just BE wrong?
FEELS LIKE BEING RIGHT

Personal Responsibility

Realizing you are Wrong

https://youtu.be/Jd_41tM6H2Y?t=154

Personal Responsibility

Kathryn Schulz:

Entertain the possibility that we are
WRONG

Duke Heart Center Safe Culture:

Entertain the possibility that we are
WRONG...and UNSAFE



Heart Center: How Can We Build A Safe Culture?



Individual

1. Personal responsibility
2. "Speak Up" environment

How To Build A Psychologically Safe Workplace

Amy Edmonson

Example:

- Medical unit with varying levels of teamwork and reported mistakes
- Better teamwork, more reported mistakes
- Better teamwork, more discussion, acknowledgement of mistakes

Communication

- Cell phones
- By the book, posting cases

Trust No One

~~Trust No One~~

- What kind of team will I lead?

Attending leadership styles

- Intraop surgeon leadership effects outcomes
- Poor leadership highly coordinated with avoidable intraoperative incidents

Attending leadership styles

Transactional leaders

- Task focused
- Clear assignment of who reaches performance targets
- Attention on mistakes and failures
- Risk of employee exhaustion

Attending leadership styles

Transformational

- Emphasis on the collective mission
- Inspirational motivation- optimism, enthusiasm
- Intellectual stimulation- solicitation of other perspectives
- Individual consideration- consideration of individual needs and abilities
- Encourage others to evolve and perform beyond expectations

Common goal- patients

- Got drive?

Developing my own leadership style

Work-Life (UN)Balance

Women Attending leadership styles

- hjkl

Women Resident Learning styles

Thank you