



Rheinische Fachhochschule Köln
University of Applied Sciences

Why walk over the Bridge of „Clinical Leadership“ - Tomorrow - ?

Prof. Dr. Rainer Riedel (MD, Degree in Economics)

What is clinical leadership today?

“What are the *parts of leadership*:

- *Setting, inspiring and promoting values and vision, using clinical experience and skills of all team-members to fulfill the needs of the patient*
- *Integrating these items in the targets of the organisation and business benchmarks (KPIs).*

*Clinical leadership is **key** to both promoting high-quality clinical care and transforming services to achieve higher levels of excellence.*

*There is a **also a role** for clinical leadership at every level in healthcare organisation and systems.”*

Adopted to: The importance of clinical leadership Jonas S, McCay L, Keogh B (2011)

Clinical leadership

..... it is Your general success-story

Effective leadership in healthcare occurs at distinct levels:

- *Strategic level*
- *High performer as a clinician*
- *Personal qualities as a "frontman / frontwoman"*
- *Integration of Digital Technology*
- *Delivering the service*

Clinical leadership is vital to join up efforts at the different levels.



Quality of Healthcare Services

(medical domaine) → this is Your original „personal goal“

Patient related outcome (e.g.)

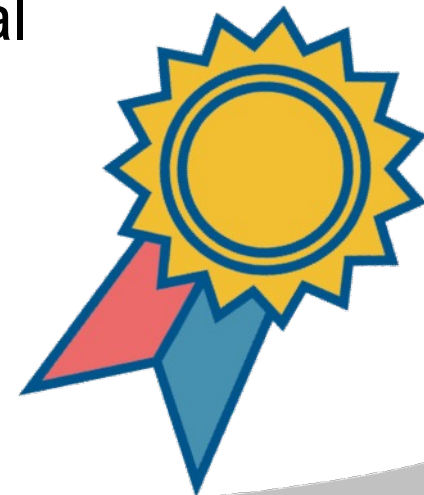
- *Involvement in patient care (acceptability and request) of services, patient satisfaction and experiences with the service*
- *Complication rates, risk-adjusted mortality and morbidity rates*

Staff and Clinical Process Management (Clinical Pathways)

- *Safety of healthcare process*
- *Clinical process management considering the clinical guidelines*

Evidence based Medicine

- *Health Care System requirements regarded*



Financial and Operational Resources

(economic domaine)....not your main focus? ...

Having the knowledge (not in detail) to business topics to arrange economic goals of your hospital company e.g.:

- **Profitability / Success**
 - Operating margin
 - Of Your department
- **Operational efficiency**
 - Reaching the number of patients
- Market competence in the case of competition
- Competitiveness
- **Cost effective clinical guidelines**



Organisational Staff Management

(Team Leadership / organisational Domaine) **Not your main Focus**
Domaine ?

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- *Integrating ideas and wishes of different professional groups with different backgrounds and different way of thinking*
- *Regarding the requirements of „Work-Domaine-Home-Balance“ for all professional groups*
- *Integration of the **digital transformation** into the daily routine in your clinic with professionals of different age-groups*



“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”

being able to handle **KAIZEN**



Personal Qualities, Ethical, Legal and Social performance

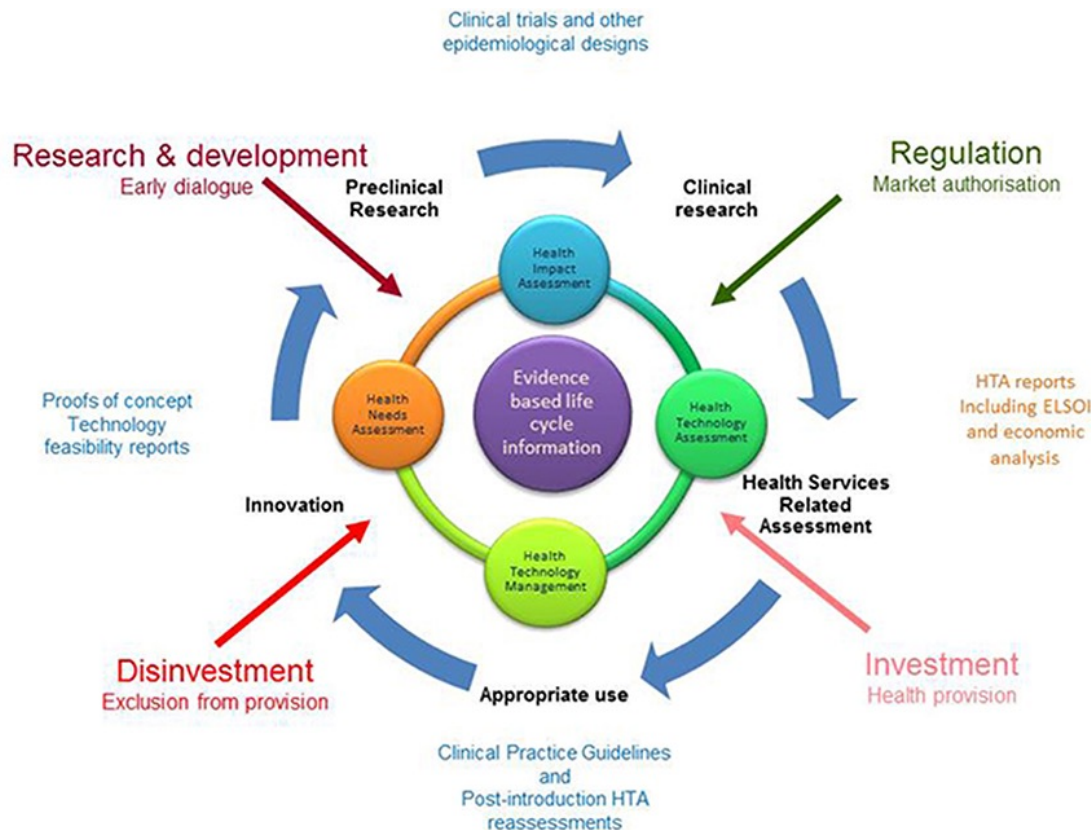
(PELS Domaine)

- *Handling ethical issues (e.g. moral implications based on the owner) in connection with*
 - *Character, technical skills etc.*
 - *General social expectations*
 - *Compliance to Society Rules / Health Care Systeme*
 - *Regarding the dipole of ethical Frames & linked to the available Ressources Management*

This includes

- *Clinician professional Norms & Ethical Beliefs*
- *Expenditure on Community Benefits*

Decisions and new Technology Management



Decisions have to be made under constant re-evaluation.

By this the life-cycle of procedures, processes, devices and other technologies has to be taken into consideration

& we can improve...

Gutiérrez-Ibarluzea, Iñaki et al. "The Life Cycle of Health Technologies. Challenges and Ways Forward." *Frontiers in pharmacology* vol. 8 14. 24 Jan. 2017, doi:10.3389/fphar.2017.00014

The leadership skills → **your Domaine tomorrow**

is required to integrate the different perspectives

Organisation

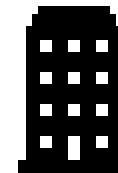
(„*Work-Domaine-Home-Balance*“)

Digital Domaine

Economic
Domaine

medical domaine

PELS domaine



Hospital decision area

by using
Hospital
based HTA

Summary

Clinical Leadership is for Your BRIDGE to support your future

- *Inspiring your people*
- *Being an empathic clinician Personality*
- *Regarding the following Management Challenges*
 - *Strategic Management Talent*
 - *High performer as a Clinician*
 - *Economic Domaine*
 - *Organizational Domaine incl. digital transformation*
 - *Personal Qualities, ethical, legal, Social Domaine*
 - *Health Technology Assessment (HTA)*



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Thank you for attention

Can I answer You Questions?

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