

Professionalism and Leadership in the Medical Setting: PaLMS



AACOM 2017

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Disclosures

We acknowledge the following disclosures:

Steven Halm and Brian Mann are minority owners of Advanced Leadership, LLC that has acquired rights to the on-line PaLMS modules.

Why?



Why would we offer a leadership course for medical students, residents, physicians and other health professionals?





Importance of “Practitioner-based Leadership”



It is what practicing physicians do every day – lead patients!



Principle Based Leadership

- Definition of Leadership:
INFLUENCING others for positive results

- Definition of the principles that PaLMS is committed to:
 1. Integrity
 2. Service to others
 3. Character



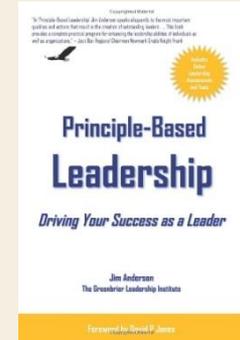


Principle Based Leadership becomes PaLMS

The concept started with author and leadership expert Jim Anderson of the Greenbrier Leadership Institute in 2014.

Founded and developed by Jim Anderson, Steven Halm, DO, Zachary Conrad (WVSOM OMS IV) and James “Buzz” Mason (WVSOM OMS IV). Brian Mann, MS, PA-C joined in 2016.

PaLMS combines Mr. Anderson’s “Principle Based Leadership” approach (2013 publication) with medical practitioner experiences to guide and develop stronger medical leaders.



PaLMS

Four 2-hour sessions involving discussion, case presentations, small group work, and guest speakers.

Extra-curricular/volunteer:

- WVSOM 2014-2017 participants: 200
- CUSOM 2016-2017 participants: 400

Curricular:

- CUSOM 2016 enrolled: 156
- CUSOM 2017 anticipated: 158

Staff and Faculty/volunteer:

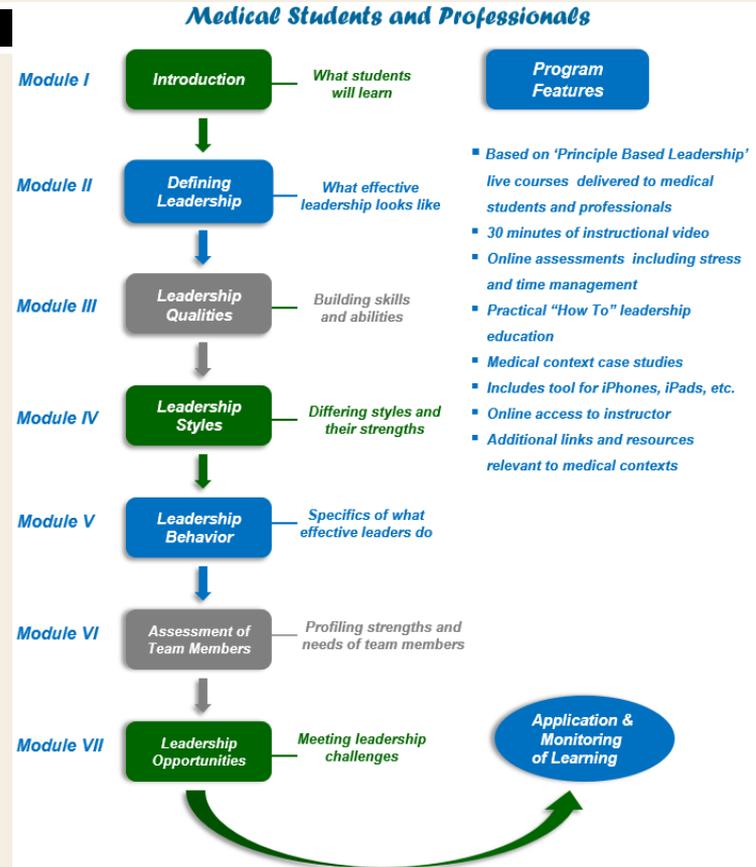
- CUSOM 2016 participants: 30



The PaLMS On-line Curriculum Outline

In 2016 we introduced on-line modules:

- ❑ provides consistent leadership theories across years and across different locations
- ❑ allows flexibility and diversity in live sessions

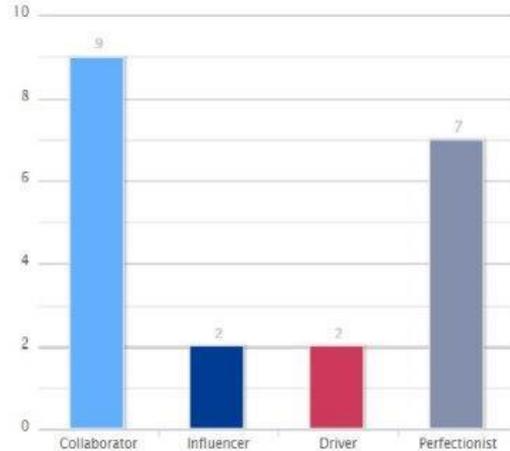


PaLMS – On-line Modules

- Includes multiple individual self-reflective questionnaires

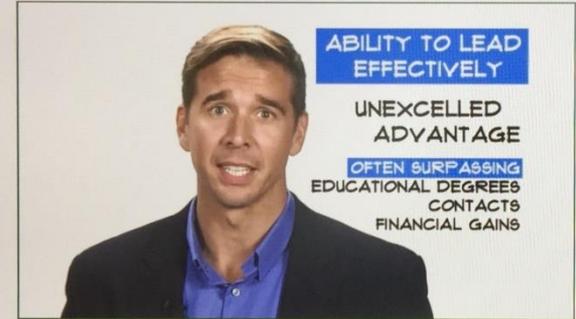
Mix of Plotting Points Defining Style

Most people usually display some behavior from each category. The intensity of each is important in defining the uniqueness of their leadership style. The highest plotting point is most representative. If two high points are equal, behaviors from both styles may be demonstrated depending upon the demands of the situation or the role the leader must fulfill. It is possible for anyone regardless of their highest plotting points to flex their style and demonstrate characteristics from each pattern with a conscious effort to do so. Highly effective leaders are capable of such flexibility.



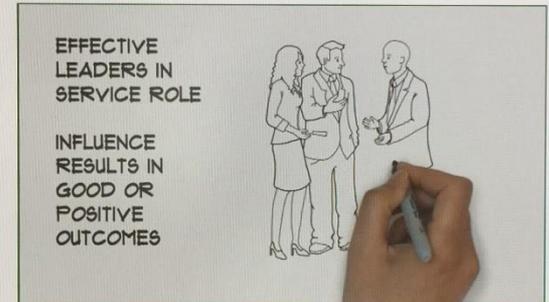
PaLMS Leadership Style Index (LSI)

Video Instruction



Continue

Video Instruction



Continue



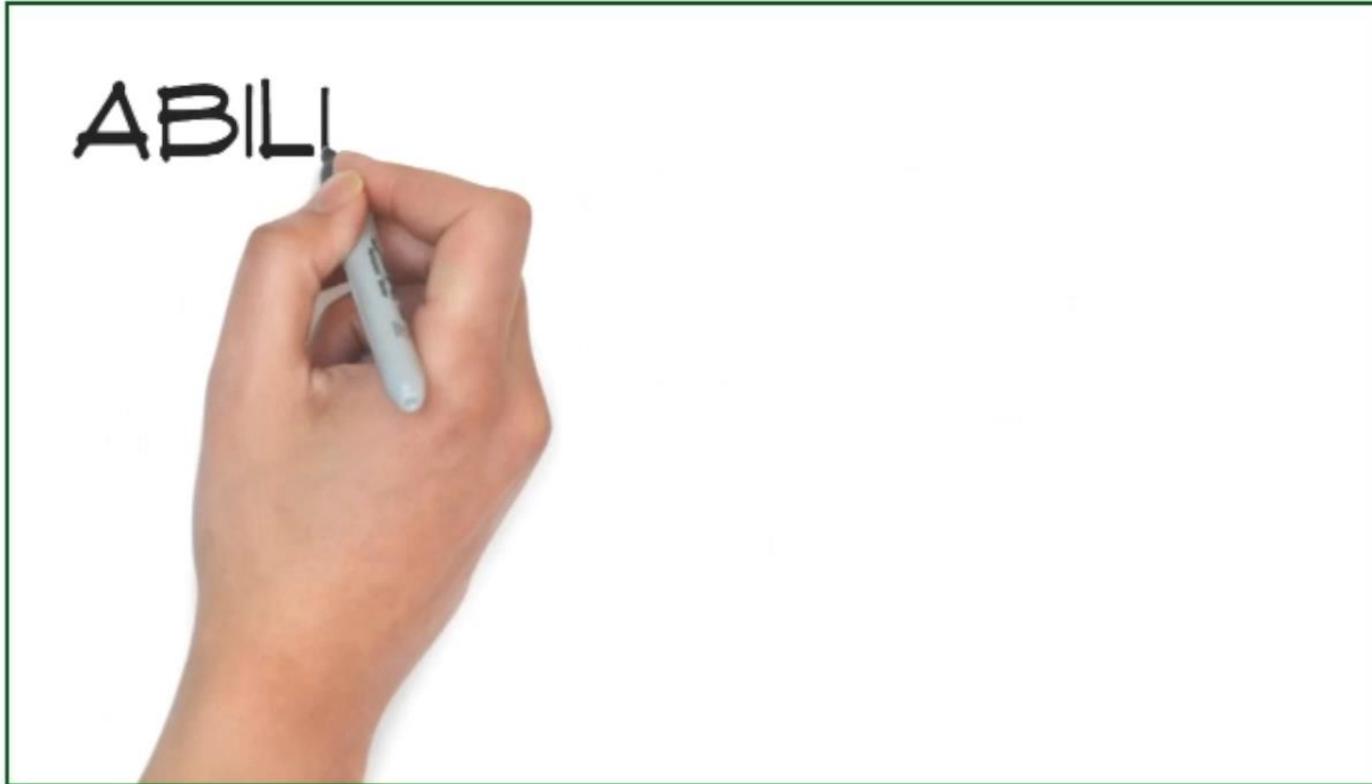
Flexing Your Natural Leadership Style

- ❑ Knowing typical style patterns allows good leaders to recognize the natural styles of others
- ❑ We instruct good leaders to examine these ways to FLEX their own natural style to adjust to the style of others

PaLMs LSI Strategies for Communicating

High D	High I
<p>A high "D" may want:</p> <p>Authority Prestige Varied activities Logical approach Advancement Sense of achievement</p> <p>Challenges Freedom Difficult assignments Opportunity Results</p>	<p>A high "I" may want:</p> <p>Social recognition People to talk to To help others Freedom from control & detail Recognition of abilities</p> <p>Popularity Freedom of speech To motivate people Favorable working conditions Fun</p>
<p>Provide direct answers - be brief, precise Ask "what" questions, not how Stick to business Outline possibilities for person to get results, solve problems, be in charge Stress logic of ideas or approaches When in agreement, agree with facts and ideas, not person If timelines or sanctions exist, get them into open but relate them to end results or goal</p>	<p>Provide a favorable, friendly environment Provide a chance for them to verbalize about ideas, people, and their intuition Provide ideas for transferring talk to action Provide testimonial of experts on ideas Provide time for stimulating and fun activities Give details in writing but don't dwell on them Provide a democratic relationship Provide incentives for taking on tasks</p>
High E	High P
<p>A high "C" may want:</p> <p>Status quo Time to adjust Defined work pattern Identification with group Harmony</p> <p>Security of situation Appreciation Limited territory Specialized role Reassurance</p>	<p>A high "P" may want:</p> <p>No sudden changes Recognition of competence Systematic procedures Exact standards Controlled work environment</p> <p>Details Time to analyze Order Accuracy</p>
<p>Provide a sincere, personal, and agreeable environment Provide a sincere interest in them as a person Ask "how" questions to get their opinions Be patient in drawing out their goals Present ideas or departures from status quo in a non-threatening way -- give chance to adjust Clearly define roles or goals and their place in the plan Provide personal assurances of support Emphasize how their actions will minimize risk</p>	<p>Take time to prepare your case in advance Provide straight pros and cons of ideas Support ideas with accurate data Provide reassurances that no surprises will occur Provide exact job descriptions with precise explanation of how it fits big picture Provide step-by-step approach to a goal If agreeing, be specific If disagreeing, disagree with facts, not person Be prepared to provide many explanations in patient, persistent manner</p>

Example of PaLMS On-line Video



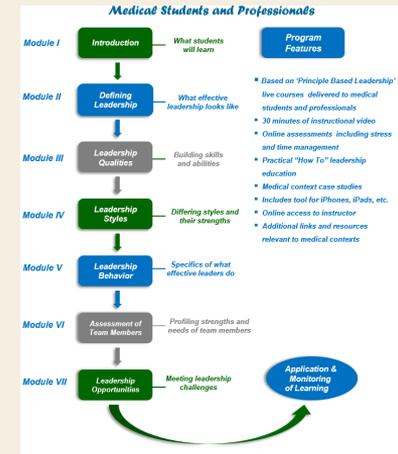


Access to our Modules

Take the full on-line course...

www.PalmsLeadership.com

The screenshot shows the website for Greenbrier Leadership Institute Online Education. The main heading is "INNOVATIVE LEADERSHIP FOR THE 21ST CENTURY". Below this, a paragraph describes the program: "Greenbrier Leadership Institute online education programs are unique. In addition to teaching functional skills every course includes advanced tools to ensure immediate value. Participants customize application of learning based upon their specific leadership challenges and roles. Topics such as building mutual respect, collaborative problem solving, effective communications, creativity, decision making, developing confidence and service focused leadership are taught by experienced subject experts." A "START NOW" button is visible. At the bottom, a quote reads: "Leadership ability is unsurpassed for opening doors to opportunities, developing meaningful purpose, and delivering value to others." Social media icons for Facebook, Twitter, LinkedIn, and Email are on the left.





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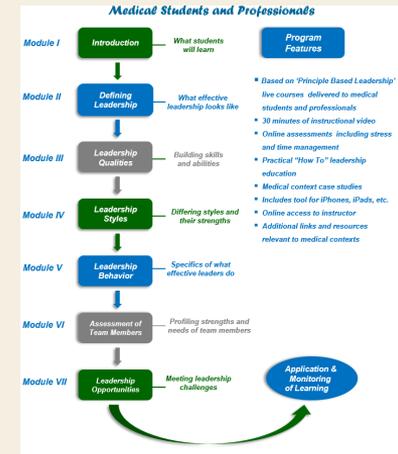
Greenbrier Leadership Institute
ONLINE EDUCATION

INNOVATIVE LEADERSHIP FOR THE 21ST CENTURY

Greenbrier Leadership Institute online education programs are unique. In addition to teaching functional skills every course includes advanced tools to ensure immediate value. Participants customize application of learning based upon their specific leadership challenges and roles. Topics such as building mutual respect, collaborative problem solving, effective communications, creativity, decision making, developing confidence and service focused leadership are taught by experienced subject experts.

START NOW

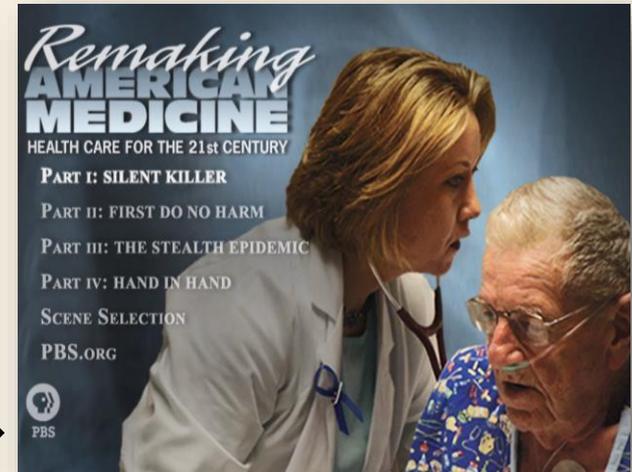
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Future Goals for PaLMS



- Utilize medical simulation as case studies
- Grow UME and GME use
- Create an IPE leadership experience
- Focus on leadership and patient safety



- Mindfulness training for leaders as a means to improve
 - ▣ Resiliency
 - ▣ Purpose
 - ▣ Fulfillment





Student Feedback

- "One of the best classes I have taken to prepare me for my future role as a physician. Thank you!"
- "Now that I know my leadership style, I feel more confident when working with others. This course gave me good insight on how to recognize others' leadership styles and how to work with them to get things done."
- "A tremendous 'thank you' once again for leading your team of facilitators so effectively. You brought the PaLMS program to another level this year! Congratulations."



Questions



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