Healthcare Management – Should Clinicians Lead?

Singapore Healthcare Management Congress 2012

29 August 2012 Pan Pacific Hotel Singapore

Prof London Lucien Ooi
MBBS, MD, FRCSEd, FRCSG
Chairman, Division of Surgery, SGH
Director, SingHealth Transplant
Chair, Surgery ACP, SingHealth-Duke-NUS
Adviser, National Cancer Centre Singapore
Professor, Duke-NUS Graduate Medical School
Professor, Yong Loo Lin School of Medicine, NUS

PATIENTS. AT THE HEART OF ALL WE DO.

Members of the SingHealth Group

Singapore General Hospital
KK Women’s and Children’s Hospital
National Cancer Centre Singapore
National Dental Centre Singapore
National Heart Centre Singapore
National Neuroscience Institute
Singapore National Eye Centre
Polyclinics SingHealth
Contents

Leadership

Hospital Leadership Through The Ages

Clinician Leadership

Why or Why Not a Clinician Leader ?

Conclusion
1 Leadership
"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."

*Jack Welch*

"The task of the leader is to get his people from where they are to where they have not been."

*Henry Kissinger*
What is Leadership?

"The older I get the less I listen to what people say and the more I look at what they do."  
Andrew Carnegie

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.  
John Quincy Adams
Who Leads in Specific Industries

Who Leads ARMIES?

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Who Leads in Specific Industries

Who Leads BANKS?

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Who Leads in Specific Industries

Who Leads HOTELS?
Who Leads in Specific Industries

Who Leads HOSPITALS?
Hospital Leadership through the Ages
Hospital Leadership Through The Ages
Before 300 BC – Asclepieion (Healing Temples of Asclepius)

Asclepius

Temple-based healing at the Asclepion of Kos, Greece
Hospital Leadership Through The Ages
100BC-70AD – Roman Valetudinarium (Military “Hospitals”)

Run by Dy Camp Prefect (optio valetudinarii), usually former chief centurion
Hospital Leadership Through The Ages
370 AD – 5th Century – Monastic Hospitals

St Basil of Capadoccia

St Benedict of Monte Cassino
Hospital Leadership Through The Ages
11-13\textsuperscript{th} Century – Crusader Hospitals

Knights Hospitaler of St John

Hospital of St John, Jerusalem
Hospital Leadership Through The Ages
15th Century – Secular Hospitals

Westminster Hospital
1719

Westminster Hospital
1842
Hospital Leadership Through The Ages
Current – Hospital Systems

Mayo brothers, MDs

Dr John Noseworthy, MD
Hospital Leadership Through The Ages
Current – Hospital Systems

Dr Peter Slavin, MD
Hospital Leadership Through The Ages
Current – Hospital Systems

Dr Ed Miller, MD
Mr Ron Peterson
Clinician Leadership
Issues with Healthcare Leadership
NHS Recommendations

- Clinical leadership essential component of quality care
- NHS National Leadership Council

Issues with Healthcare Leadership
NHS Recommendations

- Macroscopic view of healthcare provision
- Resource allocation
- Political, economic, social, technological drivers for change
- Funding
- Organisation
- Governance
- Management
Issues with Healthcare Leadership
McKinsey Feb 2009 – When Clinicians Lead

• Conventional view divides clinicians from administrators
  - doctors/nurses treat, administrators manage

• Few physicians in management
  - “crossed over to the dark side”

• Effective clinical leadership lifts hospital performance
  - hospitals with more clinicians in management do 50% better on key drivers in performance
# Issues with Healthcare Leadership

McKinsey 2009 – Clinician Leadership Levels

<table>
<thead>
<tr>
<th>Category</th>
<th>Source of Power</th>
<th>Skills Needed</th>
</tr>
</thead>
</table>
| **Institutional Leader**  
(Clinician Executive) | Highly credible to colleagues  
Able to communicate vision  
Understands clinical issues | Corporate strategic thinking  
Talent/succession management  
Negotiation & influence |
| **Service Leader**  
(HOD/Manager)         | Highly credible to colleagues  
Well connected  
Innovative | Service management skills  
EBM in own specialty |
| **Frontline Leader**  
(Doctor/Nurse)       | Passionate about clinical work  
Credible to colleagues  
Close to patients  
Improvement agents | Systems & QI understanding  
Team-work skills |
## Clinician Leadership
### SGH Legacy

### Chief Medical Officer
<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr J Gray</td>
<td>1926-31</td>
</tr>
<tr>
<td>Dr WM Chambers</td>
<td>1932-34</td>
</tr>
<tr>
<td>Dr LW Evans</td>
<td>1934-36</td>
</tr>
<tr>
<td>Dr HR Drive</td>
<td>1937-39</td>
</tr>
<tr>
<td>Dr JH Bowyer</td>
<td>1941</td>
</tr>
<tr>
<td>Dr TF Strang</td>
<td>1948</td>
</tr>
<tr>
<td>Dr H Scrimgeour</td>
<td>1949-51</td>
</tr>
<tr>
<td>Dr R Calderwood</td>
<td>1953-54</td>
</tr>
<tr>
<td>Dr WE Hutchinson</td>
<td>1955</td>
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</tbody>
</table>

### Medical Superintendent
<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr R Calderwood</td>
<td>1955-57</td>
</tr>
<tr>
<td>Dr C Marcus</td>
<td>1957-58</td>
</tr>
<tr>
<td>Dr GL Ho</td>
<td>1959</td>
</tr>
<tr>
<td>Dr AL Gwee</td>
<td>1960-61</td>
</tr>
<tr>
<td>Dr Y Ho</td>
<td>1961</td>
</tr>
<tr>
<td>Dr SN Kapur</td>
<td>1962-70</td>
</tr>
<tr>
<td>Dr AGK Chew</td>
<td>1971-72</td>
</tr>
<tr>
<td>Dr SB Kwa</td>
<td>1972-81</td>
</tr>
</tbody>
</table>

### Medical Director
<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr SB Kwa</td>
<td>1981-83</td>
</tr>
<tr>
<td>Dr KL Wong</td>
<td>1984-89</td>
</tr>
</tbody>
</table>

### Chief Executive Officer
<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr A Ouelette</td>
<td>1989-91</td>
</tr>
<tr>
<td>Mr BW Khaw</td>
<td>1991-92</td>
</tr>
<tr>
<td>Mr L Lim</td>
<td>1992-2000</td>
</tr>
<tr>
<td>Dr V Balakrishnan</td>
<td>2000-1</td>
</tr>
<tr>
<td>Prof YY Ong</td>
<td>2002-3</td>
</tr>
<tr>
<td>Prof SK Tan</td>
<td>2003-8</td>
</tr>
<tr>
<td>Prof CL Ang</td>
<td>2008-now</td>
</tr>
</tbody>
</table>
Clinician Leadership
Hospital CEOs in Singapore

SGH  KKH  TTSH  CGH  KTPH  NUH  NTFH

MEH  RH  MENH  Fortis  GH
4 Why or Why Not A Clinician Leader?
Why or Why Not A Clinician Leader

Towers & Watson Management Characteristics

Flexible
Decisive
Consistent
Open
Bureaucratic
People-Orientated

Inflexible
Indecisive
Inconsistent
Secretive
Entrepreneurial
Task-Orientated
## Why or Why Not A Clinician Leader

**Towers & Watson Management Characteristics**

<table>
<thead>
<tr>
<th>Medical Training</th>
<th>Medical Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible</td>
<td>Adaptive</td>
</tr>
<tr>
<td>Decisive</td>
<td>Decisive</td>
</tr>
<tr>
<td>Consistent</td>
<td>Consistent</td>
</tr>
<tr>
<td>Open</td>
<td>Open</td>
</tr>
<tr>
<td>Bureaucratic</td>
<td>Risk-Adverse</td>
</tr>
<tr>
<td>People-Orientated</td>
<td>People&gt;Task</td>
</tr>
<tr>
<td></td>
<td>Task-Orientated</td>
</tr>
</tbody>
</table>

**Inflexible**  
**Indecisive**  
**Inconsistent**  
**Secretive**  
**Entrepreneurial**  
**Task-Orientated**
71. Please indicate the nature or style of leadership you feel exists within this organisation at the present time.
3 Traits of Successful CEOs

1. Realistic optimism
2. Subservience to purpose
3. Finding order in chaos

Why or Why Not A Clinician Leader
Traits of Leadership

5 Traits of Great CEOs

1. Passionate curiosity
2. Battle-hardened confidence
3. Team smarts
4. A simple mindset
5. Fearlessness

A Bryant, The Corner Office, Times Books 2011
5 Traits of Successful Leaders

1. Having a vision
2. Macro management
3. Leveraging industry trends
4. Develop a foundation of strength
5. Customer’s are at the core

Dr P Phelan,
CEO, Nadel Phelan Consultants
Why or Why Not A Clinician Leader
What Makes A Good Boss – Google’s Project Oxygen

1. Be a good coach
2. Empower & don’t micromanage
3. Interest in individual’s well-being & success
4. Be productive and results orientated
5. Listen and communicate well
6. Career develop your team
7. Clear vision and strategy
8. Have key technical skills to assist team

Project Oxygen, Human Analytics Team
“We’d always believed that to be a manager, particularly on the engineering side, you need to be as deep or deeper a technical expert than the people who work for you”

“It turns out that that’s absolutely the least important”

Laszlo Bock, VP People Operations
Project Oxygen, Human Analytics Team

Google™
Effective executives “differ widely in their personalities, strengths, weaknesses, values and beliefs. All they have in common is they get the right things done.”

P Drucker
5 Conclusion
Conclusion

- All professionals can develop ability to lead others
- Leadership and followship
- Apprentice model of medical training
A hospital is likened to a hive. What gives it character is not its queen but its workers and producers.

Harvey Cushing

The personality of a hospital, Boston, White & Home Co, 1930
Further Reading

Nicol ED. Improving clinical leadership and management in the NHS. *J Healthcare Leadership* 2012;4:59-69

Thank you

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