

Medical Leadership in the New Age

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Declaration

- I've had a senior clinical leadership role in the digital transformation of my tertiary hospital to HIMMS 7
- I've had to Negotiate with CERNER Corporation, a multinational conglomerate with \$6 Billion US turnover last year...
- So I've learnt a lot along the way!

What is 'the New Age'?



The New Age Travellers...



Is this the New Age?

Disruption is Innovation!

**This is Enterprise,
reimagined**

Technology is transforming so fast. If you're not adapting, it can hold your business down.



A truly amazing promise of Agility, Creativity and Connectivity

Pepper the Robot will see you now...



Queensland Health chief's secret concerns about hospitals digital upgrade revealed in recordings

The ugly reality of the New Age

High costs, failures, burnout*, patient dissatisfaction

**Journal of the American Medical Informatics Association, 2019*

The baby photo



Medical Leadership

Bob's cracked the code...



LEADS Framework

- Knowledge
- Skills
- Attitudes

CEO of Self

Spiritual
Mental
Technical
Physical

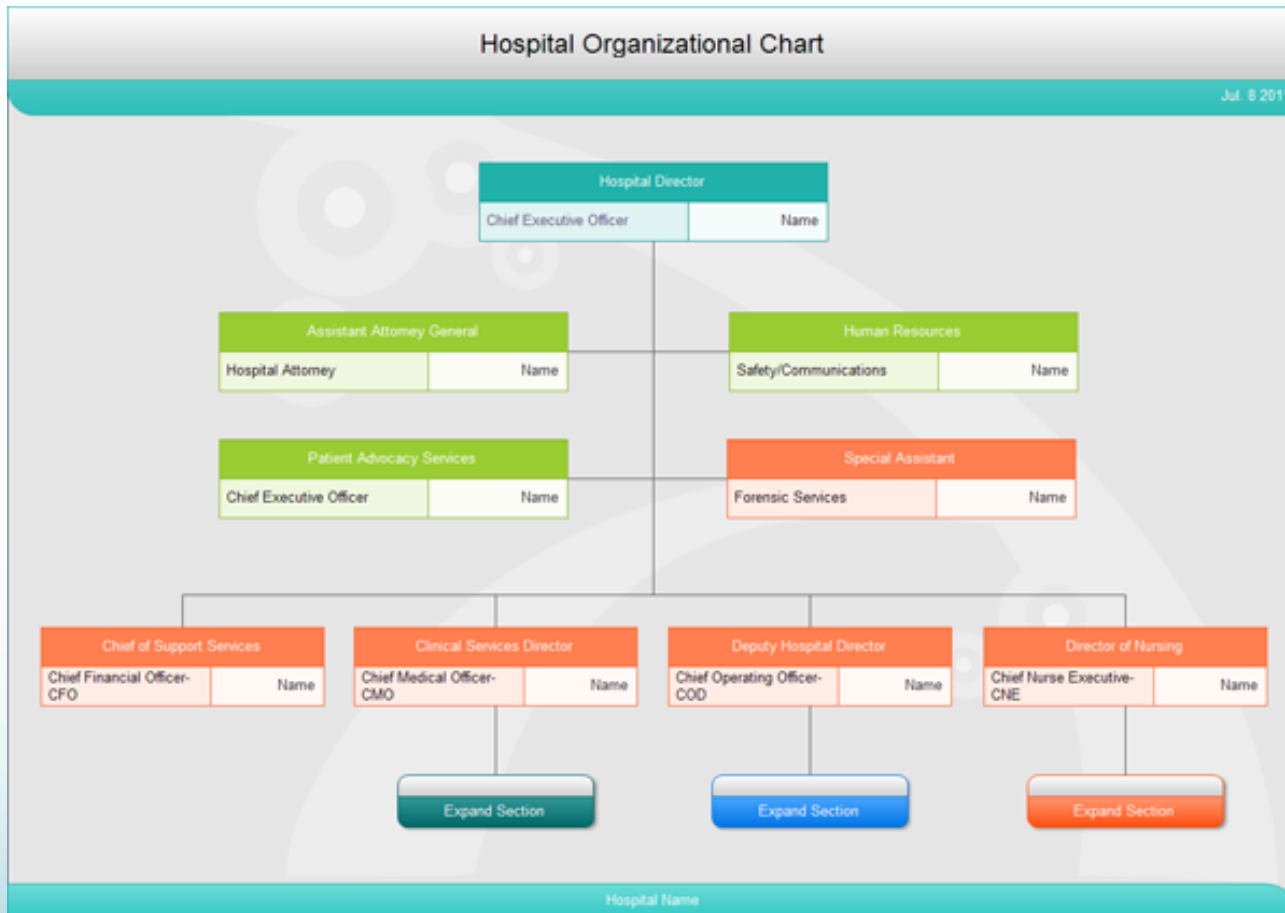


Seeing the Sunrise, Justin Langer

Systems Thinking

- Draw your organisation...

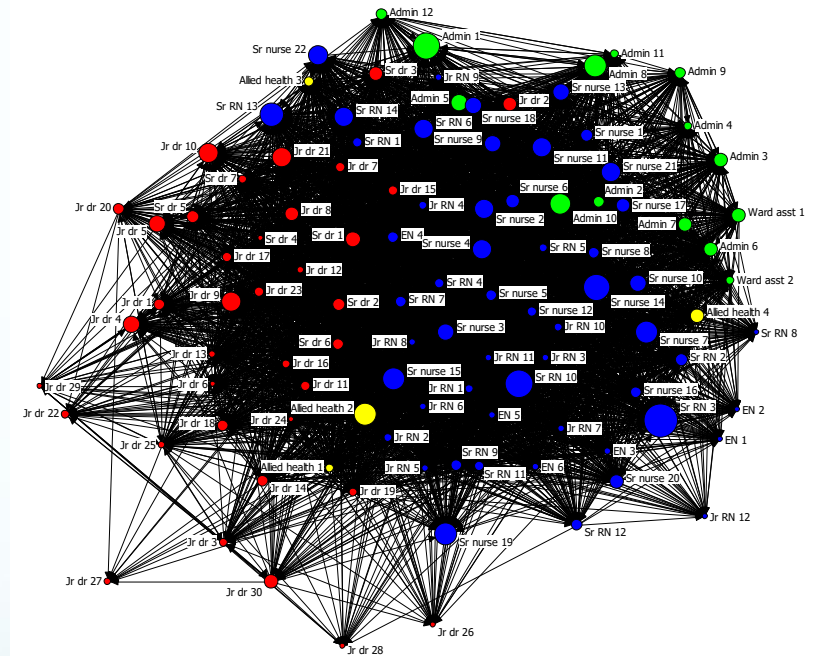
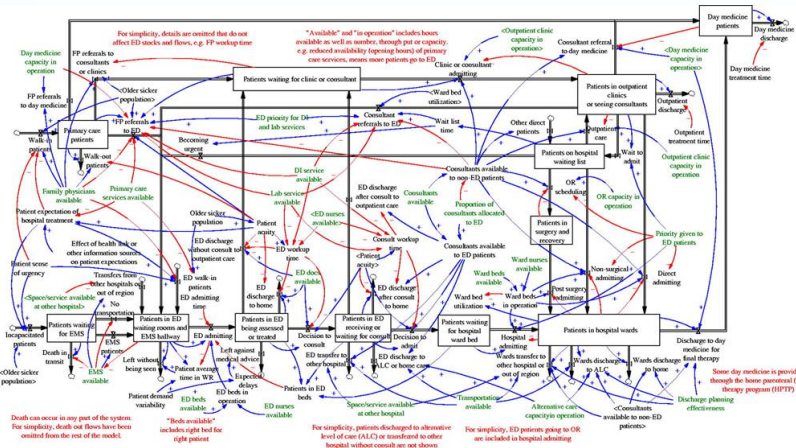
Legitimacy



Is that real?

- Now draw how your organisation works...

Complexity and Negotiation



Creswick, Westbrook and Braithwaite, 2009

Johnson, A., Lane, P., Klug, M., Clay-Williams, R. 2017

The 2% Problem

- AI doesn't yet deal with **COMPLEXITY**
 - IBM Watson hype
 - Evidence Based Medicine vs Value Based Medicine

- **RELIABILITY**

- Breastscreen
- Retinal images

What is the 2% problem?

The endless search for efficiencies...the clear role for Artificial Intelligence.

A few Wicked problems!



#WeAreNotWaiting...Our patients will drive change!

Paul's Tips for the New Age

- Know yourself, know the system... the truth please!
- Don't drink the Cool Aid
- Clinician Engagement
- Interoperability – because that matches complexity
- Develop local IT talent
- Be comfortable with Ambiguity

Questions?

