

# Delegation Frustration

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# I spent 28 years in a well-oiled machine

- Academic tertiary care center
- People were self-motivated
- EVERYONE wanted to be promoted
- Production, mostly without dedicated education time
- Resident education prioritized
- Departmental powerhouse in healthcare system
- I was an approachable hands-on clinical coordinator, a "fixer," involved in academic societies and advocacy
- (Lived 10 blocks from work)



# Our healthcare system bought a failing healthcare system

- I agreed to Chair the only hospital that had its own residency



# EXPECTATIONS vs REALITY

# Who/what I inherited...

- 30 attendings 46 residents (including CA-0s)
- 5 fellows
- 8 CRNAs
- Private v. academic practice
- Lots of things that hadn't been touched in a decade...



## Furthermore

- 2 hospital sites
- 2 presidents
  - M.D.
  - M.B.A./M.P.H.—Lean
- 2 CMOs, CFO, CNOs
- Hospitals Insurance Company



## Who I brought with me...

- 1 ringer—the new Program Director had been my med student and preceptor
- 4 attendings, all out 4 years
  - Head of equipment committee
  - Started PACU rotation
  - Cleaned up expansion of endoscopy
  - Revamped QA



  
 IT'S  
 US  
 NOT  
 US VS  
 THEM

**IF I FOUND A TASK  
UNPLEASANT, I DID IT MYSELF**

I went from being a pretty good clinician to a pretty mediocre administrator...

## Call/deployment schedule

## Organize a Preadmission Testing Unit

- One refused
- One was dismissed from the assignment
- One expired

### Epic Super-users

- One didn't want to leave the OR for the required amount of time
- One didn't like the team and thought he would be superfluous
- No other volunteers



### Dealing with everything except clinical care

- Renovations
- Joint Commission readiness (What's a Broselow™ Tape?)
- Interviewing applicants
- HR
- Patient complaints
- Fostering camaraderie between
  - Old and new
  - Hospital sites
- Faculty development



Sadness



### Delegating consists of:

- Assigning work
- Assigning responsibility
- Assigning authority

### Difference between assigning and delegating

#### Assigning

- Asking someone to do something which is within **THEIR** scope of responsibility

#### Delegating

- Asking someone to do something which is within **YOUR** scope of responsibility

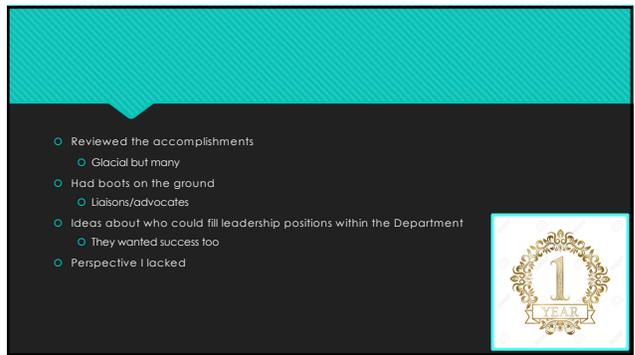
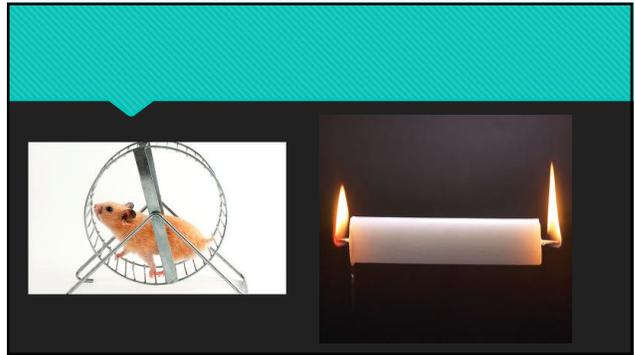
Afraid of losing power?  
Be a hero?

I didn't have confidence they would perform to my expectations.

### Seven Strategies for Delegating Better and Getting More Done

- Learn to let go
- Establish a firm priority system
- Play to your work strength
- Include instruction
- Teach new skills
- Trust, but verify
- Use feedback

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## Lessons Learned: Delegation Cooperation

- You can't do everything yourself and do it well
- Getting into the operating room is great for your own morale, but may not lead to truth
- Find people with like vision
  - Encourage
  - Listen
- "Modified Oligarchy" = SUCCESS

