


## Challenging Physician Issues

Wednesday, August 28, 2019; 7:00-8:00pm ET

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University of Alabama School of Medicine  
Birmingham, AL


**Marta Heilbrun, MD, MS**  
Emory University  
Atlanta, GA



### Today's Faculty



- **Cheri L. Canon, MD, FACR, FAWR** is a Professor and Witten-Stanley Endowed Chair of Radiology at the UAB School of Medicine and sits on UAB Medicine Joint Operating Leadership Council. She served as an oral examiner for the American Board of Radiology (ABR) for eleven years and now sits on its Board of Governors. She was the vice chair of the American College of Radiology (ACR), chancellor on the board, and previously served as the chair of the ACR Commission on Education. She is the President-elect of the Society of Chairs of Academic Radiology Departments (SCARD) and the co-creator of LEAD, a new women's leadership development program jointly developed by SCARD and GE Healthcare. She is active in the Birmingham community and is a member of the Birmingham Rotary Club and is the current president for MOMENTUM, a Birmingham women's leadership organization.



- **Marta Heilbrun, MD** is the Vice Chair of Quality and an Associate Professor in the Department of Radiology and Imaging Sciences at Emory University. She maintains adjunct appointments at the University of Utah, in Biomedical Informatics and the Department of Surgery, in the Urology division. She is a member of the ACR Appropriateness Criteria Urologic Panel and the DSI Non-Interpretive Panel. She serves on the RSNA Radiology Informatics Committee as the Chair of the Structured Reporting Subcommittee. Her research and career activities foster working environments that improve patient care, though workplace and workflow design using data, evidence and shared decision making to drive decisions. Clinically, she is an abdominal imager, with a focus on imaging the genitourinary track and pelvis with both CT and MRI.

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# Challenging Physician Issues

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## Brief description

Bill Owens, former U.S. Representative of New York, said “True leadership lies in guiding others to success. In ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well.” So how do radiologists tackle tough physician issues that come up?

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## Learning Objectives

- At the conclusion of this webinar, participants will be able to
  - Describe the role of emotional intelligence in successful teams.
  - Understand impact of burnout on physician behavior.
  - Leverage internal and intrinsic motivations to drive desired behavior.
  - Create opportunities that foster the success of individuals and teams.

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## Equity or Seniority?

You are a chair of a large academic practice. Two senior faculty members (in different sections) have independently come to you with similar requests. One feels she no longer needs to take call as she is a senior faculty member who has taken call for 30 years. The other no longer wants to do biopsies because he finds procedures disruptive to his workflow.

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## Equity or Seniority?

What is your next step?

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## Equity or Seniority?

Same story, but you are a practice president in a  
medium-sized radiology subspecialty practice?

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## Disruptive Radiologist

You are a chair of a large academic practice. One of your typically productive leaders is disengaging, not providing input at leadership meeting or worse, commenting with pessimism and biting sarcasm. He is now missing key meetings or coming late and disrupting the conversations.

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## Disruptive Radiologist

What is your next step?

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## Insubordinate Staff

- You are shepherding in a new way of doing work. To get it launched, your team delivered 1 full day of training and 20 hours of follow-up coaching to site directors, modality supervisors and managers who are charged with implementation of this daily work. At one location, a designated leader tells you that his team only does the daily work when the trainers come by to check on them.

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## Insubordinate Staff

What is your next step?

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## Safety Concern

- You are the Department Chair and you receive a call from a Technologist supervisor that one of the radiologists was not available when needed. This is not the first time you have received a call like this.

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## Safety Concern

What is your next step?

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## Leadership Approach

- Pause
- Breathe
- Exercise
  - Dive deep into other perspectives

Daniel Goleman and Boyatzis. Emotional Intelligence has 12 elements. Which do you need to work on? HBR. February 0, 2017.

<https://hbr.org/2017/02/emotional-intelligence-has-12-elements-which-do-you-need-to-work-on>

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## Leadership Approach

- Equity
- Transparency
- Be creative

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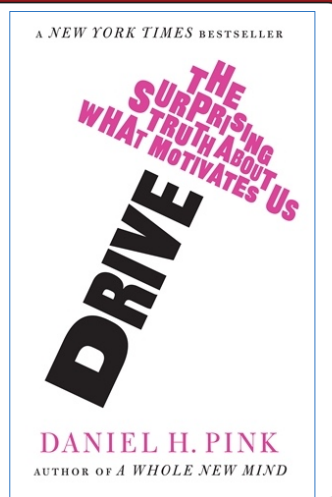


## Leadership Approach

- Understand Motivation
- The 3 factors that lead to better performance and personal satisfaction
  - Autonomy
  - Mastery
  - Purpose

<http://www.danpink.com/books/drive/>  
<https://www.youtube.com/watch?v=u6XAPnuFjJc>

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## Leadership Approach

- Understand Motivation
- The 3 factors that lead to better performance and personal satisfaction
  - Autonomy: The desire to be self directed
  - Mastery
  - Purpose

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## Leadership Approach

- Understand Motivation
- The 3 factors that lead to better performance and personal satisfaction
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  - Purpose

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## Leadership Approach

- Understand Motivation
- The 3 factors that lead to better performance and personal satisfaction
  - Autonomy: The desire to be self directed
  - Mastery: The Urge to get Better
  - Purpose: Service to a Transcendent Objective

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## Summary

- In order to understand and navigate challenging behaviors we used stories
- Emphasis is on leveraging
  - Recognition of burnout
  - Emotional Intelligence
  - Team building strategies
- Using these skills to change the narrative of the challenging behaviors

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Thank you.

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