Leadership in Sports Medicine: A Multidisciplinary Approach

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What is Sports Medicine?

- An interdisciplinary subspecialty of medicine which deals with the treatment and preventive care of athletes, both amateur and professional.
Definition of TEAM

- A group of people, usually with different skills, that come together to achieve a common goal that cannot be achieved alone.
Sports Medicine Team

- The sports medicine team includes specialty physicians and surgeons, athletic trainers, physical therapists, coaches, other personnel, and, of course, the athlete.
Players on the Team

- Physicians
- Dentist
- Podiatrist
- Nurse
- Physician’s Assistant
- Physical Therapist
- Athletic Trainer
- Massage Therapist
- Equipment Personnel

- Exercise Physiologist
- Biomechanist
- Nutritionist
- Sport Psychologist
- Coaches
- Strength & Conditioning Specialist
- Referees
- Social Worker
Role of Sports Medicine

- Curative
- Rehabilitative
- Preventative
What makes a Leader in Sports Medicine?

Leadership wordle:
the larger the word, the more important
We Need Leaders in all areas of Healthcare

New year brings a call for physician-based leadership in health care reform | Orthopedics Today

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New year brings a call for physician-based leadership in health care reform

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Anthony A. Romeo, MD
"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams
Head, Hands, Heart

Head (intellectual buy-in)

Hands (behavioural effort)

Heart (emotional buy-in)

Thought, Action, Passion
Midwest Orthopaedics at Rush
Sports Medicine
Multidisciplinary Leaders

Ellen Shanley, PhD, PT, OCS  Scott Sailor, EdD, ATC
Multidisciplinary Leaders

Sam Dyer, MHS, PA-C  
Cindy Cooke, DNP, FNP-C
Robin West, MD
Head Team Physician for Washington Redskins and Washington Nationals
Who can be a good Sports Medicine Leader?

It's not about personality…
It is about behavior → an observable set of skills and abilities

Model the Way
Inspire a Shared Vision
Challenge the Process
Enable Others to Act
Encourage the Heart

The Leadership Challenge: Kouzes and Posner
Focused Leader

Focused on:

1) Yourself

2) Others

3) The ”Big Picture”
Focus on Yourself

• Self awareness
• Find your inner voice
  - Intuition
  - Gut feeling
  - Balance
• Authentic Self
  - Same person others are you are to yourself
• Self-control
  - Willpower
  - Staying focused
Steven Covey: Principle-Centered Leadership

Concept of Principle-Centered Leadership

Character

Organizational - Alignment
Managerial - Empowerment
Interpersonal - Trust
Personal - Trustworthiness

Four Levels with Key Principles

- Practice from the inside out
- Each level is necessary but not sufficient
Leaders have Character

"Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are"

- John Wooden
Develop a clear vision of what is most important for personal satisfaction, happiness

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Anthony A. Romeo, MD
Focus on Others

As you rise through the ranks, your ability to maintain personal connections suffers.

Attention
- Reach outward

Empathy
- Cognitive
- Emotional
- Empathic concern
  Aware of how others see you and what they need from you

Build relationships

Empathy is patiently and sincerely seeing the world through the other person's eyes. It is not learned in school; it is cultivated over a lifetime.

— Albert Einstein
Idea-Driven Organization

#1 Resource: People

Ideas:

• Come from all around and are typically based on individual or organizational needs

• Work better when they connect to other ideas, ultimately leading to better ideas and outcomes

• Fragile and need support, guidance, structure, leadership to survive
Team Building

• “Talent wins games, but teamwork and intelligence wins championships.”
  -Michael Jordan

• Common good supersedes self interest.
Servant Leadership: Team First

It is amazing what you can accomplish if you do not care who gets the credit.
- Harry S. Truman

True Leaders can recruit others that make the entire team better...
Even if the person is “better” than they are.
Focus on the “Big Picture”

• Good listeners
• Good questioners
• Vision
  - How do choices today affect tomorrow?
• Strategy
  - Use what you have
  - Develop what you need
    * Outside the box

Leadership is the capacity to translate vision into reality.
Warren G. Bennis
Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.
### Leader versus Manager

<table>
<thead>
<tr>
<th>Managers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limit choices</td>
<td>Create new approaches and open up issues</td>
</tr>
<tr>
<td>Coordinate and balance</td>
<td>Alter moods, evoke images and expectations, and establish specific desires.</td>
</tr>
<tr>
<td>Like to work in teams but prefer low emotional involvement</td>
<td>Inspire and work with strong emotions</td>
</tr>
<tr>
<td>Concentrate on survival</td>
<td>Take risks</td>
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</tbody>
</table>
Leadership is the art of accomplishing more than the science of management says is possible.

You don’t manage creativity…you manage FOR creativity
Creating a Culture

**Trust**
- People open their minds and think

**Desire**
- Need a desire to change and improve or innovation is not implemented

**Passion**
- Drives and motivates an individual or team to succeed
Innovation

• To sustain the outward focus that leads to vision and innovation, we need uninterrupted time in which to reflect and refresh our focus, and to develop the habit of thinking outside the box.
“Your time is limited, so don’t waste it living someone else’s life. Don’t be trapped by dogma — which is living with the results of other people’s thinking. Don’t let the noise of others’ opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.”

Steve Jobs
1955-2011
Can you be a better Leader?

YES!

• Its not all about talent; it’s about diligence and determination

• A willingness to exercise the attention circuits of our brain just like we exercise other areas
Can leadership be taught?

- Systematic review of 48 articles → 41 studies with 35 interventions
- Target audience → clinical faculty members
- Conclusions → despite the extremely heterogeneous group of studies, leadership development activities universally valued by participants → reported changes in attitudes, knowledge, skills, and behavior
Talent management and physician leadership training is essential for preparing tomorrow’s physician leaders.

Bhagwan Satiani, MD, MBA, FACS, John Sena, PhD, Robert Ruberg, MD, and E. Christopher Ellison, MD, Columbus, Ohio

Talent management and leadership development is becoming a necessity for health care organizations. These leaders will be needed to manage the change in the delivery of health care and payment systems. Appointment of clinically skilled physicians as leaders without specific training in the areas described in our program could lead to failure. A comprehensive program such as the one described is also needed for succession planning and retaining high-potential individuals in an era of shortage of surgeons. (J Vasc Surg 2014;59:542-6.)
Mentorship is part of Leadership

Mentors positively impact the new ideas and innovations in orthopedics

Orthopedics Today, January 2014
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Sports Medicine Leadership
Take Home Points

- Sports Medicine is an Interdisciplinary Subspecialty
  - Leaders focus on self-awareness, awareness of others, and the “big picture”
  - Leaders have vision, set a path, and inspire others to work together to achieve the vision and beyond
    - Leadership and management are different
      - Leadership is teachable, but not everyone is willing to be learn
  - Sport Medicine Leadership can be achieved at all levels