

ICU

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ICU Leadership

Brussels, January 17-18, 2017

LEARNING TO LEAD AN ICU

NEW COURSE

A course for aspiring and practising intensive care unit (ICU) leaders will take place in Brussels in January 2017. *ICU Management & Practice* spoke to some of the faculty, which includes Editor-in-Chief, Prof. Jean-Louis Vincent, to find out more.

Who is the course for?

This course will attract participants from a variety of backgrounds and experience, including young, motivated doctors who see themselves moving forward in their chosen careers as intensivists into positions of leadership in the near (or more distant) future, through to more experienced physicians, who are perhaps already in leadership roles, but want to enhance their leadership skills and ability to get the most from their ICU teams, and eventually to improve their ICU outcomes. As an interactive course, there will be lots of time for questions, debate and discussion. Small group sessions with members of the experienced faculty will also be employed to enhance the learning experience.

Why do we need leadership skills?

Good leadership is essential for all aspects of the ICU. Quality of care, safety, research, teaching and work atmosphere are all dependent on leadership. This course aims to provide participants with techniques and strategies to help them become effective, quality leaders, which will have long-reaching impact beyond their personal daily management challenges through to the ICU team as a whole and to patients and their families. Value-based ICU leadership will also help encourage more (young) doctors and other members of the ICU team, for example, nurses, into the profession, which is much needed as the demand for intensive care continues to expand.

The Faculty

The course chairmen are Prof. Jean-Louis Vincent (Brussels, Belgium) and Prof. Paul Barach (Detroit,

USA). The faculty members are Professors Jacques Creteur (Brussels, Belgium), Bertrand Guidet (Paris, France), Michael Quintel (Göttingen, Germany), Jukka Takala (Bern, Switzerland) and Hans van der Hoeven (Nijmegen, the Netherlands).

With the benefit of hindsight, what would you tell your younger self, starting out as an ICU leader?

PB: With age and 20 years of clinical, research and administrative experience, comes an understanding that most is not often taught

Do you wish you had had access to such a course when you were starting out in intensive care?

Jean-Louis Vincent (JLV): Yes, as nobody tells us these things when we are starting out, and it is so important.

Paul Barach (PB): I believe passionately that this course would have given me the competencies—knowledge, skills and attitudes—needed to manage and lead patients and ICU care towards creating reliable, safe and high quality patient-centred outcomes. I also feel the course would have prepared me to be a better listener to my patients, colleagues and ICU team members.

Jacques Creteur (JC): Our medical training doesn't include any teaching of leadership skills or human resource management. Yet good intensive care can only be achieved by good teamwork, and good team leadership will therefore result in better overall patient care.

Jukka Takala (JT): When starting my career in the late 1970s and early 1980s, leadership challenges were very different and focused on patient care, teaching, and research. The challenges today are much more complex, covering in addition also management, health economics and societal issues.

in medical schools or postgraduate residency programmes—the true value of building strong and authentic relationships, the real definition of servant leadership, the impact trust can have on your patients/colleagues/managers, and the role of careful and smart risk-taking can play in the trajectory of your careers.

JC: The real strength of a department of intensive care lies in its staff. We need to keep all staff members enthusiastic, committed and happy. This is the first challenge for a director and probably the most complex...

Techniques and strategies to become effective, quality leaders

BG: In France we are fortunate to have this specific training. I would tell my younger self that the critical care speciality is the best for three reasons, which we need to keep in mind—diagnostic skills, procedural expertise and ethical issues.

JT: Understanding the role of intensive care in the broader picture of acute care specifically and healthcare in general helps to make priorities in patient care, resource allocation and leadership—follow-up of patient oriented outcomes, resource use, and quality are essential components of ICU-leadership. ■

Further Information & Booking

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Course Faculty

Jean-Louis Vincent, MD, PhD, is Professor of Intensive Care Medicine at the Free University of Brussels and Consultant in Intensive Care Medicine at Erasme University Hospital, Brussels, Belgium. He was Director of the Department of Intensive Care at Erasme until 2014. He founded the International Symposium on Intensive Care and Emergency Medicine in 1980. Prof. Vincent completes his term as President of the World Federation of Societies of Intensive and Critical Care Medicine in 2017. He is Past President of the European Society of Intensive Care Medicine, the Belgian Society of Intensive Care Medicine, the European Shock Society and the International Sepsis Forum. He is Editor-in-Chief of *ICU Management & Practice*, *Critical Care* and *Current Opinion in Critical Care*.

Paul Barach, MD, MPH, Maj (ret.), has expertise in ICU safety and quality, clinical strategy, clinical model development & redesign, physician leadership & engagement, performance & quality improvement, perioperative care and anaesthesiology. He is a Clinical Professor at Wayne State University School of Medicine. He was editor of the journal *BMJ Quality and Safety*, a Baldrige and National Quality Forum examiner, member of the National Board of Medical Examiner's Board, and was inducted in 2005 into the honorary society for Anesthesia leaders (AUA). Paul has been visiting professor in Norway, Netherlands, and Ireland and has taught systems improvement, population health, quality improvement, human factors, patient safety and systems re-design for over 15 years. His research examines the changing nature of acute care health systems, sedation management, transitions of care, teamwork, standards and accreditation, leadership and management, and the structure and culture of organisations. He co-developed the award-winning team training program, TeamSTEPS, designed to create a culture of patient safety and improved communication in acute care areas.

Jacques Creteur, MD, PhD, became Professor and Director of the Department of Intensive Care at Erasme University Hospital, Brussels, Belgium in 2014.

Bertrand Guidet, MD, is director of the Medical Intensive Care at the Hôpital Saint Antoine in Paris, France, and medical director of the academic hospitals located in East Paris. He has been a university medical professor since 1997. He is a member of the research unit INSERM U1136 at the National Institute for Health and Medical Research (INSERM), the French public organisation dedicated to biological, medical and public health research. Prof. Guidet is past President (2008–2010) of the French Society for Intensive Care and is currently a member of the Health Research and Services outcome section of the European Society of Intensive Care Medicine (ESICM).

Michael Quintel, MD, PhD, is Professor and Director of the Department of Anaesthesiology, Emergency and Intensive Care Medicine at the University of Göttingen, Germany. He is a member of the European Society of Intensive Care Medicine (ESICM) group on respiratory failure, a member of the Scientific Committee of International ECMONet, Past President of the German Interdisciplinary Society of Intensive Care Medicine (DIVI) and a past council member of the German Society of Anaesthesia and Intensive Care (DGAI). He is a member of the German Sepsis Society and an Investigator in the SepNet Sepsis Clinical Trial Network in Germany, and he has participated in numerous sepsis and critical care trials.

Jukka Takala, MD, PhD, is Professor of Intensive Care Medicine, University of Bern and Director and Chief Physician, Department of Intensive Care Medicine, Inselspital, Bern University Hospital, Switzerland since 1999. In 2004 he became Director of the Division of Intensive Care, Emergency Medicine and Anesthesiology at Inselspital, Bern University Hospital. He has sat on Inselspital's Extended Hospital Management Board since 2006 and is also Chairman of the Medical Information Technology board and a member of the Information Technology Strategy board. Prof. Takala is Past President of the European Society of Intensive Care Medicine. He is a member of the Editorial Board of *ICU Management & Practice*.

Hans van der Hoeven, MD, PhD, has been Head of the Department of Intensive Care at Radboud University Medical Center, Nijmegen, the Netherlands since 2003. Previously he was Head of the Department of Intensive Care at Leiden University Medical Centre and also Head of the Department of Intensive Care at the Jeroen Bosch Medical Centre at 's-Hertogenbosch. He is chairman of the congress committee of the Dutch Association for Intensive Care, Course director of Fundamental Critical Care Support and a member of the Joint Intensive Care Committee.