

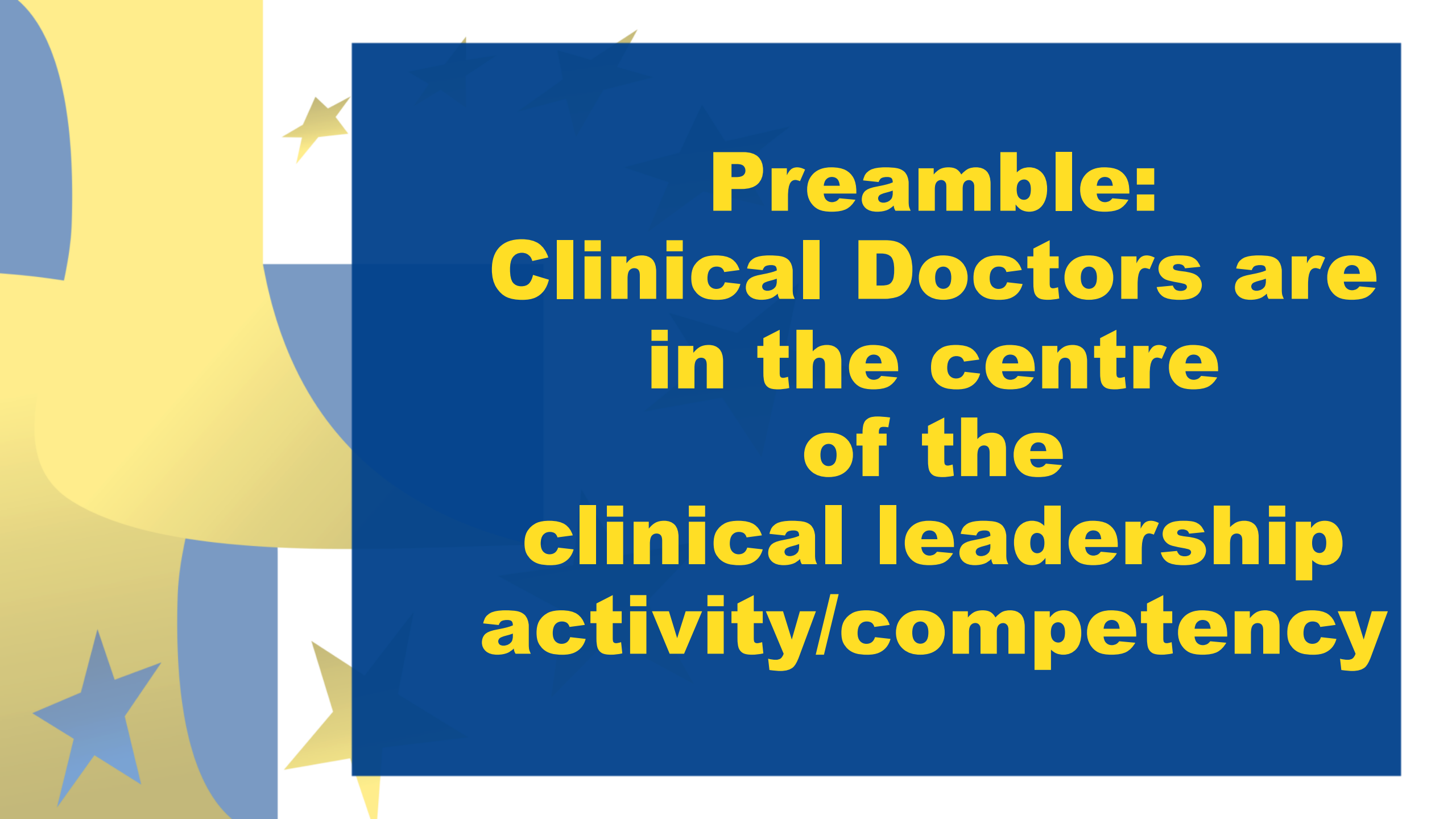


European Clinical Leadership Academy

- a project by AEMH -

Dr Erich-Theo Merholz, AEMH President

**AEMH General Assembly
23 November 2020**



**Preamble:
Clinical Doctors are
in the centre
of the
clinical leadership
activity/competency**

Relevance

- **In the past, hospitals were led by doctors;**
- **The modern option tends to favour trained managers, most frequently non-physicians;**
- **An increasing body of evidence shows that appointing physicians into leadership positions secure:**
 - **improved hospital performance**
 - **Improved patient care**

**More clinician participation
in hospital management**

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**increased organizational
performance in terms of:**

- care quality**
- efficiency**
- lower morbidity**
- increased patient satisfaction**

European Clinical Leadership Academy European Training Requirements

**Training
requirements for
senior doctors
with clinical
leadership
experience
(fellowship)**

**Training
requirements for
trainees**

Training Requirements for Senior Doctors (with CL experience) I

Demonstrating Personal Qualities

- **Technical-professional skills**
 - Professional course
 - Continuing personal development
- **Time of practicing**
 - Developing self-awareness
 - Acting with integrity
- **Education activities as trainer**
 - Training activities
 - Managing oneself

Training Requirements for Senior Doctors (with CL experience) II

Leadership skills

- **Experience, capacity and ability to manage teams**
- **Experience, capacity and ability to manage service**
- **Experience, capacity and ability to manage organisations**

Training Requirements for Senior Doctors (with CL experience) III

Project of Management of a Medical Department

- **Managing services**
Planning / managing resources / managing people / managing performance
- **Improving services**
Ensuring patient safety / critically evaluating
- **Setting direction**
Identifying the contexts for change / applying knowledge and evidence / making decisions / evaluating impact

Training Requirements for Trainees I

Theoretical Knowledge

- 1. Teamwork**
- 2. Individual and collective performance**
- 3. Best practice**
- 4. Communication**
- 5. Ethical aspects**

Training Requirements for Trainees II

Theoretical Knowledge

- 6. Management**
- 7. Risk management**
- 8. Governance and legislation**
- 9. Quality improvement**
- 10. Research**

Training Requirements for Trainees III

Practical and clinical skills

- 1. Critical self-awareness**
- 2. Team leading**
- 3. Extended collaborative working**
- 4. Effective working relationships and communication**
- 5. Empower people**

Training Requirements for Trainees IV

Practical and clinical skills

- 6. Team/service (activities) management**
- 7. Audit and implement changes accordingly**
- 8. Manage working conditions and resources**
- 9. Improve medical practice**
- 10. Promote research**

Training Requirements for Trainees V

Competences

(attitudes and behaviours, professionalism)

1. Personal growth
2. Team leadership skills
3. Patient-focused approach
4. Personal qualities
5. Liability in governance

Training Requirements for Trainees VI

Competences

(attitudes and behaviours, professionalism)

6. Governance knowledge and support

7. Excellent professional conduct

8. Ability to manage resources

9. Good communication

10. Ability to improve and change

Governance

The Clinical leadership Academy is governed by AEMH in close collaboration with UEMS.

The Academy is managed in collaboration with other EMOs and universities from different European countries.

The management of the CL academy is done by the CL Academy Board.



**Expected launch of the Clinical
Leadership Academy**

6 May 2021, Austria

**(on the occasion of the joint AEMH-
FEMS General Assembly**

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Questions ?

The background features a large yellow crescent moon on the left side. Scattered around it are several five-pointed stars in yellow and blue. A solid blue rectangle is positioned on the right side of the image, containing the text.

**Thank you for
your attention!**