The Trauma Program Manager & Leadership Expectations

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Objectives

Upon completion of this lecture, the participant will:

• Discuss the responsibilities of the trauma program manager
• Discuss professional obligations, leadership expectations and code of conduct for the trauma program manager
• Identify do’s and don’t when communicating with senior management executives
• Describe effective communication strategies
• Discuss meeting etiquette
• Identify current strategies for attaining professionalism in the workplace
Trauma Program Manager Role

- Administrative ability
- Evidence of educational and clinical experience (trauma)
- Membership in professional organizations
- Strong relationship with the trauma medical director
- Level 1 and 2 trauma hospitals: must be full time and dedicated to the trauma program
- Supervise the trauma admin staff

[Committee on Trauma - American College of Surgeons, 2014]

Trauma Program Manager Role

- Clinical activities
- Education responsibilities
- Performance improvement
- Administration
- Supervision of the trauma registry
- Consultant and liaison
- Research
- Community and national involvement in trauma care systems

[Committee on Trauma - American College of Surgeons, 2014]

Trauma Program Manager Role

- Network
- Finger on the pulse of trauma information (past, current, present)
- Lead your staff:
  – Understand each role
  – Learn each role
The 'C-Suite'

“A widely used slang term used to collectively refer to a corporation’s most important senior executives. C-Suite gets its name because top senior executives’ titles tend to start with the letter C, for chief, as in chief executive officer, chief operating officer and chief information officer”.

(Investopedia, 2014)

Leadership: 6 Tips

1: Excellent Public Speaking
Great speaking skills were identified as the most important communication requirement. Leaders must be able to speak well with the press, in front of groups and one-on-one.

2: Ability To Command A Room
Commanding a room means getting people to listen when you speak—through great speaking skills, confidence and standing tall. Moreover, if you phrase and emphasize ideas well, it will get people’s attention.

3: Assertiveness
Speaking up with confidence but without being confrontational.

(Forbes, 2014)

Leadership: 6 Tips

4: Emotional Intelligence
Emotional intelligence is one’s ability to make others feel valued and understood. It requires good listening skills, empathy, eye contact and evoking a positive feeling in others.

5: Sense Of Humor
The ability to show a sense of humor and excel at off-the-cuff and casual conversations is also incredibly important. This requires the ability to read an audience and also have a basic understanding of the latest news and pop culture headlines.

6: Good Posture And Body Language
Nonverbal communication says a lot. Body language portraying strength and confidence signals you’re leadership material. Stand tall, hold your head upright and make eye contact.

(Forbes, 2014)
Communication Methods

- Call
- Email
- Text Messaging
- Face-to-face
- Preference?

Tips: Communicating so the C-suite Listens

- Know your audience and tailor your message to their communication style
- Think like an executive
- Prepare for impromptu communication
- Know the right place and the right time to deliver your message
- Be yourself

[Executive Conversations: Five Tips to Communicating so the C-suite Listens, 2013]

Written Communications

- Give impact to reports, proposals and memos by mastering some of the rules of written communication
  - Boil things down
  - Brief e-mails and memos
  - Make it easy for them to read
  - Three kinds of written communication:
    - words (sentences, paragraphs)
    - word pictures (bullet points, checklists, matrices, tables)
    - pictures (graphs, diagrams, figures)
### Fundamentals of Presentations

- Keep it simple and elegant
- You will spend hours preparing material that you may not be called upon to use
- Use visuals such as a PowerPoint, skip fluff (animation, overwrought backgrounds, music)
- Speak concisely, make your point in as few words as possible

### Fundamentals of Presentations

- Never read your slides
- Start with the bottom line, then provide support at the level of detail they will care about
- Keep the really detailed stuff in your hip pocket, in case it is needed
- Know the short version of your presentation
  - When the president leans over and whispers, "You've got 2 minutes"...
  - Cover the most important points in anticipation of this situation

### Meeting Etiquette

- Dress attire
- Sit at the table
- Non-verbal posture
- Robert's Rules, or less formal meeting
- Write your talking points down
- Stay on message
- Be articulate
The Most Successful Leaders Do 15 Things Everyday

1. Make others feel safe to speak up
2. Make decisions
3. Communicate expectations
4. Challenge people to think
5. Be accountable to others
6. Lead by example
7. Measure and reward performance
8. Provide continuous feedback
9. Properly allocate and deploy talent
10. Problem solve; avoid procrastination
11. Positive energy & attitude
12. Be a great teacher
13. Invest in relationships
14. Genuinely enjoy responsibilities
15. Make others feel safe to speak up

Do’s and Don’ts

Do:

– Frame your message in terms of how it will reduce risk, improve the bottom line or affect the organization’s future
– CEO’s main interest is optimizing the business’s resources, and your proposal should show him/her how you can help meet that goal
– Speak the language of the CEO:
  – ROI, operating profit, operating expenses, cash flow

Don’t:

– Get stuck in the present
– The CEO is about big picture thinking and where the business will be in three months, six months, and five years
– If you come in talking about the fire you are putting out today, you will risk appearing trivial
– Overload your message with detail
– Beat around the bush
Is Your Trauma Program a Premier Service Line?

• Think beyond your own context
• Align your trauma program with the intersection points for hospital quality, safety, and strategic initiatives
• Partner with people that have close interface with the c-suite and that will keep the trauma program a priority

(Fitzpatrick, 2014)

Caveats

• Co-conspire with someone (you trust) who knows the executive to tailor your communication
• Be proactive
  – Bring solutions to the table
  – If you communicate a problem that needs resolution, also offer two or three good solutions, plus their pros and cons
  – Be prepared to provide your recommendation

Lessons Learned

Prepare your elevator pitch
Lessons Learned

- Align your budget proposals to the hospital's strategic plan
- Stay connected nationally
- Benchmark
- Know your hospital's strategic plan
- Know your department's strategic plan

Lessons Learned...

- Don't cover up bad news
- Don't assume you are the hospital spokesperson for sensitive situations

Know when to pull the alarm
Pay attention to the hospital’s strategic plan, goals and initiatives
- Messaging
- Continuous learning
- Leadership skills
- Elevator speech
- Professionalism

References
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