

Affecting Change Paradigms in Emergency Medicine

Jeffrey A. Schwartz, MD, FACEP
Chief Medical Officer - ECI
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Objectives

- Define Paradigm and paradigm shift.
- Determine where you and your organization are located on the paradigm curve.
- Consider the role of paradigm shifter vs. paradigm pioneer.
- Identify a paradigm challenge for you and your organization.

Paradigm

- Set of Rules and Regulations
- Establishes or defines boundaries
- Tells how to behave inside the boundaries to be successful

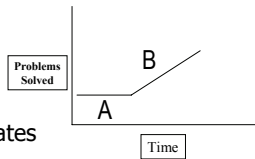
Paradigm

- Paradigms Change
 - New Game
 - New set of rules
- Learning new boundaries



Paradigm Curve

- Phase A
 - problems being solved
 - boundaries identified
 - slight slope
- Phase B
 - angle of curve accelerates
 - paradigm understood
 - rapid problem solving



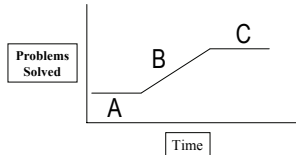
Paradigm Curve

- Phase B
 - New industries develop
 - Moneymaking opportunities abundant
 - more powerful = more problems solved

- Example: videotape recorder
- Example: cell phones

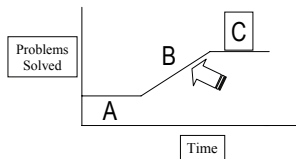
Paradigm Curve

- Phase C
 - rate of problem solving slows
 - time between problems solved increases
 - hardest problems remain



Paradigm Curve

- Where will the next paradigm appear
 - Phase B
 - appears sooner than needed
 - appears sooner than wanted



Paradigm Curve

- New Paradigm = REJECTION
 - current paradigm works
 - why buck success
- New Paradigms - difficult time being accepted

Paradigm Curve

- What causes a Paradigm to Shift?
 - Every paradigm will uncover problems it cannot solve (put on shelf)
 - unsolvable problems - catalyst for shift
- New paradigms may appear anywhere along curve
 - first to B usually wins

Paradigm Curve

- Where are you (or your Emergency Department) on the curve?
 - Developing a new way to solve problems - A
 - Solving problems efficiently and effectively - B
 - Difficult, sophisticated, expensive problems - C

Paradigm Challenge

What problems do we all want to solve yet have no idea of how to do so?

What is impossible to do, but if it could be done, would fundamentally improve your Emergency Department?

Paradigm Shifter

- Young graduate
 - naive
 - does not know "no"
 - medical student, resident
- Older person shifting fields
 - operational naiveté
 - don't know what can't be done
 - perceived value is zero (**until brought up to speed**) - **at which point they are a lost resource**

Paradigm Shifter

- Maverick
 - insider
 - practices current paradigm
 - understands paradigm does not work
 - knowledgeable about paradigm yet not captured by it
 - willing to lead change
 - drive shift from within rather than from outside (rare)

Paradigm Shifter

- Tinkerers
 - don't realize it is a special problem
 - problem in their way, can't go on until it is solved
 - most fail (problems tough)
 - **UNDERTAKER EXAMPLE**



Paradigm Shifter

- New paradigms put everyone practicing old paradigm at risk
 - higher one's position - greater the risk
 - better you are at paradigm - more you have to lose
- Paradigm Shifters ask you to forsake your investment in the present paradigm
 - difficult - your title, pay, status may all be at risk!

Paradigm Pioneers

- First to follow what Shifters have uncovered
 - take risk
 - intuition
 - courage
- USA/Japan - shifter/pioneer



Paradigm Pioneers

- Paradigm Curve
 - late Phase A or early Phase B
- Pioneers
 - bring brains, brawn, time, effort and capital
 - help create critical mass necessary to drive paradigm from A into B
 - without Pioneers - paradigm shifts often fail

Paradigm Pioneers - Example

- ECI Partner Hospital
- Regional Director - Shifter
 - role of catalyst, change agent
 - offers new ways of thinking **yet community continues to defend the prevailing paradigm because it has been successful**
- Medical Director - Pioneer
 - Intuitive judgment
 - able to make good decisions with incomplete data
 - The muscle to move change forward

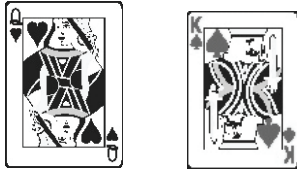
Paradigm Effect

- Data can't get through
- Data invisible if different paradigm
- Unable to perceive data physically present
- "Its obvious" vs. "How did you see that?"

Paradigm Effect

- Data counter to the paradigm
 - unable to comprehend
- Physiological Changes

Paradigm Effect



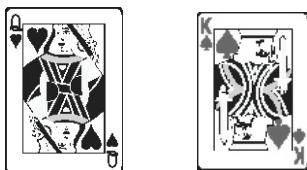
Paradigm Effect

What did you see???



Paradigm Effect

- Physiological Changes



Paradigm Effect

Only impossible based upon
today's Paradigms

Back to Zero

- Paradigm shift = zero
 - regardless of market share
 - regardless of reputation
 - regardless of experience
 - regardless of size
- Past no longer matters



Back to Zero

- Understanding your paradigms and how they change will help you from being put back to zero
 - anticipate changes
 - participate in the paradigm shift



Paradigm Examples

- Medical Director Paradigm
 - ED Clinical Leadership
 - excellent clinical skills
 - set a high standard for department



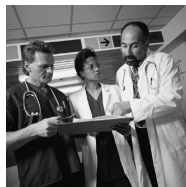
Paradigm Examples

- Medical Director Paradigm
 - Management
 - departmental management
 - medical leadership



Paradigm Examples

- Medical Director Paradigm
 - Liaison
 - nursing
 - administration
 - medical staff
 - EMS
 - patients



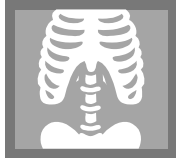
Paradigm Examples

- Medical Director Paradigm
 - demonstrate paradigm pliancy
 - nurses
 - clerks
 - paramedics
 - listen to everyone
 - idea #6 + idea #15 + idea #22 = innovation



Paradigm Examples

- Reading chest x-rays
 - white, black, hard to see
 - suddenly clear
 - infiltrates, curly B's, effusions, etc.



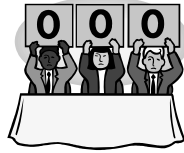
Paradigm Examples

- Doctor vs. administrator
 - speaking different languages
 - stop and listen
 - until you can speak the same language you cannot communicate clearly



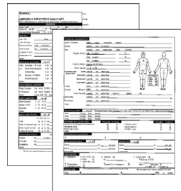
Paradigm Examples

- Change in Administration
 - Going Back to Zero
 - Past History no longer matters



Paradigm Examples

- Documentation
 - Handwriting vs. dictation
 - Kurzweil
 - Template system
 - QualChart
 - T-system
 - EMR



Paradigm Examples

- Asthma Treatment Paradigm
 - 1990
 - steroids for very sickest
 - 2000
 - steroids for everyone



Paradigm Examples

- Rapid Sequence Intubation
- Sutures vs. Dermabond
- Bedside Ultrasound



Paradigm Examples

- Staffing Models
 - LLP vs. IC vs. employee
 - MD vs. Physician Extender
 - Emergency Department vs. FastTrack
 - “Team Triage”
 - Hospitalist



Emergency

Paradigm Examples

- Birth of Emergency Medicine
 - 1972
 - Alexandria Model
- Birth of ECI
 - 1973
 - Grayling Michigan



Paradigms

- Outsider
 - does not understand the prevailing rules (paradigms)
- When can you have a good idea?
 - First day on the job
- When is the latest you can have a good idea?
 - Exit interview
- You can't have a good idea until you have proven yourself - WRONG

Paradigms

Pliancy vs. Paralysis
Challenge Everything!

Paradigms

You do not have to be a paradigm shifter to win - paradigm pioneers
OK

Paradigms

If you wait until the facts are irrefutable, it will be too late to gain any special advantage

Paradigms

- Physician Leader/Manager
 - learn to listen outside the boundaries
 - reinforce your people for taking risks
 - power of lack of knowledge
- Manage within a paradigm
- Lead between paradigms



Paradigm Challenge

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