

ECMO Leadership:

A Career Perspective

David J. Hebert, RRT, NPS, CES-P
ECMO Program Manager
Our Lady of the Lake Regional Medical Center
Baton Rouge, LA





No Financial Disclosures

Agenda/Objectives



- Bedside to management
- Job description
- Day to day operations
- Long term planning
- Emotional intelligence
- Ownership
- Advocacy
- Integrity
- Lead from the front



Bedside to Management



- Build a solid foundation: be a sponge to the experience and surroundings
- Watch one → Do one → Teach one = individual growth
- Preceptorship
- Years of experience
- Bedside specialist center practice: autonomy, hands on, knob turner
- Multidisciplinary team approach
- Speak up... when appropriate
- Advocacy!
- Know your stuff!!!!



Job Description





Duties and Responsibilities:

Physical requirements:

Effective communication and performance in stressful situations

Able to independently lift X lbs

Work independently for extended periods of time

Skills and Knowledge:

Excellent communication skills with all members of the team: staff, physicians, administration, peers, outside resources

Meet with ECLS key stakeholders

Possess expert knowledge of all ECLS devices

Maintain readiness of all ECLS equipment

Ability to manage inventory and equipment maintenance

Data collection, benchmarking, ELSO registry

Develop and reviews policies, protocols, procedures, and guidelines

Performs as a resident expert in ECLS practice for center

Provides guidance, oversight, and training to ECMO specialists



Duties and Responsibilities:

Administrative Duties:

Budget: disposables, capital expenses

Provide programmatic feedback

Completes annual evaluation and feedback for all specialists

Promote the program on numerous internal platforms

Conduct team meetings

Staffing

Actively participates in the growth of the program and implements new ideas per industry standards

Develops and reviews ECMO center specific education platform

Build a strong rapport with administration and key stakeholders

Develop case review/M&M cadence

Day to day operations

Long term vision for programmatic growth

Mindset



Day to Day Operations



Daily charges

Review overnight EMR: documentation, events, etc.

Review Cardiac surgery schedule

Staffing review

Emails

Bedside update

ECMO rounds

Projects

Meetings

More meetings ☹️

Lunch??

ECMO initiation

ECMO transport

Morerrrrerrr meetings.....

Budget

Go home?????

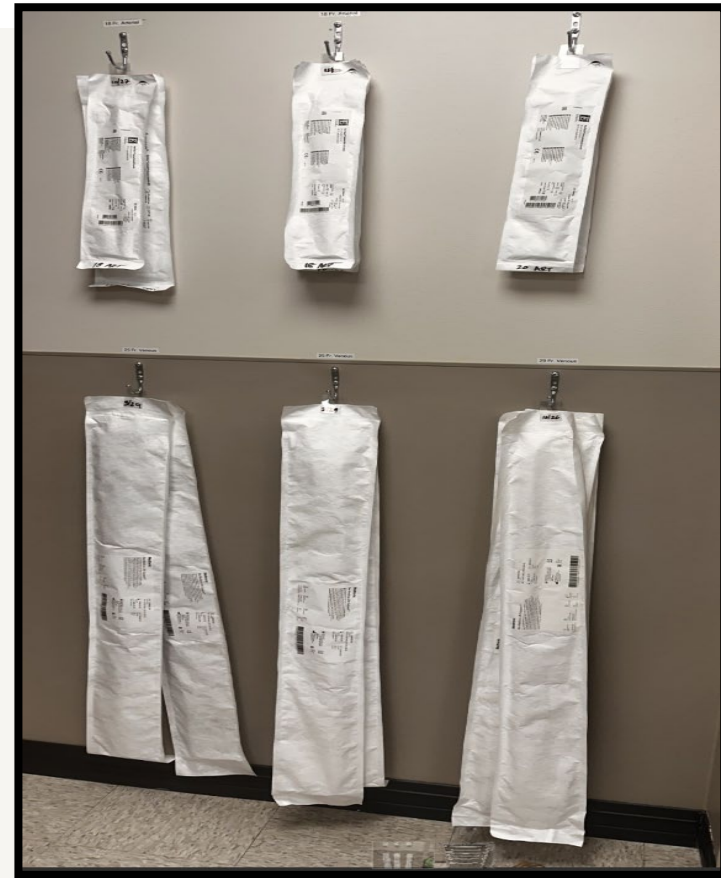


Long Term Planning



Long Term Planning

- Internal:
 - Programmatic growth
 - Case load increase
 - MCS devices
 - ECMO equipment: 2 platforms!
 - ECMO specialists: recruit
 - Cost reduction: staffing models
 - Benchmarking
 - KPI's
 - Education
 - Networking
 - Sell it!!! This is your baby!

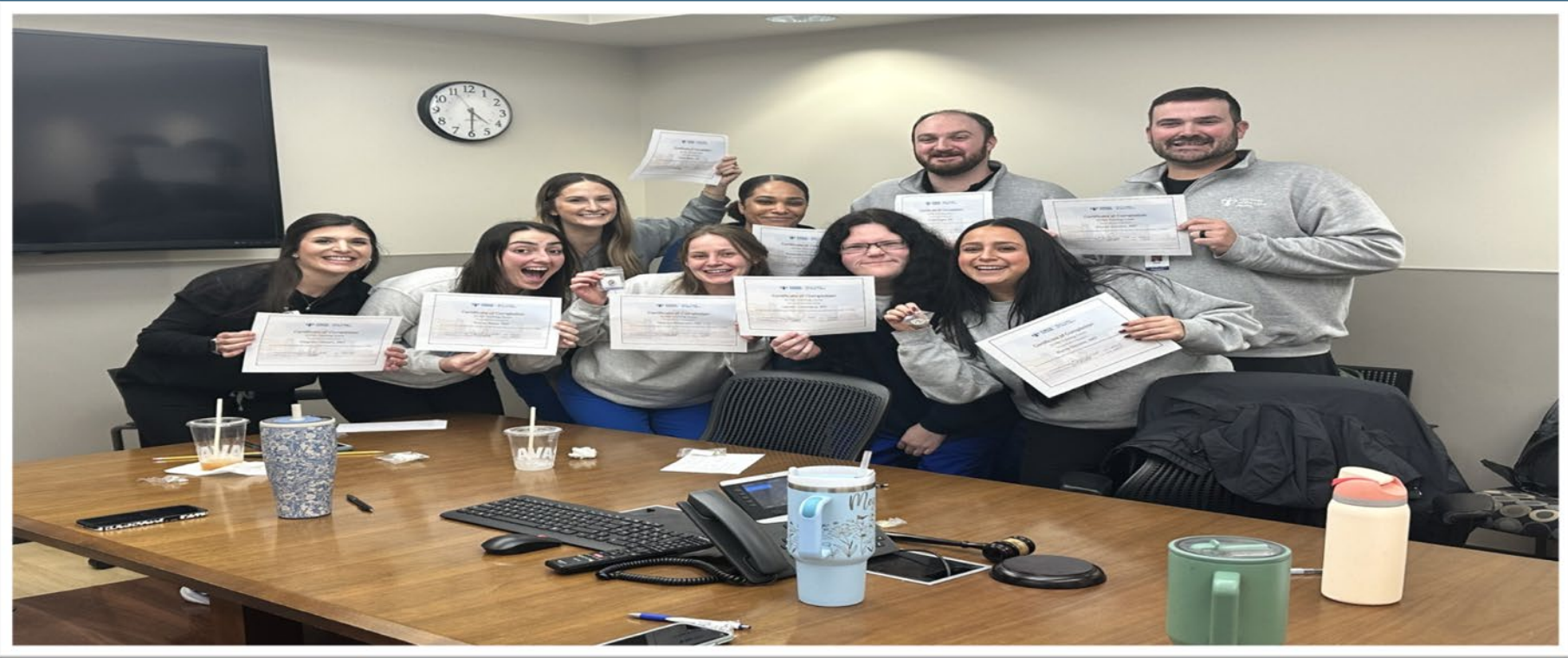


Long Term Planning

- External:
 - Programmatic growth
 - Networking: ECMO Centers
 - MCS devices: Industry
 - Benchmarking
 - Education: ELSO, SEECMO, AMSECT, etc.



ECMO Team





Scheduling: Dedicated team Vs Volunteer Army

Inherit or Built from ground up: Managing aspects

Communication: Open door policy, 24/7/365 approach,

Transparency: To a degree

Supportive: Nurture vs Nature



Individuality: high and low performers: grow them!

Patience.. hmm

Team Expectations: Accountability

Give them a chance to fail...

Opportunity for growth!

Feedback: essential

Constructive Criticism

Lead from the front!



Is able to prevent, detect and manage circuit related complications during bedside practice

Integrates Performance/Practice

Shows how to prevent, detect and manage circuit related complications in water-drills/simulation setting

Demonstration of Learning

Knows how to prevent, detect, manage circuit related complications

Interpretation/Application

Knows main circuit related complications

Fact Gathering

DOES



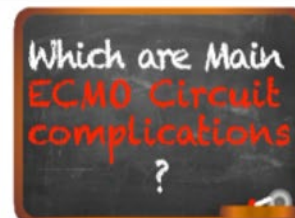
SHOWS



KNOWS HOW



KNOWS



Miller's prism of clinical competence
(ECMO adapted)

Have Fun!!







**The greatest compliment
you can ever receive
from another person is
that you made a positive
impact in their life.**

Thank You!!

David.Hebert@fmolhs.org

985-258-6112

