

Module 14 – Leadership – Case Study 1

Explores models of leadership

It is Monday 2pm at the ED of Silver Sands Hospital, a major regional centre that is considered moderate in its volume and acuity of patient presentations.

The **ED Director** receives a call from the Paramedic Director, stating that off-stretcher times at the ED are prolonged. At the same time, he receives a call from Hospital Executive stating that there are no inpatient beds available currently but they have escalated a plan to create capacity over the next 4 hours. The ED Director wanders into the acute area...

The trauma buzzer sounds. The ED Resus team gathers. The **ED Consultant** allocated to the acute area enters the Resus Room and decides whether to be Team Leader or whether to give the early-phase Advanced **Trainee** the opportunity to lead.

In the meantime, the coordinating **Nursing Team Leader** notes that there are many patients in the waiting room exceeding wait times, all ED beds are full, and there are several patients awaiting ward allocation. Many of the early shift nurses (and doctors) have not yet taken a lunch break.

The **intern** is looking after a young man with presumed testicular torsion. He'd like to discuss the case with his registrar but everyone senior is in the Resus Room. He tosses up whether to speak to the registrar in the middle of the Resus, or whether he might have some other options.

Core activity 1

1. For each of the four characters in this story, consider what acts of leadership are required from them in their individual contexts.
2. What style of leadership might each of them choose to employ?
3. What are the 'pros and cons' for a more directive style of leadership versus a more subtle or collaborative style in each context?