

European Society of Ophthalmology



Submit completed abstract to the Secretariat

Name: Dr. Panagiotis Salvanos
European Leadership Development Program Class of 2017-2019
Project Abstract

The European Society of Ophthalmology requests a brief abstract of the project that each EuLDP participants has worked on during the program. The compiled abstracts will be included on the SOE website and will be given to incoming EuLDP classes as background material. Please e-mail your abstract to E-mail: secretariat@soevision.org

*Please include the headings if appropriate: **Title, Purpose, Methods, Results and Conclusion***

Title of Project:

Establishing a research department at a regional hospital by the use of transformational leadership and Lean methodology

Purpose

The purpose of this project has the following goals:

1. improve patient care by implementing the newest clinical research findings
2. increase resident doctors' learning and job performance through research participation
3. attain funding for the department and the hospital
4. increase worker satisfaction, engagement and motivation and decrease turn-over
5. increase department's reputation in job market to attract the best-qualified workers in the future

Methods

Creation and organization of a Clinical Research Department at a busy regional Ophthalmological Hospital with 16 attending ophthalmologists, 4 resident doctors and 20 nurses.

In order to create time and capacity for research, Lean principles will be introduced to everyday clinical praxis. The utilization of Lean will streamline and improve the whole department workflow, quality and productivity, as well as reduce errors, cost and waste. Both leaders and union representatives will receive training in Lean methodology. The Department will receive assistance from a Lean professional for a total of 8 days over the course of 2 years.

In order to increase research motivation and engagement, transformational leadership techniques will be implemented. All leaders in the department will receive a total of 8-days' workshop in transformational leadership in addition to individual coaching sessions with an Organizational Psychologist over the course of two years. To measure results, an employee survey measuring satisfaction, engagement and motivation will be conducted before and after project implementation. Likewise, a 360 leadership questionnaire will also be conducted to help leaders improve on their transformational leadership skills.

Results

We expect the following results within project completion (2-3 years):

1. Improve patient care, e.g. reduce complications, better eye health, increase compliance.
2. Resident doctors become better clinicians, up-to-date with the best practices, be able to handle more complex patients sooner
3. Received funding to cover for the needed equipment and personnel costs
4. Increased satisfaction, engagement and motivation of all employees at the Department
5. All researchers will present their results at international ophthalmological meetings
6. Increased number of qualified job applicants for vacant positions at the Department
7. Decreased turn-over

Conclusion

To successfully establish a clinical research department with benefits for both the hospital, department, the individual employees and patients requires the use of Lean methods and transformational leadership.