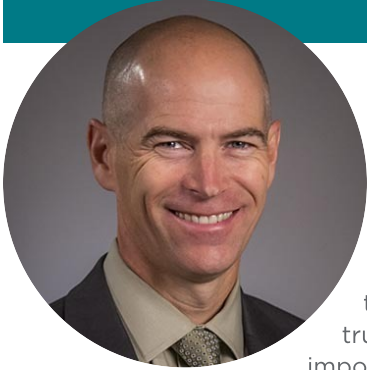




From Dr. McLaughlin



Dear UNM Community Faculty,

I first came to UNM, after finishing medical school at the Mayo Clinic, to complete residency in Emergency Medicine. I joined the faculty in 1999 and so UNMH has been my clinical home for over 20 years.

I would say that I am a clinician and educator first and that same love of learning, growing and teaching has led me into some wonderful leadership roles. For the past 10 years I was fortunate to serve as the Chair of Emergency Medicine. I have learned a lot about leadership, building trusting teams and communications skills during my time as a Chair. I believe that my most important job is to use these skills to build trust across and within all areas of UNMH.

My experience tells me that if we can feel safe sharing our opinions, mistakes and questions that we then open ourselves up to growth and to progress. I am thrilled to be in this new role and looking forward to working with all of you to support our patients and our learners.

Hospitals have a 'separation of powers' by design. Hospital administration manages the environment of care including the finances, space, equipment, staff, etc. The practice of medicine is managed by the organized medical staff. This is intended to clearly separate the business side of the house from the clinical decisions made by the providers.

The CMO represents the administrative side and the COS is the elected representative of the medical staff. It is critically important that the COS and CMO work well together to create an environment of care that leads to high quality for the patients, and an efficient and positive practice for the providers.

The good news is that we have been working together for the last couple of months as we learn these new roles and we think we are going to be a great team! Because we are an academic medical center it is also important to have representation from the SOM side in the clinical practice. The Clinical Chairs who act as Clinical Service Chiefs for UNMH, the Dean of the SOM, and also the Senior Associate Dean for Clinical Affairs are the key leaders from the SOM. The Dean will be identifying a permanent SADCA very soon and so we will have a complete team!

The health care system has been in crisis for the last 3 years and now we have moved into a new phase of crisis characterized by financial constraints, workforce disruption, and access challenges for our patients. It is clear that these same issues are happening all across the country. We believe that the response to this current crisis has to be rooted in our leadership and how our teams respond.

We leave you with two things to consider to help change our perspective on crisis and stress:

- A crisis is an opportunity. Use the crisis to hit the reset button as opposed to hunkering down. Bring closure to the past. Reshape, redefine and adapt to the future. Move forward not backward. As a leader you want to help the people around you embrace discomfort and change so it is less scary. Be empathetic. It is also a time to have newer members of the team start to grow their skills, embrace this, support them. It is a great time to bring more diverse voices to the table.
- The right kind of stress can bring your team together. Bottom line is if you do three things your team can thrive right now - 1) focus on the meaning of our work, 2) managers/leaders/everyone needs to think about obstacles as interesting challenges to be overcome, and 3) that the team needs each other and can only succeed together. This is a short article about stress and teams with a few great examples.

Thank you all for your contributions to the mission of UNMH and the School of Medicine.
We look forward to working with you.

A handwritten signature in black ink, appearing to read "Steve A. McLaughlin".

Steve A. McLaughlin, MD
Chief Medical Officer
The University of New Mexico Hospitals