

Did You Know You Are A Leader?

Introducing a New Section: Physicians as Leaders



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A hallmark of Permanente Medicine is that physicians determine what is best for patients in a system of care that is truly team-based and patient-centered. In this system, is the Permanente physician just another team member?

Not at all! Although all members of successful health care teams have a strong sense of participation and influence over their work environment, it is the physician members of the team who set the pace of the practice and create the atmosphere for teamwork and patient service for the nonphysician members of the team. Although the physician team leader is essential, the contributions of the other team

physicians, who lead without titles ["informal leadership"], create an environment that enables the team to succeed. This is the finding of a focus group study summarized in the article by Debra Mipos (page 55): specifically, all physicians on the team are leaders.

Because this is so important, this edition of *The Permanente Journal* introduces a new section—Physicians as Leaders (page 55), in which we will provide articles on physician leadership in each edition. This section will be for all physicians, whether or not they have formal leadership titles. The main contributors will be experienced Permanente human resource leaders from the Federation

and from the various Permanente Medical Groups.

This new Physicians as Leaders section will complement the regular evidenced-based approach articles highlighted in the Clinical Contributions section, the contributions on Clinician-Patient Communication, and the community activities highlighted in the External Affairs section. Taken together, these are all descriptive of Permanente Medicine.

I believe that you will enjoy this new section and will find the information valuable in your role as leaders.

Do you have a story on how leadership skills have enhanced your practice? Let us hear from you! ❖



Let us hear from you.

We encourage you to write, either to respond to an article published in the *Journal* or to address a clinical issue of importance to you. You may submit letters by mail, fax or e-mail.

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