deal. “You will begin to understand that there are many voices you have not been hearing, voices that have a lot to offer.”

• They forget that they must communicate as equals. The clinical acumen that makes a physician god in the OR or ER holds little sway in the boardroom, Lozon warned. Once doctors have decided to transfer from the clinical ranks, said Lozon, they have to concentrate on becoming leaders. He thinks medical education places them at a disadvantage because it has taught them to become problem solvers, and success is achieved once a problem is fixed. That approach may be fine for clinical care but it achieves nothing for the health care system, where executives have to guess what problems they will face in 2 or 5 years, not what the problems are today. “When I hire someone,” Lozon said in an interview, “I’m looking for vision. For a doctor, that means someone who sees beyond the patients sitting in the waiting room today. Vision is becoming a key aspect of our system — we need people who can look ahead 4 or 5 years and begin preparing for that time today.”

Some physicians who move into leadership roles do so by accident after being “volunteered” for a position, but this is changing quickly. “At my hospital we pay all the program managers,” said Lozon. “I want to pay them because I want to hold them accountable.”

Dr. Dennis Kendel, registrar of the College of Physicians and Surgeons of Saskatchewan, hopes more doctors will answer the leadership call. “We desperately need leaders. We need people who can look after the system, that means someone who sees beyond the patients sitting in the waiting room today. Vision is becoming a key aspect of our system — we need people who can look ahead 4 or 5 years and begin preparing for that time today.”

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Dr. Christopher Carruthers, an Ottawa orthopedic surgeon who is a driving force behind the new group, agrees. He said the CMA-sponsored physician-management series of brief courses is valuable “but it does not provide an adequate mechanism for physicians to grow and to share their trials and triumphs with colleagues facing similar challenges.”

The 10-member planning committee has set itself 10 goals for the coming year, ranging from creating a vision and mission to incorporating the organization and creating bylaws. Information about the organization is available from Joe Chouinard, director of the CMA’s Office of Members, Divisions and Affiliates, 800 663-7336 x2224; chouij@cma.ca.