

A promotional poster for the 2026 Missouri College of Emergency Physicians Missouri Emergency Medicine Symposium. The poster features a circular logo with "EM" and "MISSOURI COLLEGE OF EMERGENCY PHYSICIANS" around it. The text includes:

**2026**  
Missouri College of  
Emergency Physicians  
**MISSOURI EMERGENCY  
MEDICINE SYMPOSIUM**

**FEATURED SPEAKER**  
**L. Anthony Cirillo, MD, FACEP**  
*President - American College of  
Emergency Physicians®*

**SESSION HIGHLIGHTS**

- ACEP UPDATE
- THE FUTURE OF  
ED LEADERSHIP  
TEAMS



**MAY 29, 2026**  
MARGARITAVILLE LAKE  
RESORT

Collaborative | Data-Driven | Inclusive | Resilient

# Future Directions in ED Leadership Teams

L. Anthony Cirillo, MD, FACEP

President, American College of Emergency Physicians

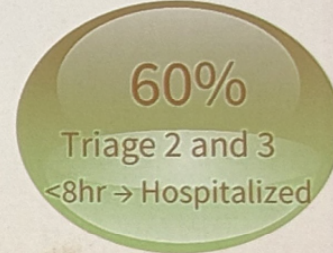
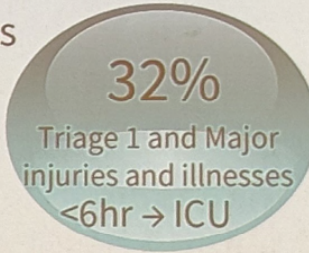


# Status of ER Overcrowding in Taiwan

- ❑ In 2022, the number of **emergency visits increased by 24.6%** compared to 2021 and 7.8% compared to 2019 (before the pandemic).
- ❑ The rate of patients staying in ER for more than 24 hours was **3.32%** in 2023. Due to COVID-19 pandemic, the rate shows decreasing trend during 2019 to 2021.

Year	2019	2020	2021	2022	2023
% of stay in ER for more than 24 hrs	2.75%	↓ 2.32%	2.51%	2.56%	↑ 3.32%

- ❑ Only **32%** patients with triage 1 or major illness were transferred to the ICU within 6 hours.
- ❑ Only **60%** of patients with triage 2 and 3 were hospitalized within 8 hours.



**Nursing shortages** may led to hospital bed closures and ER overcrowding

Globalization of  
 Emergency  
 Medicine  
 Global Wisdom,  
 Local Solutions

# Global Health Workforce Shortage

- ❑ Clinician burnout is one of the main causes of manpower shortage
- ❑ The highest proportions in emergency medicine (65%), internal medicine (60%), and pediatrics (59%)



- By 2030, there will be a global shortage of **10 million** health workers (nursing shortage reaching **9 million**)



- By 2026, more than 6.5 million health care workers will leave their jobs, of which 1.9 million can be filled, leaving a gap of 4 million



- By 2040, there will be a shortage of 960,000 medical service providers in Japan



- The NHS staff shortage continues to increase and will reach 570,000 by 2036

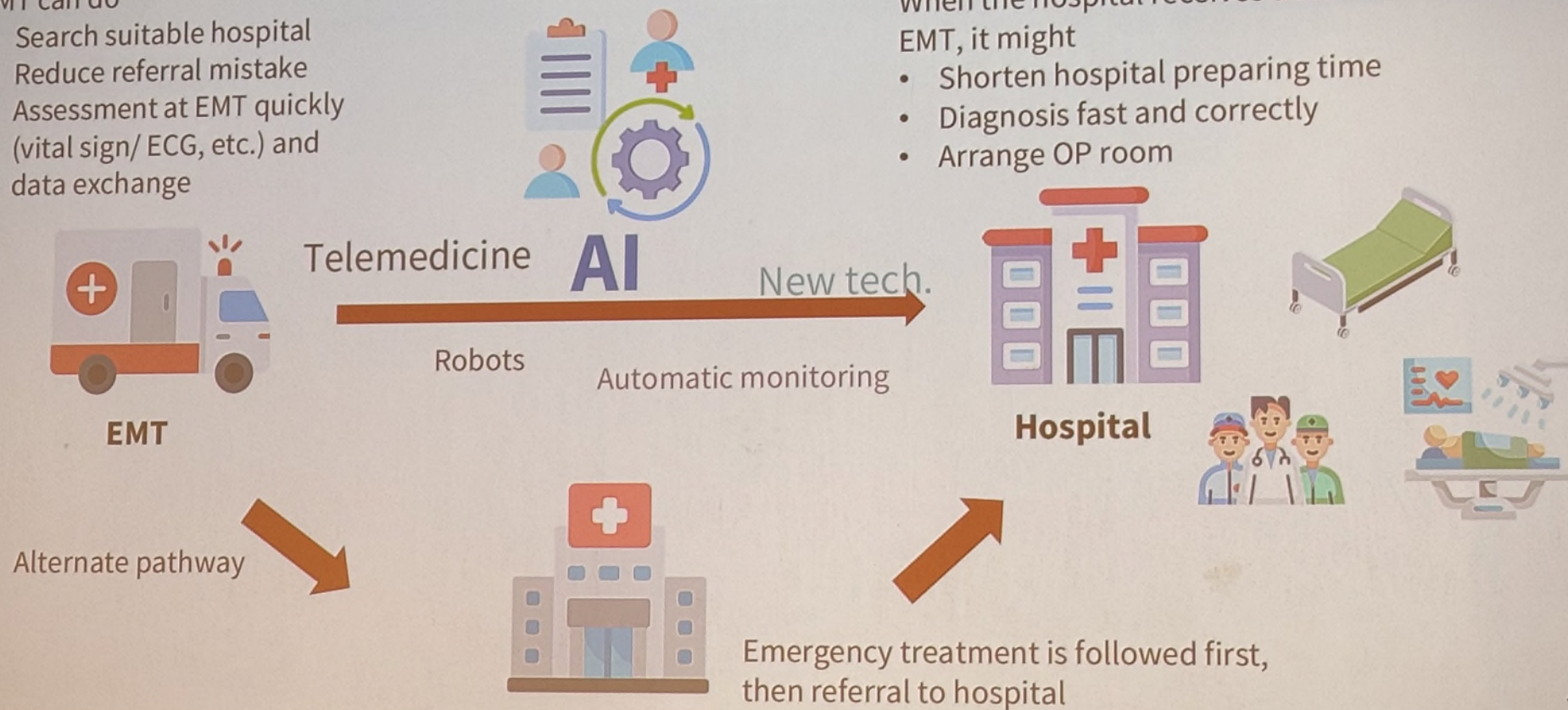
# A Prospect of the Future for Emergency Medicine

EMT can do

- Search suitable hospital
- Reduce referral mistake
- Assessment at EMT quickly (vital sign/ ECG, etc.) and data exchange

When the hospital receives data from EMT, it might

- Shorten hospital preparing time
- Diagnosis fast and correctly
- Arrange OP room



# The Changing ED Landscape

- **Increased Challenges of Patient Load**

- Increased volumes
- Increased age of patients
- Increased complexity of patients



- **Staffing Shortages**

- ALL levels of team members



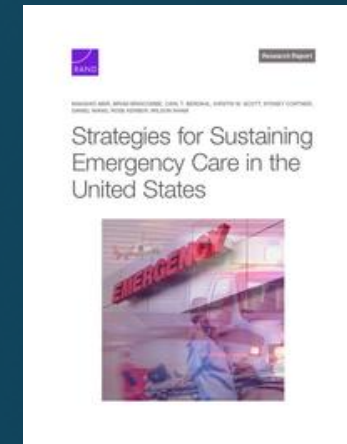
- **Technology Integration**

- Telemedicine
- Personal Devices
- Remote Monitoring



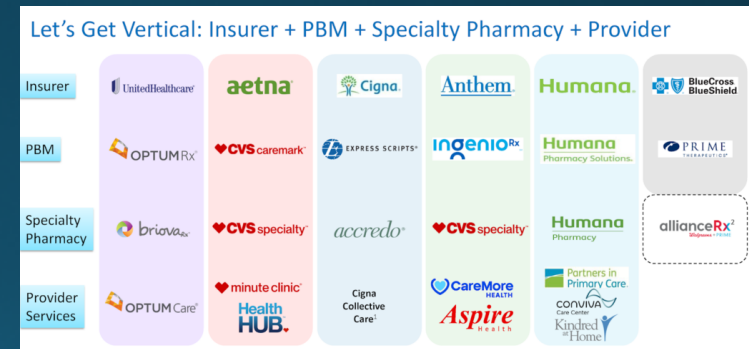
# The Changing ED Landscape

- **Increased Demands on the Safety Net**
  - Address social determinants of health
  - Mental illness – increased patients / lack of community resources
  - Reduced access to care due to healthcare insurance changes



- **Role of ED within a vertically integrated, multi-facility healthcare system**

- Standardized processes
  - Standardized resources (or lack thereof)
  - Standardized expectations / metrics
- **Changing expectations of patients / society**
    - Patient Experience



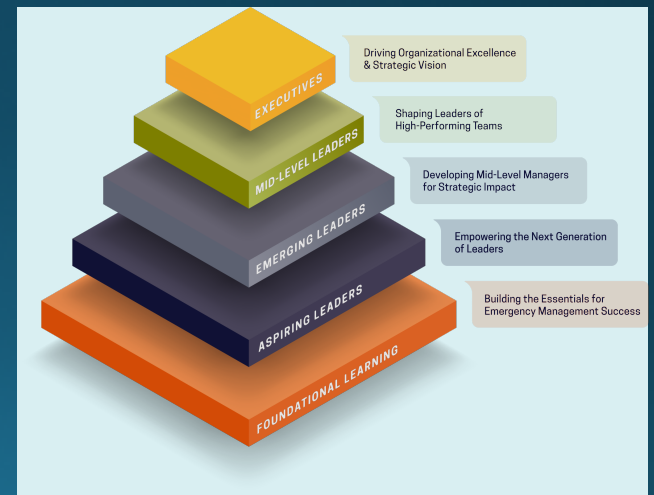
# The Evolving Role of Leadership in Emergency Medicine

- Transition from command-and-control to collaborative leadership.
- Focus on systems thinking and interdepartmental partnerships.
- Data-driven decision-making and real-time performance analytics integrating AI.



# Modern ED Leadership Team Composition

- **Dyad Model - Physician and Nurse Directors**
  - Shared accountability for quality and operations.
  - Enhances communication and engagement.
  - Balances clinical priorities with efficiency.
  
- **Plus...expanding the leadership table**
  - Researchers / data scientists
  - Administrators
  - Patient advocates
  - Informaticists
  - Emergency Pharmacists



# Collaborating with Key Stakeholders

- Collaboration with key community partners

- EMS
- Law Enforcement
- Community Providers



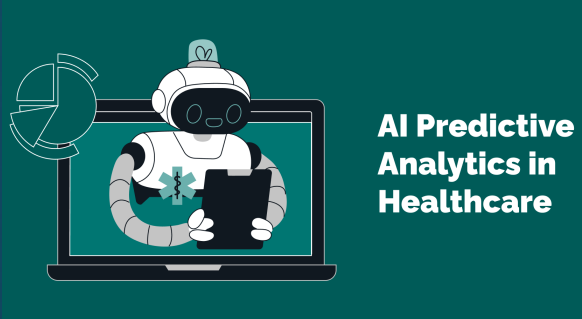
- Collaboration with key hospital partners

- Diagnostic Imaging
- Laboratory Services
- Hospital Medicine

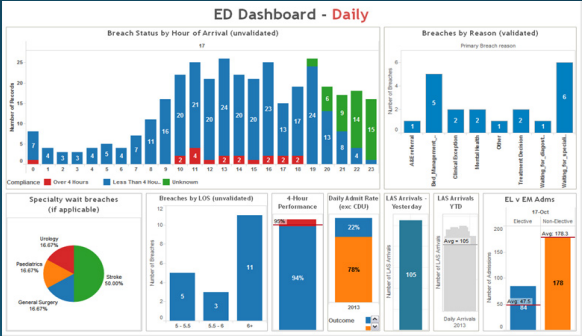


# Technology-Driven Leadership

- AI-driven staffing and predictive analytics.



- Dashboards for patient flow and performance.



- Remote leadership models across systems.



**Emergency Department - KFSAHAC Riyadh**

**Emergency Unit - KFNECC**

**Administrative - KFSAHAC Riyadh**

**Emergency Department**

Number of Beds: 148  
 Number of Patients: 31  
 Number of Admissions: 66  
 Number of Discharges: 23  
 Number of Deaths: 0  
 Number of Referrals: 18  
 Number of Transfers: 1  
 Number of Patients in Bed: 912  
 Number of Patients in Waiting: 3  
 Number of Patients in Triage: 16

Line graph showing patient volume over time.

Summary table:

Metric	Value
Waiting for DRG	0
Total Patients	66
Average Length of Stay	06:17
Average Queue to Bed	06:25
Average Queue to Discharge	06:43
Average Length of Stay	06:18
Average Queue to Bed	06:14
Average Queue to Discharge	06:23
Planned Beds	18
Actual Beds	66

**EMERGENCY TRIAGE TO DOCTOR**  
22 (10% ↑)  
STARTING POINT: 20

**EMERGENCY DOOR TO DOCTOR**  
36 (5% ↓)  
STARTING POINT: 37

**EMERGENCY LEFT WITHOUT BEEN SEEN**  
1.28% (49% ↓)  
STARTING POINT: 2.50%

**EMERGENCY BOARDING TIME**  
4.8 (57% ↓)  
STARTING POINT: 1.1

**PHARMACY SERVED WITHIN 30 MIN**  
92% (-6% ↓)  
STARTING POINT: 98%

**LABORATORY SERVED WITHIN 15 MIN**  
97% (0% ↑)  
STARTING POINT: 97%

**INPATIENT DISCHARGE INSTRUCTION**  
92% (1% ↑)  
STARTING POINT: 91%

**INPATIENT OCCUPANCY RATE**  
85% (1% ↑)  
STARTING POINT: 84%

مستشفى الملك فيصل التخصصي ومركز الأبحاث  
King Faisal Specialist Hospital & Research Centre

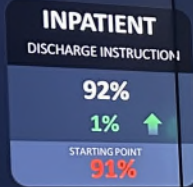
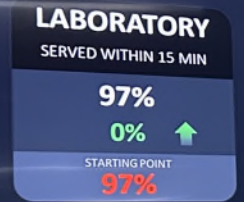
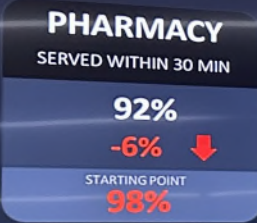
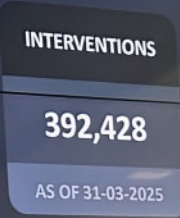
**INTERVENTIONS**

**392,428**

AS OF 31-03-2025

VISION رؤية  
**2030**  
المملكة العربية السعودية  
KINGDOM OF SAUDI ARABIA





AWARDS

Global Project  
Excellence Awards  
2023

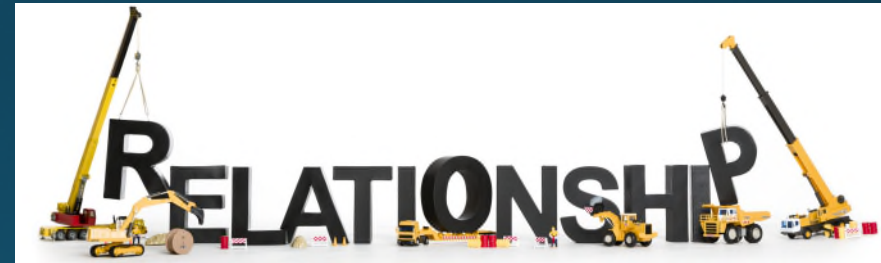
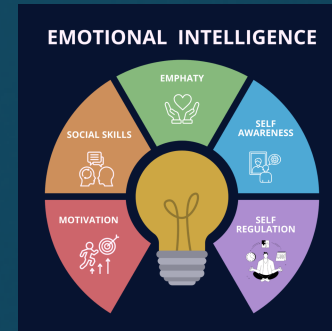
Technology Project of The Year





# Future Competencies for ED Leaders

- Emotional intelligence and communication
- Relationship Building
- Financial stewardship
- Resilience and adaptability.



# Wellness and Sustainable Leadership

- Sharing the burden of leadership through shared governance.
- Promoting psychological safety, physical safety and peer support.



# Training and Pipeline Development

- Leadership fellowships and curricula in EM residency.
- Mentorship and sponsorship for early-career clinicians.
- Administrative rotations and interprofessional education.



# Conclusion

- The ED of the future thrives on shared, informed, and compassionate leadership.
- Empowering diverse teams ensures excellence.
- The future is collaborative, connected, and patient-centered.





**THANK YOU!**

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