TOWN HALL – ASSOCIATION - CHAIRS - DEPARTMENTS OF PSYCHIATRY

KAREN J. NICHOLS, DO, MA, MACOI, FACP, CS-F

©KJNicholsDO2023
“The Accidental Physician Leader: Pitfalls and Pearls”

• PLUS!
• A couple of other updates!
@karenjnichols
karenj.nichols_do
kjn@kjnichols.com
Disclosure

• Author, “Physician Leadership: The 11 Skills Every Doctor Needs to be an Effective Leader”
• All royalties are donated to support the Karen J. Nichols, DO, L.E.A.D. Student Scholarship
• $5000 annual award
• American Osteopathic Foundation since 2011
Agenda

• A-INTRODUCTION – ACGME - SINGLE GME - UPDATE
• B- DO MEN AND WOMEN APPROACH LEADERSHIP DIFFERENTLY?
  • "What’s it like being a woman doctor?"
• C-ANALYSIS of TYPES of LEADERSHIP SKILLS: PHYSICIAN VS. LEADER
  • Category One Skills
  • Category Two Skills
  • Category Three Skills
• D- -REFLECT!!
My Leadership Experience

• First woman to be President:
  • Arizona Osteopathic Medical Association
  • American College of Osteopathic Internists
  • American Osteopathic Association

• First woman to be Dean:
  • Midwestern University/Chicago College of Osteopathic Medicine (16 years)

• One of first two DOs nominated by AOA to be elected to ACGME Board
  • Chair, Board of Directors 2020-2022

• Have taught a couple hundred leadership talks and workshops

• Have made every leadership mistake in the book!!
A - ACGME – Update

• Single GME Creation
• Licensing Board Exams
• Current # PGY1 Positions
• New DEI Award
• Osteopathic Recognition
• New Initiatives
Graduate Medical Education (Residency and Fellowship Programs)

Formation of a Single GME Accreditation System:
- Fully implemented
  - July 1, 2020 (Implementation began July 1, 2015)
- Integration
  - Osteopathic graduate medical education into the ACGME accreditation system
- Graduates of US and international medical schools
  - Eligible for ACGME-accredited residency and fellowship programs
# State Licensing Entities

<table>
<thead>
<tr>
<th>Physician Licensing Board Examiners</th>
<th>DO</th>
<th>MD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Board of Osteopathic Medical Examiners (NBOME)</strong></td>
<td>National Board of Medical Examiners (NBME)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Physician Licensing Exams</th>
<th>DO</th>
<th>MD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NBOME Comprehensive Osteopathic Medical Licensing Examination of the United States (COMLEX-USA</strong>)**</td>
<td>NBME United States Medical Licensing Exam (USMLE)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>State Physician Licensing Boards</th>
<th>DO</th>
<th>MD</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 states have separate licensing boards for DOs</td>
<td>37 states have composite boards that license all physicians</td>
<td></td>
</tr>
</tbody>
</table>
Growth of PGY-1 Positions Offered in the NRMP Match
(Doesn’t include Urology/Ophthalmology/Military Matches)

Added over 10,700 positions in 9 years
The new ACGME DEI Award

First Black Female Dean of any US medical school
OUHCOM 1993-2001
ACGME “Recognition” Designation

• “…an additional program acknowledgment, supplemental to accreditation…”
What is “Osteopathic Recognition” (OR)?

- A designation conferred by the ACGME’s Osteopathic Recognition Committee upon ACGME-accredited programs:
  - formal application process
  - formal commitment to teaching and assessing Osteopathic Principles and Practice (OPP) at the GME level.
"Osteopathic Recognition" (OR)

- OR is the first of the ACGME Recognition programs
- OR programs:
  - Open to both DO and MD resident physicians
New Projects at ACGME

• GME in Medically Underserved Areas and Populations Emphasis
  • Including Rural Hospitals
• Leadership Fellowship
  • Hospital Based
  • Crosses all Specialties
• Correctional Medicine
  • In Process
New Projects at ACGME

• Public Policy
  • Positions Related to GME
• DEI Emphasis
  • “Equity Matters”
• Well-Being Emphasis
  • Tools on Website
• Osteopathic Medicine Perspective
  • On Demand Video Series
B - Do Women and Men Approach Leadership Differently?

Nature vs. Nurture?
“Girls taught to play safe, smile pretty, get all A’s…
...boys taught to play rough, swing high”
“We’re raising girls to be perfect, boys to be brave.”

Do Women and Men Approach Leadership Differently?

Men

“Agentic” qualities
assertiveness
competitiveness
position power
authority

Women

“Communal” qualities
compassion
kindness
consensual/collaborative
relationship-based

Do Women and Men Approach Leadership Differently?

“If our solution is to train women to emulate behavior of men...we may end up increasing the representation of women in leadership without increasing the quality of our leaders.”

“Women will have to ‘out-male’ males.”

Challenges Women Leaders Face in Medicine

Asking questions in meetings
65% asked by men
Takes 80-90% female attendees to get 50% questioners

Francis Collins, MD, Past Director, “The Genome Project”
Conference Speakers

“More speakers named Michael than female speakers”

“More speakers with moustaches than female speakers”

Arora, A, et. al. “Proportion of Female Speakers at Academic Medical Conferences Across Multiple Specialties and Regions,” JAMA Network Open, 2020;3(9):e2018127

Women Medical School Matriculants


2017-18 – 50.7%
2018-19 – 51.6%
2019-20 – 52.4%
2020-21 – 53.3%
2021-22 – 55.6%
2022-23 – 55.6%
Distribution of US Licensed Physicians by Gender/Age

First Women Presidents of AMA and AOA
Nancy Dickey, MD - 1998 (151st)
Karen Nichols, DO - 2010 (114th)
Approach to Challenges Women Leaders Face in Medicine

What can we do to address these challenges?

Find allies – “He for She”

Language
   All titles or all first names

Assumptions
   Assessments, Assignments

“Manels”

Awards
   Named for? Awarded to?

Choo, E., “Gender Inequality,” AMA Podcast, accessed September 14, 2019
C-“Physician Leadership: The 11 Skills Every Doctor Needs to be an Effective Leader”
SKILLS ANALYSIS: How do the Leader and Physician Skills Align?

- Category One Skills: Leader = Physician
- Category Two Skills: Leader Differs From Physician
- Category Three Skills: Leader = Physician...
  - ...if we would just do it the same!
Category One: Same Skills used the Same Ways

- Character
- Ethics
- Perspectives
Perspectives

“We see the world not as IT is, but as WE are.”
Humberto Maturana
Perspectives
Category Two: Different Approaches to these Skills

- What is your Personal Approach and Style? (yours and theirs)
- Relationships and Team Building
- Persuasion
- Negotiations
- Conflict Management
- Change
What is Your Personal Approach and Style?
Know Yourself!

- **Tools**
- Myers-Briggs Type Indicator
- DiSC
- Strengths Finder 2.0
- Enneagram
- Big Five Personality Types
What is Your Personal Approach and Style?
Know Yourself! And Others!!!

• **Tools**
  • Myers-Briggs Type Indicator
  • DiSC
  • Strengths Finder 2.0
  • Enneagram
  • Big Five Personality Types
What is Your Personal Approach and Style?
How does that Approach and Style fit??

- What is your preference as the leader?
- How ready are your “followers?”
- How favorable is the situation?

- Situational Leadership!
What is Your Personal Approach and Style? How does that Approach and Style fit?

• Situational Leadership!
  - Directing
  - Coaching
  - Supporting
  - Entrusting
Relationships

• “When you need a relationship, it’s too late to build one!”
“Relationships are the ‘coin of the realm’ in leadership!”

- Karen J. Nichols, DO

- Built on TRUST!
- Be Trustworthy
- Be Respectful
- Be KIND!
Relationships and Team Building

- Emotional Intelligence
  - Self-Awareness
  - Self-Management
  - Social Awareness
  - Relationship Management
  - “Emotional Proprioception”
    - Karen J. Nichols, DO
Relationships and Team Building

- Careful analysis of situation
- LISTEN!
- Care about them as people
- “Tough Love”
- Forgive and Forget!
- Give them a good reputation to live up to
- Be kind!
- Difficult people are in difficult situations.
- “Never hate your opponents; it affects your judgment.”
Conflict Management

- Principles
  - “Crucial Conversations: Tools for Talking When Stakes Are High”
    - Patterson, K. Grenny, J. McMillan, R. Switzler, A.
- Amygdala “Hijack”
- Communicate!
- Admit your own mistakes
- Let the other person save face
- Look forward, not backward
- Set the agenda
- ATTITUDE!
Change

• “Everyone thinks about changing the world, no one thinks about changing themselves.”
  • Leo Tolstoy
Change

- Change Principles
  - “Leading Change”
  - John Kotter
- Establish a sense of urgency
- Build a coalition, particularly early adopters
- Create a vision and a plan
- Go for short term wins to start
Perpetual
“Whitewater”

- Hindsight doesn’t lead to foresight
- Milieu keeps changing!!
“The difficulty lies, not in the new ideas, but in escaping the old ones.”

• John Maynard Keynes, 1883-1946
• “The greatest danger in times of turbulence is not the turbulence, it is to act with yesterday’s logic.”

• Peter Drucker, 1909-2005
Category Three: SAME Skills, if we would just do it!

- Communication
- Decision-Making
Communication – Physician Successful Approach

1. Ask questions
2. Clarify definitions
3. “Ladder of Inference”
   - “Overcoming Organizational Defenses: Facilitating Organizational Learning”
   - Chris Argyris
Communication – Leader Unsuccessful Approach

• 1- Don’t ask questions
• 2- Don’t clarify definitions
• 3- Jump up the “Ladder of Inference”
The Imposter Syndrome Phenomenon

• Get comfortable being uncomfortable
• I win…
• …or I learn.
• Reject rejection, bounce back
• Failure is a temporary isolated event
• Success is a process

“Be Bold!” – Karen J. Nichols, DO

D - REFLECTION

• How will you learn if you don’t reflect and review?
• “What were you thinking?”
• “What WEREN’T you thinking?”
Questions and Observations!!