

EXAMPLES OF EXCELLENCE IN PHYSICIAN LEADERSHIP

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Socrates' Question

"HOW SHOULD ONE LIVE?"

What is Fundamental to Successful Physician Leadership?

- ▶ Ethical Conduct:
 - Ethically conscious
 - Ethically committed
 - Ethically competent
 - Ethically courageous
 - Ethically consistent
 - Ethically candid

What are Corollary Traits of Successful Physician Leaders?

- ▶ Energy
- ▶ Vision
- ▶ Self-awareness
- ▶ Fairness
- ▶ People-wise
- ▶ Personable
- ▶ Charismatic
- ▶ Decisive
- ▶ thoughtful

Kathryn D. Anderson, MD

- ▶ Born in Lancaster, England
- ▶ Knew she wanted to be a surgeon from age 8, although there were few female surgeons in England at that time
- ▶ Her father was a strong supporter of her plans, as he felt he suffered from not having a formal education and didn't want his children to be similarly restricted



Kathryn Anderson, MD

- ▶ Completed MD at Harvard in 1964. When the Dean refused her a surgical internship, she went to Boston Children's Hospital
- ▶ Started a general surgery residency at Georgetown, but after two years she had only been given 7 surgical cases—so transferred to Children's National Medical Center in DC, where she later became chair of surgery

Kathryn Anderson, MD

- ▶ Became Surgeon in chief at Children's Hospital in LA and Professor of Surgery at USC
- ▶ Secretary, American College of Surgeons—first female officer of the College
- ▶ President, American Pediatric Surgical Association
- ▶ Lifetime Fellowship, Royal College of Surgeons of England

Nancy Dickey, MD

- ▶ Grew up on a farm in S. Dakota
- ▶ MD and Residency in Family Medicine at the UTHSC-Houston
- ▶ Became program director of the family medicine residency of Brazos Valley, Texas
- ▶ Professor, Department of Family Medicine, Texas A & M University



Nancy Dickey, MD

- ▶ Texas Medical Association's Patient-Physician Advocacy Committee
- ▶ Texas Academy of Family Physicians
- ▶ AMA Delegate
- ▶ Chair, AMA's Council on Ethical and Judicial Affairs
- ▶ Chair, AMA Board of Trustees
- ▶ First Female President, AMA

Nancy Dickey, MD

- ▶ President and Vice-Chancellor for Health Affairs, Texas A & M University Health Science Center
- ▶ Dr. Dickey was told early on that she could never be a physician and have a family. To that she says: "I married the right guy and he told me to go for it. I've been a doctor, wife, and a mother, and spent 8 years as a part-time doctor to be with my family. Family is most important"

Jean Edwards Holt, MD, MHA

- ▶ Born in rural South Missouri to educator parents, where she learned the value of education and learned to value teachers
- ▶ Excellent athlete, but Title IX did not yet support NCAA female collegiate athletics



Jean Edwards Holt, MD, MHA

- ▶ Graduated with BS in Mathematics at the top of her class from the University of Missouri
- ▶ Graduated top of her class from the University of Missouri Medical School, President of AOA chapter, and member of the national Board of Directors of AOA
- ▶ Residency in Ophthalmology, University of Missouri
- ▶ Chief of Ophthalmology, Eisenhower Army Medical Center, Augusta, Georgia

Jean Edwards Holt, MD, MHA

- ▶ Residency program director, Interim Chair, Department of Ophthalmology, The University of Texas Health Science Center at San Antonio
- ▶ In private practice since 1984
 - Chairman of Ophthalmology Department, and Chief of Staff, North Central Baptist Hospital
 - Two terms as President of the Medical Executive Board, The Baptist Health System
 - Associate Examiner, the American Board of Ophthalmology
- ▶ Founder, Women in Medicine and Law for the Cure, raising nearly \$1,000,000 for breast cancer research

Jean Edwards Holt, MD, MHA

- ▶ Young Physicians Award, the University of Missouri
- ▶ Clinical Professor, the University of Texas Health Science Center at San Antonio
- ▶ Adjunct Faculty, Trinity University Department of Health Care Administration
- ▶ Senior faculty, SMA/Auburn University Physician Executive MBA program
- ▶ Southern Medical Association
 - Councilor from Texas
 - Chair, Education Committee
 - First female President in 100 years
- ▶ Mother of three, grandmother of three

The Doctors Mayo

- ▶ The Mayo Clinic evolved from the frontier practice of Dr. W.W. Mayo and his two sons, William and Charles
- ▶ In 1883 a tornado hit Rochester, MN with over 300 injured. The doctors and nuns from the church pitched in to help care for the victims with what little resources they had at their disposal



The Doctors Mayo

- ▶ In the aftermath, the senior Dr. Mayo and the chief nun decided that the community required a hospital, so the Mayos partnered with the Sisters of St. Mary to build one
- ▶ The sons had no internship or formal training in surgery, but read all they could and set up an operatory in the new hospital
- ▶ Dr. W.W. Mayo trained the first nurse anesthetist for the operating room
- ▶ The sons learned surgery as they went along

The Doctors Mayo

- ▶ The brothers started a systematic pattern of traveling around the world to gain new medical knowledge, and invited others to observe them
- ▶ The "Surgeon's Club" was formed to formally discuss surgical cases in the afternoon after visiting surgeons visited the Mayo OR
- ▶ When the Mayo Graduate Medical School opened in 1915, the Club model formed the basis of the courses and lectures for physicians in post-graduate training

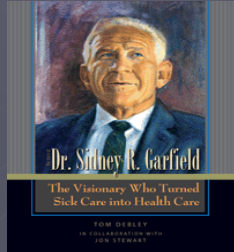


The Doctors Mayo

- ▶ In 1919 the Clinic became a "not-for-profit"
- ▶ One of the partners, Dr. Henry Plummer, is considered to be the architect of the modern medical practice and the primary developer of the Mayo practice system used to day
 - Individualized patient medical records
 - Interconnecting telephone system
- ▶ The Mayos helped found the University of Minnesota Medical School in 1917 with a donation of \$2 million

Sidney R. Garfield, MD

- ▶ In 1933, just after completing his residency at USC, Garfield opened his "Contractors' General Hospital" in the Mojave desert, to provide medical care for 5000 workers on the water reservoir



Sidney R. Garfield, MD

- ▶ Started as fee-for-service, he soon found that insurance companies were slow to pay, so he made an arrangement with the largest health insurer for a "pre-payment" structure—5 cents per worker per day. The new financial plan was a success!
- ▶ First started as accident coverage but then was extended to total medical care for an additional 5 cents per day

Sidney R. Garfield, MD

- ▶ Garfield replicated his plan for the construction of the Grand Coulee Dam.
- ▶ However, since many of the workers had brought their families to live near the job site, the unions forced Garfield to include them.
- ▶ So, what began as an industrial medicine practice became a comprehensive practice that allowed him to formulate some of the basic principles that hallmarks the Kaiser Permanente Plan today

Sidney R. Garfield, MD

- ▶ Garfield's model caught the attention of Henry Kaiser, who wanted to apply to his shipyard construction sites during WWII
- ▶ Garfield used a 3 tier system of medical care
 - First aid stations at each shipyard
 - Field hospital
 - Main Permanente Hospital in Oakland for tertiary care
- ▶ Served the shipyard workers who signed up for the "Kaiser" plan, one of the first pre-paid, large-scale medical plans and the direct precursor of the HMOs defined by the 1973

Sidney R. Garfield, MD

- ▶ After the war ended, Garfield and Kaiser decided to extend the health plan to include worker's families.
- ▶ The system of Kaiser-Permanente hospitals across the west was built
- ▶ Garfield fought the AMA which was opposed to HMOs and the AMA promoted the rapid expansion of BC/BS PPOs



William B. Walsh, MD

- ▶ Educated at St. John's University and Georgetown Medical School, graduating in 3 years under the Navy V-12 program
- ▶ Served a 1 year internship, then entered active duty with the Navy
- ▶ Assigned to the destroyer/minesweeper USS Ellyson at age 24 in 1944
- ▶ The ship saw combat duty in the Pacific, where the officer's wardroom served as the OR during attacks

William B. Walsh, MD

- ▶ In August, 1945, the ship was sitting off the coast of Japan, as part of the plans for the invasion of Japan
- ▶ The officers had no knowledge of nuclear power or the existence of the atomic bomb
- ▶ There was not a single Geiger counter in the whole Pacific fleet
- ▶ Walsh later stated that “using the bomb saved hundreds of thousands of American lives” and was justified

William B. Walsh, MD

- ▶ Walsh wanted to see the effects of the atomic bomb on Hiroshima, so he conned his way to land, taking medical supplies to use as needed. He was the first “unofficial” medical officer on the scene



William B. Walsh, MD

- ▶ After the war, Dr. Walsh returned to Georgetown and completed his training in internal medicine and cardiology, whereupon he started a private practice
- ▶ His experience during WWII seeing the poor health conditions of the Pacific Islanders—particularly the deaths of young children who could have been saved by the application of simple medical techniques—continued to weigh heavily on his conscience
- ▶ He began to envision a floating medical center that would bring health education and improved care to underserved communities around the world

William B. Walsh, MD

- ▶ In 1958, Dr. Walsh persuaded President Eisenhower to donate a US Navy hospital ship, the USS Consolation
- ▶ The ship was transformed in the USS Hope, and the organization known as Project Hope was born
- ▶ For 15 years, the SS Hope voyaged throughout the world, caring for patients and teaching indigenous physicians modern



William B. Walsh, MD

- ▶ In 2005, Project Hope sent 200 physicians and nurses to join with the Naval Military Treatment Facility on the USNS Mercy to care for victims of the tsunami at Banda Aceh
- ▶ This was the first time that an NGO had served on a naval ship for humanitarian relief in the navy's history



Donald Palmisano, MD, JD

- ▶ Nearly died as a child from pneumonia
- ▶ Fascinated by science as a youth, he worked as an OR scrub tech, police dept. crime lab tech, and in the coroner's office
- ▶ Graduated Tulane medicine and surgery residency



Donald Palmisano, MD, JD

- ▶ Became a partner in a six member surgical group in New Orleans; their practice site was destroyed by Hurricane Katrina
- ▶ As a result of fighting for medical liability reform in Louisiana, he obtained a law degree from Loyola law school
- ▶ Clinical Professor of Surgery and Medical Jurisprudence, Tulane School of Medicine

Donald Palmisano, MD, JD

- ▶ Author of book: On Leadership—Essential Principles for Success
- ▶ Board of Governors of the National Safety Foundation
- ▶ Regular national TV commentator
- ▶ President, Intrepid Medical Risk Management Co
- ▶ BOG of Tulane Univ. Health Sciences Center
- ▶ Commissioner, Board of JCAHO
- ▶ President, Louisiana State Medical Assn
- ▶ President, AMA
- ▶ Father of 3, grandfather of 4

Michael W. Brennan, MD

- ▶ USMA West Point graduate 1966
- ▶ Master degree in aeronautics and astronautics, Stanford
- ▶ Army aviator (helicopter) in Vietnam
- ▶ Finalist in the NASA astronaut selection process
- ▶ MD, University of Texas Health Science Center at San Antonio



Michael W. Brennan, MD

- ▶ Residency in Ophthalmology, Brooke Army Medical Center, San Antonio, Texas
- ▶ Chief of Surgery, Ft. Bragg, NC
- ▶ Private group practice in Burlington, NC
- ▶ Past President, NC Ophthalmology Society
- ▶ American Academy of Ophthalmology-Sec of State affairs
- ▶ AAO International Envoy
- ▶ President, American Academy of Ophthalmology

Michael W. Brennan, MD

- ▶ Selected by the DoD and Dept of State to lead a 24 physician delegation in Feb 04 to Iraq to begin rebuilding the Iraqi Medical Profession
- ▶ The Medical Alliance for Iraq has now built two CME centers in Iraq and held the first medical teleconference across the country
- ▶ The medical education and GME system is now being rebuilt along the US processes



Charles R. Drew, MD, PhD

- ▶ Born in Wash, DC, in 1904
- ▶ Excelled in both academics and athletics
- ▶ Went to Amherst on a football and track scholarship
- ▶ Graduated from McGill U. Medical School in Canada after US medical schools would not admit him because he was Black



Charles R. Drew, MD, PhD

- ▶ While an asst professor of surgery at Howard U. Medical School, he was given a Rockefeller fellowship to study at Columbia U Medical School
- ▶ Working under the esteemed surgery professor, Dr. John Scudder, Dr. Drew published a doctoral thesis on preserving and storing blood products for future use. He received the first PhD Columbia ever awarded an African-American
- ▶ At the onset of WWII, Britain was in dire need of blood products. Drew was called upon by the US government to develop a pilot project at 8 NYC hospitals for mass collection, preserving and storing of blood products that could be shipped to the European front

Charles R. Drew, MD, PhD

- ▶ Later, as the US joined the war effort, his methods saved hundreds of thousands of lives.
- ▶ He founded the Blood Bank for the American Red Cross
- ▶ Dr. Drew was the first African-American director of the American Board of Surgery
- ▶ During the Korean War, he again managed the military blood banks until the Armed Forces ordered that only Caucasian blood be given to wounded soldiers; he then resigned
 - M*A*S*H episode
- ▶ Drew died in a hospital in the South of a ruptured aorta following an MVA

Physician Leadership

- ▶ Examples and role models for us are in abundance
- ▶ We should study them and understand what attributes and impetus led these individuals to step forward to lead
- ▶ We must assess our own attributes, qualities, and goals and determine where we each can contribute
- ▶ As physicians we are expected to be leaders