



Latte 'N Learn

August 15, 2019
Hilton Head, SC

An Educational Event Designed for
Women in Rheumatology



PHARMACEUTICAL COMPANIES OF *Johnson & Johnson*



Transparency, Negotiation, and
Leadership in Rheumatology

AWIR
Association of Women in Rheumatology

janssen  Immunology

PHARMACEUTICAL COMPANIES OF 

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Panel and Credentials

Grace Wright, MD, PhD, FACR

President, Association of Women in Rheumatology

Anne Winkler, MD, PhD, FACR, MACP

Secretary, Association of Women in Rheumatology

Ethel Owen, CPC, Administrator

Past President, National Organization of Rheumatology Managers
Past Editor-in-Chief, *Rheumatology Practice Management*

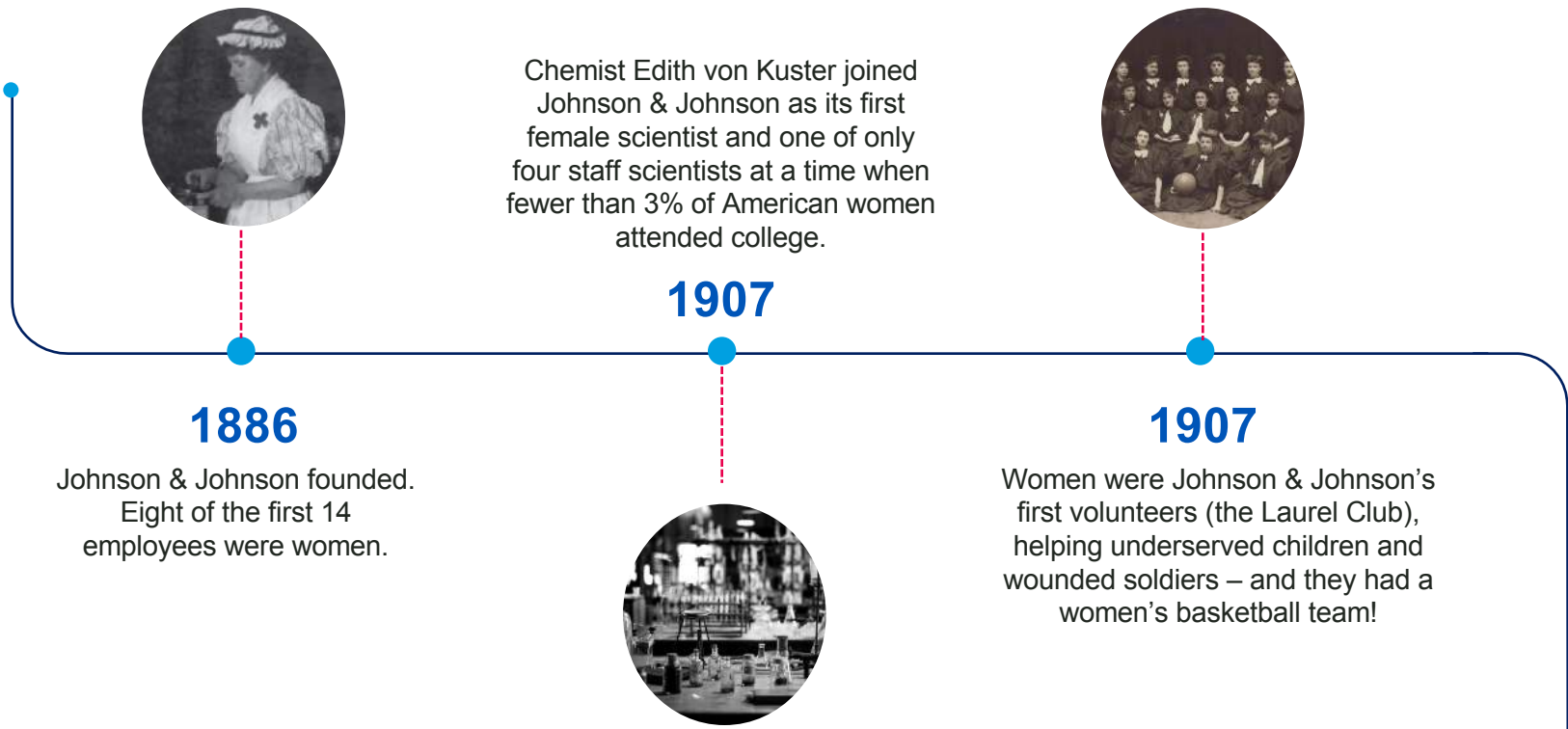
Cara Slusser

Group Product Director, Rheumatology Marketing
Janssen Biotech, Inc.



Igniting the Power of Women to Create a Healthier Tomorrow

Women at Johnson & Johnson have been fueling the future of human health for more than 130 years^{1,2}



1. Johnson & Johnson. Our Story. <https://ourstory.jnj.com/taxonomy/term/529>. Accessed July 1, 2019. 2. Ten Ways Women Have Trailblazed at Johnson & Johnson Since 1886. <https://www.jnj.com/our-heritage/international-womens-day-2015-ten-ways-that-women-have-shaped-johnson-johnson>. Accessed July 1, 2019.

Igniting the Power of Women to Create a Healthier Tomorrow

Women at Johnson & Johnson have been fueling the future of human health for more than 130 years¹⁻³

Best Companies for Multicultural Women
NAFE Top Companies for Executive Women
Working Mother 100 Best Companies
Diversity Best Practices Inclusion Index
Best Companies for Dads



2019

Today, 43% of Johnson & Johnson's management positions in the US are held by women.



2017

In 2017, *Fortune* named two Johnson & Johnson leaders, Sandi Peterson (Group Worldwide Chair) and Jennifer Taubert (Worldwide Chair, Pharmaceuticals), to its annual Most Powerful Women list for the second year in a row.

1. Johnson & Johnson. <https://www.jnj.com/our-commitment-to-women>. Accessed July 1, 2019. 2. Johnson & Johnson Leaders Make *Fortune*'s 2017 Most Powerful Women List. <https://www.jnj.com/latest-news/johnson-johnson-leaders-make-fortunes-2017-most-powerful-women-list>. Accessed July 1, 2019. 3. Working Mother. <https://www.workingmother.com/best-companies-johnson-johnson>. Accessed July 1, 2019.

Agenda

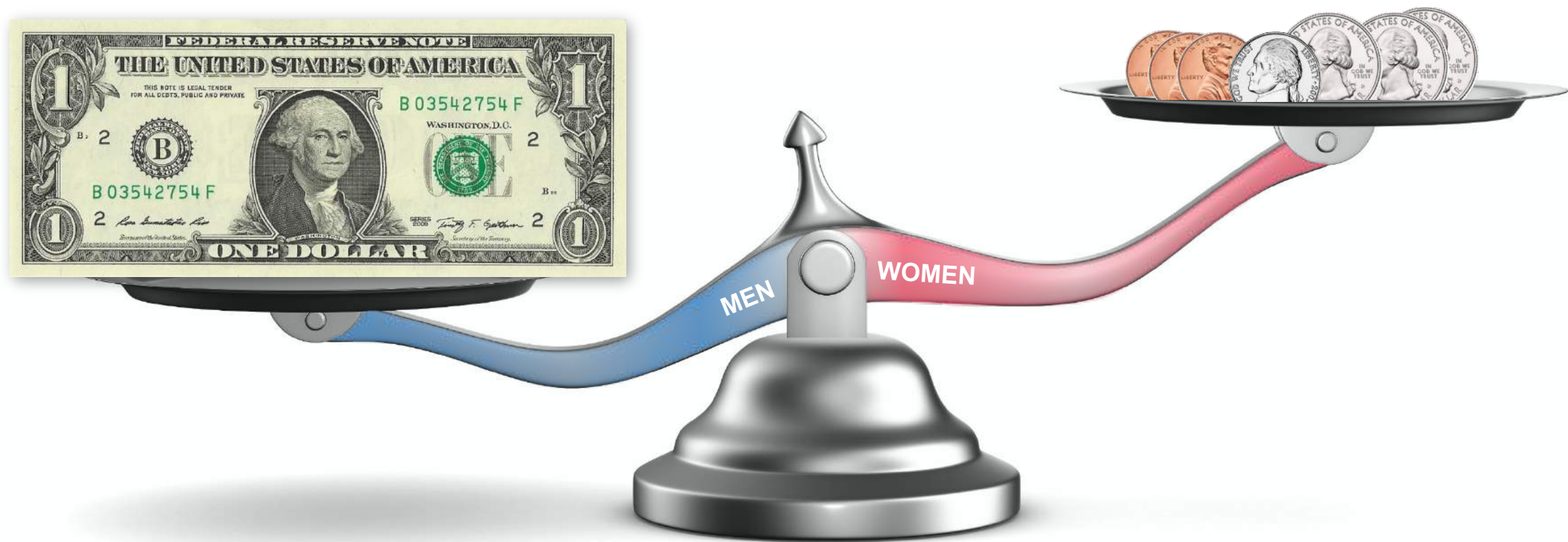




Anne Winkler, MD, PhD, FACR, MACP

Secretary, Association of Women in Rheumatology

Difference in Compensation* by Gender in Rheumatology¹⁻³



*Mean difference calculated from 2016, 2017, and 2018 annual compensation reports (the compensation reported is based on full-time positions).
1. Medscape. <https://www.medscape.com/slideshow/2018-compensation-rheumatologist-6009674>. Accessed June 27, 2019. 2. Medscape. <https://www.medscape.com/slideshow/compensation-2017-rheumatology-6008588>. Accessed June 27, 2019. 3. Medscape. <https://www.medscape.com/features/slideshow/compensation/2016/rheumatology#page=6>. Accessed June 27, 2019.

Lifelong Earnings Impact of Gender Compensation Difference*1-3

What a female rheumatologist makes for every **dollar** a male rheumatologist makes

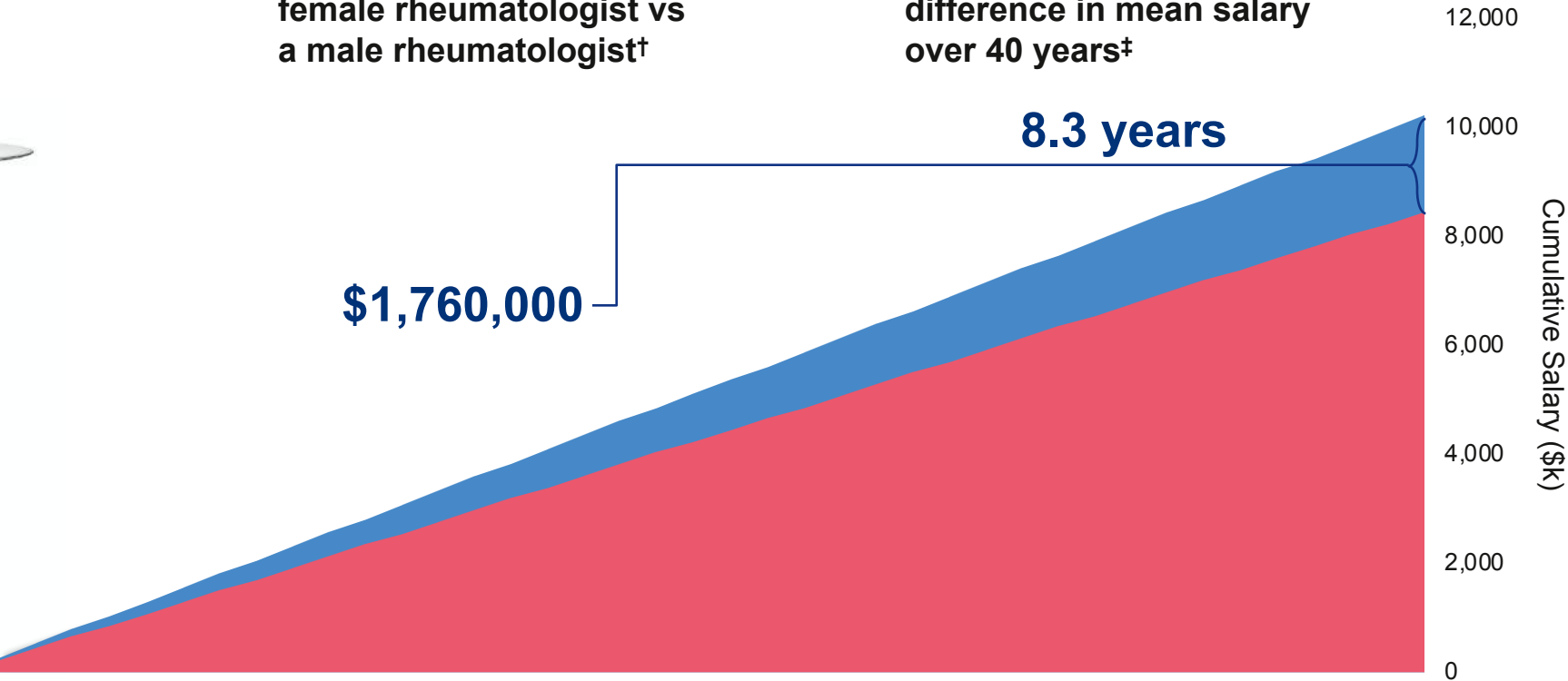


The difference in mean salary over 40 years (lifelong earnings) for a female rheumatologist vs a male rheumatologist†

\$1,760,000

Additional years a female rheumatologist has to work to make up the difference in mean salary over 40 years‡

8.3 years



*Mean compensation calculated from 2016, 2017, and 2018 annual compensation reports. †Mean compensation x 40 years used to estimate lifelong earnings‡. ‡Difference over 40 years / female rheumatologist mean salary.
1. Medscape. <https://www.medscape.com/slideshow/2018-compensation-rheumatologist-6009674>. Accessed June 27, 2019. 2. Medscape. <https://www.medscape.com/slideshow/compensation-2017-rheumatology-6008588>. Accessed June 27, 2019. 3. Medscape. <https://www.medscape.com/features/slideshow/compensation/2016/rheumatology#page=6>. Accessed June 27, 2019. 4. USA Today. <https://www.usatoday.com/story/money/2019/04/02/national-equal-pay-day-2019-gender-wage-gap/3298020002/>. Accessed June 28, 2019.

Achieving Gender Equity in Physician Compensation and Career Advancement: A Position Paper of the American College of Physicians

Renee Butkus, BA; Joshua Serchen, BA; Darilyn V. Moyer, MD; Sue S. Bornstein, MD; and Susan Thompson Hingle, MD; for the Health and Public Policy Committee of the American College of Physicians*

Women comprise more than one third of the active physician workforce, an estimated 46% of all physicians-in-training, and more than half of all medical students in the United States. Although progress has been made toward gender diversity in the physician workforce, disparities in compensation exist and inequities have contributed to a disproportionately low number of female physicians achieving academic advancement and serving in leadership positions. Women in medicine face other challenges, including a lack of mentors, discrimination, gender bias, cultural environment of the workplace, imposter syndrome, and

the need for better work-life integration. In this position paper, the American College of Physicians summarizes the unique challenges female physicians face over the course of their careers and provides recommendations to improve gender equity and ensure that the full potential of female physicians is realized.

Ann Intern Med. doi:10.7326/M17-3438

Annals.org

For author affiliations, see end of text.

This article was published at Annals.org on 17 April 2018.

In 2015, more than one third (34%) of the active physician workforce in the United States was female (1); an estimated 46% of all physicians-in-training and more than half of all medical students are women (2). Although women have made substantial progress in these areas, much remains to be done to improve eq-

fessors, 15% of department chairs, and 16% of deans (6). This lack of female physicians in leadership positions has traditionally been believed to be a pipeline problem; however, because women have made up roughly half of medical student graduates for years, the systematic origins of this problem are becoming more

1. Butkus R, et al. *Ann Intern Med.* 2018;168:721-723.

Achieving Gender Equity in Physician Compensation and Career Advancement: A Position Paper of the American College of Physicians

Renee Butkus, BA; Joshua M. Finkelstein, MD; Susan Thompson Hingle, MD; for the Health and Public Policy Committee of the American College of Physicians

“Although progress has been made toward gender diversity in the physician workforce, **DISPARITIES IN COMPENSATION EXIST.**”¹

Women comprise more than one third of the active physician workforce, an estimated 46% of all physicians-in-training and more than half of all medical students are women (2). Although progress has been made in these areas, much remains to be done to improve equity in the physician workforce, disparities in compensation exist and inequities have contributed to a disproportionately low number of female physicians achieving leadership positions. Women in medicine face other challenges, including a lack of mentorship, gender bias, and a less supportive cultural environment of the workplace, imposter syndrome, and work-life integration. In this position paper, the American College of Physicians summarizes the unique challenges female physicians face over the course of their careers and provides recommendations to improve gender equity and ensure that the full potential of female physicians is realized.

— American College of Physicians
2018 Position Paper

Ann Intern Med. doi:10.7326/M17-3438
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Annals.org

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in the physician workforce, disparities in compensation exist and inequities have contributed to a disproportionately low number of female physicians achieving leadership positions. Women in medicine face other challenges, including a lack of mentorship, gender bias, and a less supportive cultural environment of the workplace, imposter syndrome, and work-life integration. In this position paper, the American College of Physicians summarizes the unique challenges female physicians face over the course of their careers and provides recommendations to improve gender equity and ensure that the full potential of female physicians is realized.

1. Butkus R, et al. *Ann Int Med*. 2018;168:721-723.

Gender Differences in Rheumatology


	Average annual compensation difference*1-3	Hours worked per week†4	Average annual patient visits4	Estimated FTE difference5	Average annual RVUs6	Female patients/year*7	Psychosocially complex patients/year*7	Additional time needed with patients*7	Patient openness to physician8	Physician patient-centered8	Quality of care§9
MEN	\$1.00		3,133 	1.0	4,944	55%	28%	21%			
WOMEN	\$0.83	-7 (fewer hours)	2,249 	0.7	4,155	65% P<0.01	43% P<0.01	36% P<0.01	More	More	Lower mortality and lower 30-day readmissions P<0.001
Gender Difference											

FTE = full-time employee; RVU = relative value units.

*Mean difference calculated from 2016, 2017, and 2018 annual compensation reports. †Among multiple specialties; utilized by the American College of Rheumatology in their Workforce Study calculations. ‡Based on a survey of primary care physicians. §In elderly hospitalized patients treated by female vs male internists.

1. Medscape. <https://www.medscape.com/slideshow/2018-compensation-rheumatologist-6009674>. Accessed June 27, 2019. 2. Medscape. <https://www.medscape.com/slideshow/compensation-2017-rheumatology-6008588>. Accessed June 27, 2019. 3. Medscape. <https://www.medscape.com/features/slideshow/compensation/2016/rheumatology#page=6>. Accessed June 27, 2019. 4. American College of Rheumatology. <https://www.rheumatology.org/portals/0/files/ACR-Workforce-Study-2015.pdf>. Accessed June 27, 2019. 5. Rheumatology News. <https://www.mdedge.com/rheumatologynews/article/118407/practice-management/acr-2015-workforce-study-fewer-rheumatologists>. Accessed June 27, 2019. 6. The Rheumatologist. <https://www.the-rheumatologist.org/article/rheumatology-gender-pay-gap/>. Accessed June 27, 2019. 7. McMurray JE, et al. *J Gen Int Med*. 2000;15:372-380. 8. Butkus R, et al. *Ann Int Med*. 2018;168:721-723. 9. Tsugawa Y, et al. *JAMA Int Med*. 2017;177:206-213.

Gender Compensation Disparities Occur Across Fields and Borders¹⁻⁶



Equal Pay Day 2019: Women still earn lower salaries, fewer promotions

Dalvin Brown, USA TODAY Published 4:30 a.m. ET April 2, 2019 | Updated 12:22 p.m. ET April 3, 2019



Understanding the Gender Pay Gap

CompAnalyst[®]
A SALARY.COM SOLUTION

Understanding the Gender Pay Gap in America
by Sarah Reynolds - February 8, 2019





Equal pay

What is gender pay gap reporting, and what does it mean?

Companies with more than 250 employees have to report their performance on pay equality

Lack of sanctions 'makes a mockery' of gender pay gap reports

Frances Perraudin
@fperraudin
Thu 28 Feb 2019 15:40 EST



Last year was the first year that the gender pay gap reporting rule came into force. Photograph: Joe Goldens/R6

Los Angeles Times

Oracle women fight for class-action status in gender pay lawsuit

By PETER BLUMBERG and JOEL ROSENBLATT | BLOOMBERG | JUN 21, 2019 | 1:25 PM



THE STATE OF THE GENDER PAY GAP 2019

WOMEN OF COLOR FACE MULTIPLE BARRIERS TO WORKPLACE ADVANCEMENT





The Simple Truth about the Gender Pay Gap

The **gender pay gap** is the gap between what men and women are paid. Most commonly, it refers to the median annual pay of all women who work full time and year-round, compared to the pay of a similar cohort of men. Other estimates of the gender pay gap are based on weekly or hourly earnings, or are specific to a particular group of women.

EMPOWERING WOMEN SINCE 1881

EARNINGS RATIO = $\frac{\text{WOMEN'S MEDIAN EARNINGS}}{\text{MEN'S MEDIAN EARNINGS}}$

2017 EARNINGS RATIO = $\frac{\$41,997}{\$52,146} = \mathbf{80\%}$

1. USA Today. <https://www.usatoday.com/story/money/2019/04/02/national-equal-pay-day-2019-gender-wage-gap/3298020002/>. Accessed June 27, 2019. 2. Los Angeles Times. <https://www.latimes.com/business/la-fi-oracle-gender-pay-lawsuit-20190621-story.html>. Accessed June 27, 2019. 3. Salary.com. <https://www.salary.com/blog/understanding-the-gender-pay-gap/>. Accessed June 27, 2019. 4. PayScale. <https://www.payscale.com/data/gender-pay-gap>. Accessed June 27, 2019. 5. The Guardian. <https://www.theguardian.com/society/2019/feb/28/what-is-gender-pay-gap-reporting-and-what-does-it-mean>. Accessed June 27, 2019. 6. AAUW. <https://www.aauw.org/research/the-simple-truth-about-the-gender-pay-gap/>. Accessed July 11, 2019.

SALARY TRANSPARENCY

\$230K

\$195K

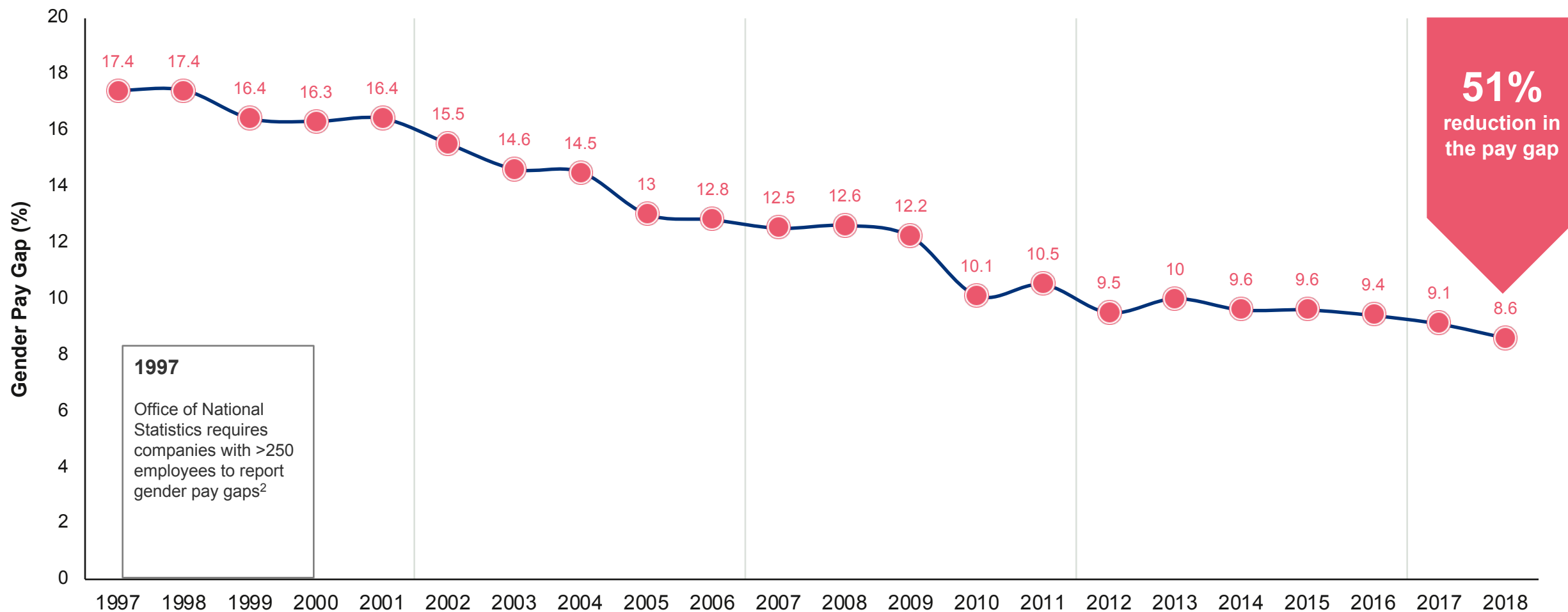
\$236K

WAGE GAP REPORTING





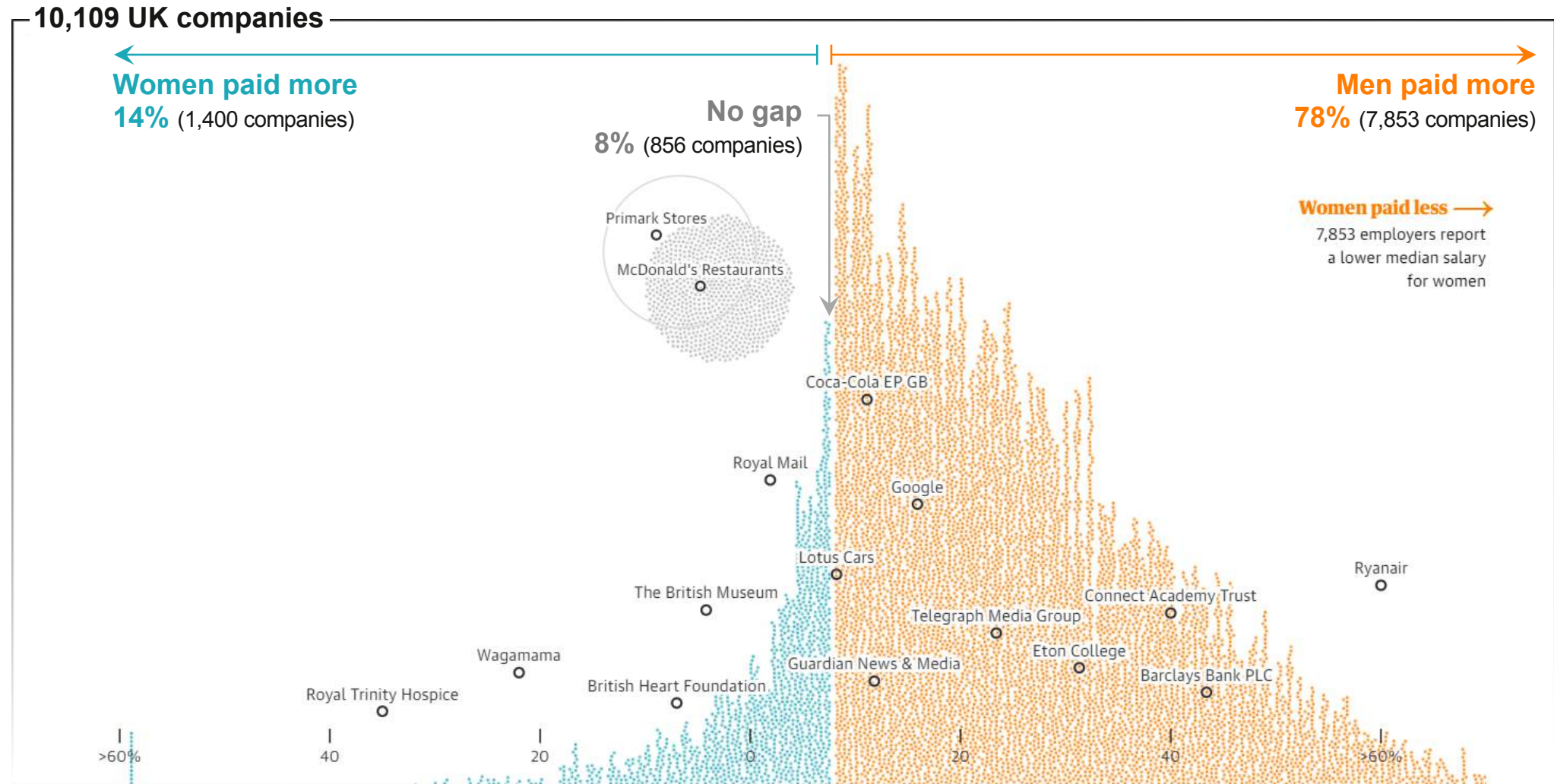
UK: Change in the Gender Pay Gap Under the Equality Act¹



1. UK Office for National Statistics. <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018>. Accessed July 1, 2019.



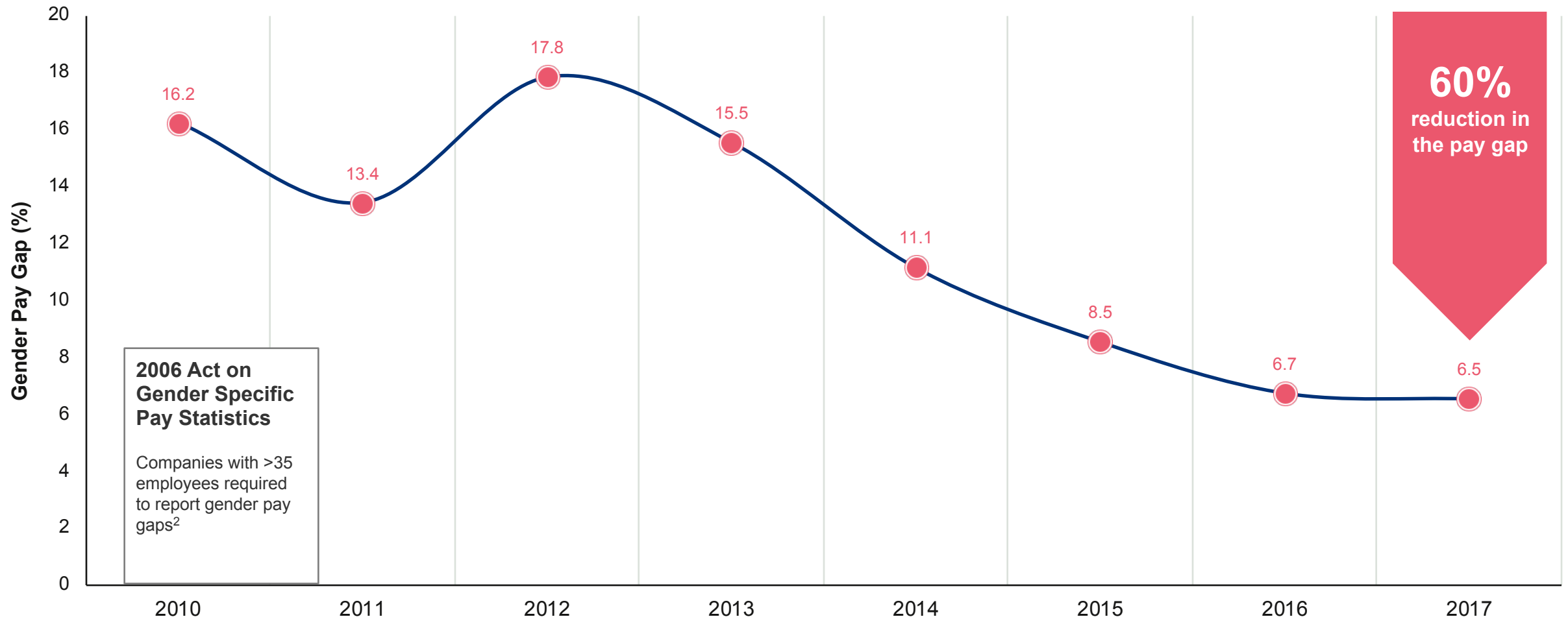
UK: 2018 Public Reporting of the Gender Pay Gap Under the Equality Act¹



*Mandated reporting by all companies >250 employees.
1. The Guardian. <https://www.theguardian.com/news/ng-interactive/2018/apr/05/women-are-paid-less-than-men-heres-how-to-fix-it>. Accessed June 28, 2019.



Denmark: Change in the Physician Specialist Gender Pay Gap¹

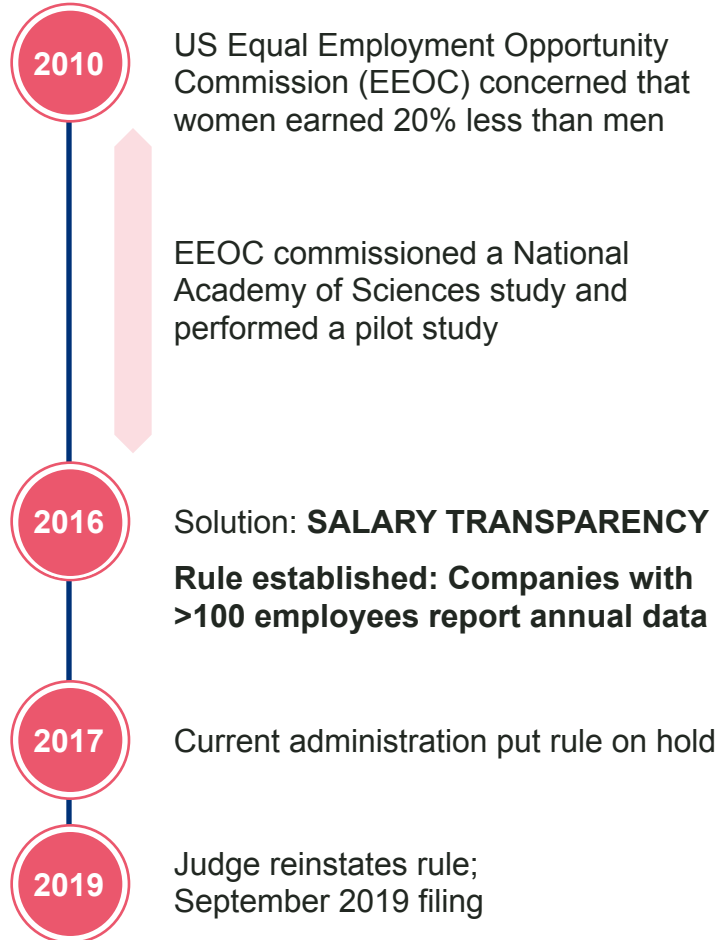


1. Statistics Denmark. <https://www.statbank.dk/LIGELI2>. Accessed July 1, 2019. 2. Human Resources. <https://www.humanresourcesonline.net/research-make-salaries-transparent-to-reduce-the-gender-pay-gap/>. Accessed July 2, 2019.

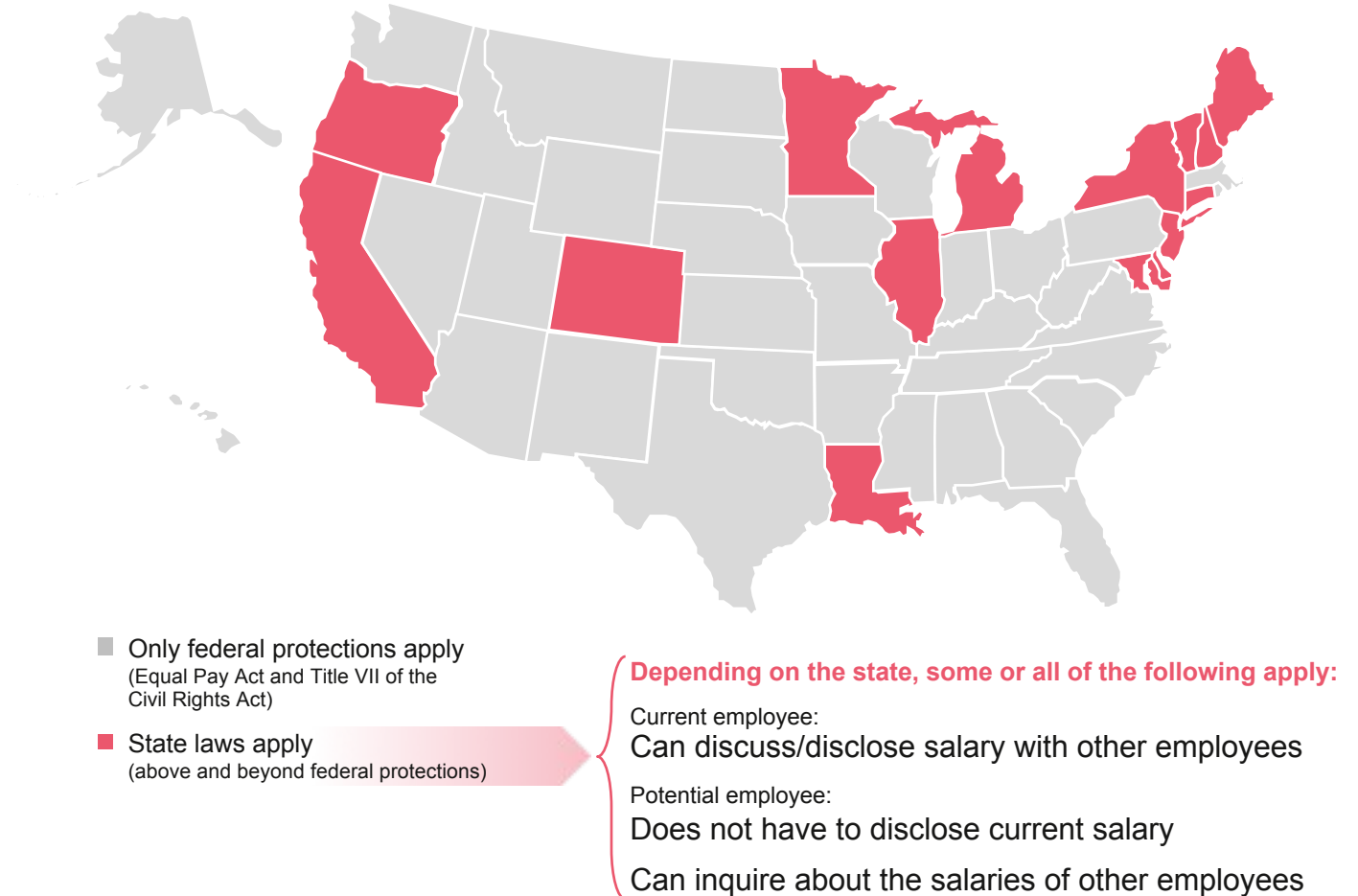


US: Overview of Key Gender Pay Gap Transparency Initiatives

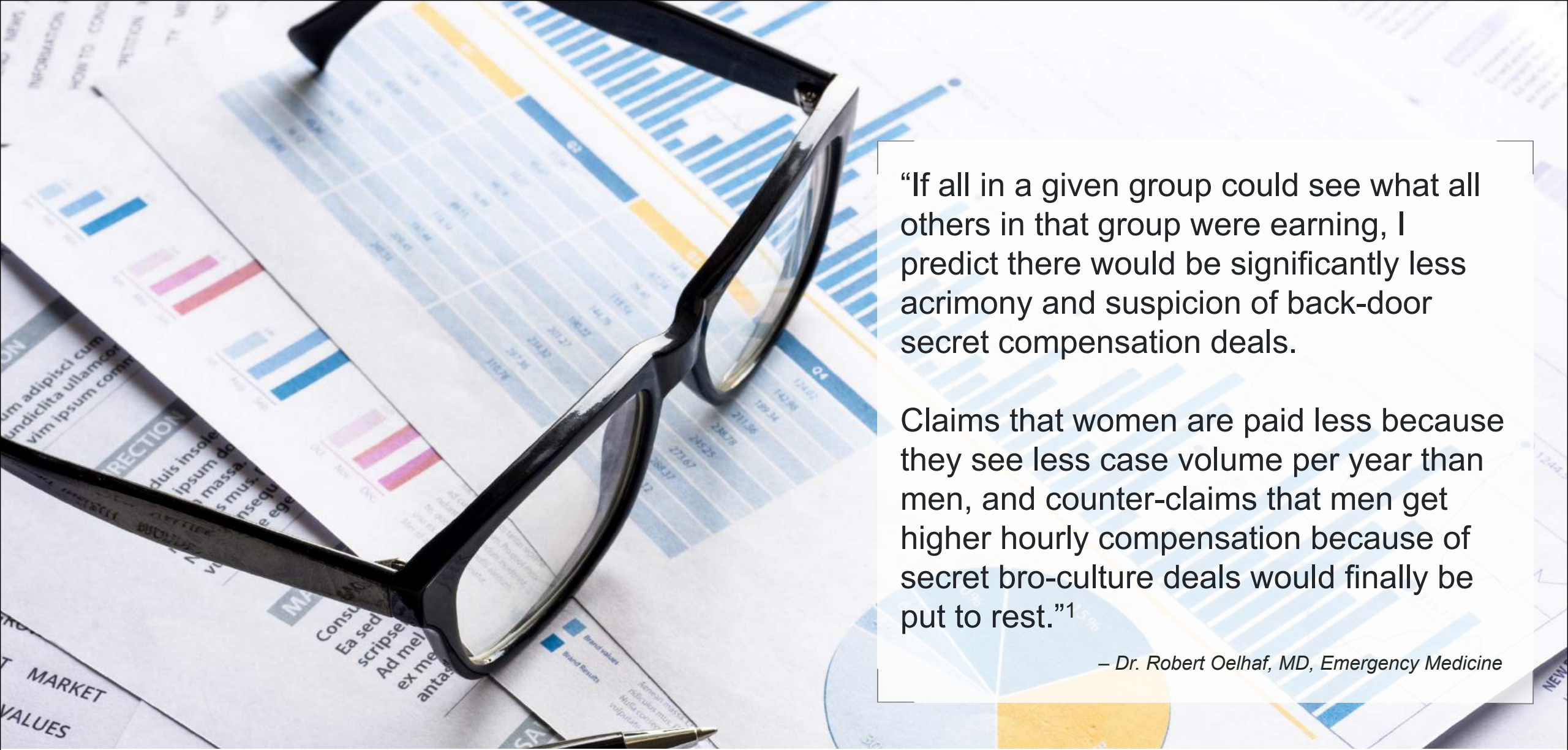
FEDERAL INITIATIVES¹



STATE INITIATIVES²



1. Vox. <https://www.vox.com/2019/4/26/18515920/gender-pay-gap-rule-eeoc>. Accessed June 29, 2019. 2. US Department of Labor. https://www.dol.gov/wb/EqualPay/equalpay_txt.htm. Accessed June 29, 2019.



“If all in a given group could see what all others in that group were earning, I predict there would be significantly less acrimony and suspicion of back-door secret compensation deals.

Claims that women are paid less because they see less case volume per year than men, and counter-claims that men get higher hourly compensation because of secret bro-culture deals would finally be put to rest.”¹

– Dr. Robert Oelhaf, MD, Emergency Medicine

1. Oelhaf R. <https://feminem.org/2018/09/02/heres-an-actual-big-and-bright-idea-salary-transparency-in-medicine/>. Accessed June 20, 2019.

Progressing Towards Transparency¹

Conduct a Transparency Audit

Step
1

Survey (anonymous):
Ask employees to rate the transparency of current compensation practices, structures, and processes from 1 to 10 (1 = completely secret and 10 = completely open)

Step
2

Survey (anonymous; in parallel):
Ask the same question to leaders (managers/executives)

Typical results:

	Employees	Leaders
Perceived transparency	Avg: 2–4	Avg: 6–8

The wider the gap, the more severe the transparency issue

LEADERS (COACHING)

Need help with how to communicate current practices to employees

EMPLOYEES (EDUCATION)

Need general education on current processes

Need discussion with their leader on specific factors tied into their compensation

1. Salary.com. <https://www.salary.com/resources/white-papers/transparency-compensation-trends-best-practices/>. Accessed June 28, 2019.

Progressing Towards Transparency¹

PRESS Framework

P

Process

- Clearly defined compensation process
- Open about how it works

R

Ranges

- Pay ranges available during salary discussions can help employees to feel more informed and engaged
- Does not need to be published publicly

E

Equity

- Show fairness
- Demonstrate that the practice is committed to fair treatment of all employees, regardless of race or gender

S

Stretch

- Make leaders stretch outside of their comfort zone
- Default to being more transparent unless there's a compelling reason not to

S

Solicit

- Solicit feedback (ie, transparency audit) to understand perceptions around transparency

1. Salary.com. <https://www.salary.com/resources/white-papers/transparency-compensation-trends-best-practices/>. Accessed June 28, 2019.



Ethel Owen, CPC, Administrator

Past President, National Organization of Rheumatology Managers
Past Editor-in-Chief, *Rheumatology Practice Management*

Negotiations by Gender¹



1. Medscape. <http://www.medscape.com/viewarticle/848309>. Accessed June 28, 2019.

What Is “Implicit Bias”?

“The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. Activated involuntarily, without awareness or intentional control. Can be either positive or negative. Everyone is susceptible.”¹



1. Kirwan Institute. <http://kirwaninstitute.osu.edu/wp-content/uploads/2016/07/implicit-bias-2016.pdf>. Accessed June 28, 2019.

Implicit Associations Reveal an Unconscious Gender Bias*1

Most people unconsciously associate:

FEMALES with FAMILY



MALES with CAREER



*N=846,020 respondents to Project Implicit survey between January 2005 and December 2015.
1. Harvard.edu. Project Implicit. <https://implicit.harvard.edu/implicit/>. Accessed June 27, 2019.

“Bias runs deeply in all of us.
We need to accept it, acknowledge
it and correct it”¹

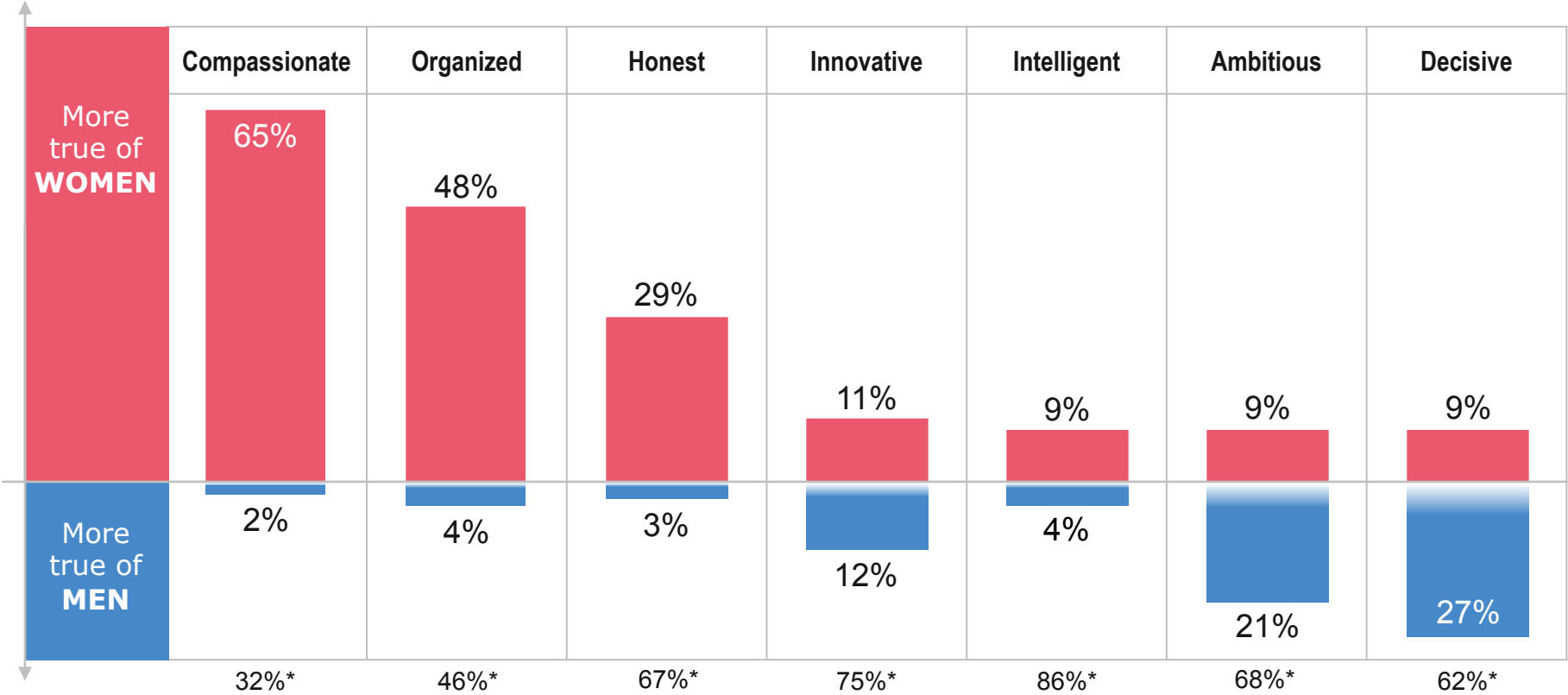
Sheryl Sandberg
COO
Facebook



1. HuffPost Women United Kingdom. Sheryl Sandberg On Gender Bias At Work: We Need To Accept It, Acknowledge It And Correct It. http://www.huffingtonpost.co.uk/2016/02/03/sheryl-sandberg-on-gender-bias-makers-conference-2016_n_9149806.html. Accessed June 27, 2019.

Perceived Differences in Gender Characteristics Exist¹

Women are perceived as more compassionate, while men are seen as more decisive (N=1835)



*Equally true of both. "No answer" not shown.
1. Pew Research Center. Women and Leadership: Public Says Women are Equally Qualified, but Barriers Persist. 2015. <http://www.pewsocialtrends.org/2015/01/14/chapter-2-what-makes-a-good-leader-and-does-gender-matter/>. Accessed June 27, 2019.

The Psychological Basis for Bias: Communal vs Agentic Associations¹

FEMALE

Associated with

Communal qualities

Concern for the compassionate treatment of others

- Affectionate
- Helpful
- Friendly
- Kind
- Sympathetic
- Sensitive
- Gentle
- Soft-spoken

MALE

Associated with

Agentic qualities

Convey assertion and control

- Aggressive
- Ambitious
- Dominant
- Self-confident
- Forceful
- Self-reliant
- Individualistic

Agentic traits
are associated
with effective
leadership

1. Eagly AH, Carli LL. *Harvard Business Review*. <https://hbr.org/2007/09/women-and-the-labyrinth-of-leadership>. Accessed June 27, 2019.

The Negotiation Tightrope



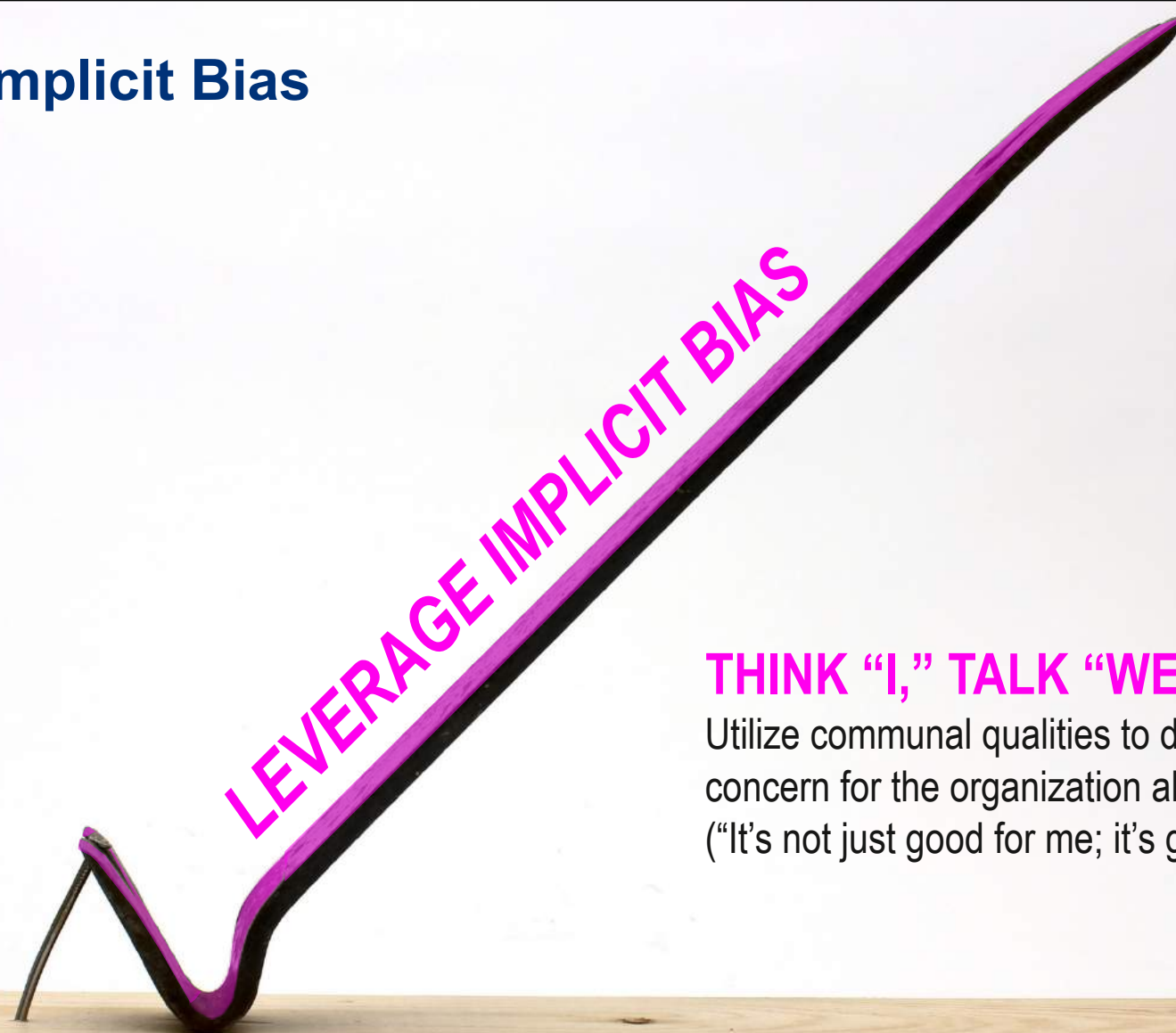
NOT ASSERTIVE ENOUGH:
Lack of parity with men^{1,2}

TOO ASSERTIVE:
Societal backlash/
perceived as difficult¹⁻³

“Our implicit gender perceptions mean that the advice that women stand up for themselves and assert their position strongly in negotiations may not have the intended effect. It may even backfire.”²

1. Medscape. <http://www.medscape.com/viewarticle/848309>. Accessed June 27, 2019. 2. The New Yorker. <http://www.newyorker.com/science/maria-konnikova/lean-out-the-dangers-for-women-who-negotiate>. Accessed June 27, 2019. 3. Bowles HR, Babcock L, Lai L. *Organizational Behavior and Human Decision Processes*. 2007;103:84-103.

Negotiating Around Implicit Bias



THINK “I,” TALK “WE”

Utilize communal qualities to demonstrate concern for the organization above yourself (“It’s not just good for me; it’s good for you”)¹⁻³

1. NPR. <http://www.npr.org/2011/02/14/133599768/ask-for-a-raise-most-women-hesitate>. Accessed June 27, 2019. 2. The New Yorker. <http://www.newyorker.com/science/maria-konnikova/lean-out-the-dangers-for-women-who-negotiate>. Accessed June 27, 2019. 3. Forbes. <https://www.forbes.com/sites/susanmcpherson/2014/05/14/4-things-every-powerful-woman-should-know-about-negotiation/#5571d0237303>. Accessed June 27, 2019.

9 Salary Negotiation Considerations for Female Physicians¹

- 1 Ask male and female physicians with similar experience in this specialty what they are earning (be tactful and expect some to decline)
- 2 Research finances of the organization (performance and plans for budget allocation)
- 3 Negotiate beyond salary (sign-on bonus, time off, additional duties, etc)
- 4 Learn the “broken record” technique (repeat the same response if pushed for a different answer)
- 5 Ask for challenging opportunities and promotions (or sponsorship in a professional development program)
- 6 Don’t disqualify yourself (you don’t have to be an expert in everything in a job posting)
- 7 Don’t tell a prospective employer what your current salary is
- 8 Don’t tell a prospective employer about your spouse’s employment status
- 9 Keep detailed records of your accomplishments and ask for an annual review

“No matter what business you’re in, knowing how to negotiate is an essential skill if you want to advance your career and help close the wage gap.”²

1. Becker’s ASC Review. <https://www.beckersasc.com/leadership-management/female-physicians-earn-18-less-than-males-9-tips-for-negotiating-higher-salaries.html>. Accessed July 1, 2019. 2. Forbes. <https://www.forbes.com/sites/susanmcpherson/2014/05/14/4-things-every-powerful-woman-should-know-about-negotiation/#5571d0237303>. Accessed June 27, 2019.



Grace Wright, MD, PhD, FACR
President, Association of Women in Rheumatology



“Leadership is a critical component for any organization seeking to drive improvements in health care quality and patient safety.”¹

– Institute for Healthcare Improvement

1. Institute for Healthcare Improvement. <http://www.ihl.org/Topics/Leadership/Pages/default.aspx>. Accessed July 3, 2019.

The Solution: Finding the Right Leadership Style¹



Tend to be
Transactional
leaders

Conventional leadership approach that uses a system of reward and punishment

- Give-and-take relationships with subordinates
- Clarifying responsibilities
- Rewards for meeting objectives
- Corrective/disciplinary actions for failing to meet objectives



Tend to be
Transformational
leaders

Modern leadership approach acting as a nurturing mentor or coach

- Gain subordinates' trust and confidence
- State future goals and develop plans to achieve those goals
- Mentor and empower subordinates to develop full potential
- Provide support and encouragement to subordinates

1. Eagly AH, Carli LL. *Harvard Business Review*. <https://hbr.org/2007/09/women-and-the-labyrinth-of-leadership>. Accessed June 27, 2019.

#1. UNDERSTANDING what needs to change



1. Forbes. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#37e83ad21117>. Accessed June 29, 2019.

8 Transformational Leadership Qualities¹

#2. Able to STIMULATE intellect

1. Forbes. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#37e83ad21117>. Accessed June 29, 2019.

#3. Able to ENCOURAGE participation

1. Forbes. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#37e83ad21117>. Accessed June 29, 2019.



#4. Talent for COMMUNICATION

1. Forbes. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#37e83ad21117>. Accessed June 29, 2019.

#5. Reasonable LOYALTY



1. Forbes. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#37e83ad21117>. Accessed June 29, 2019.

#6. Sensing the BIGGER PICTURE

1. Forbes. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#37e83ad21117>. Accessed June 29, 2019.

#7. Demonstrating personal INTEGRITY



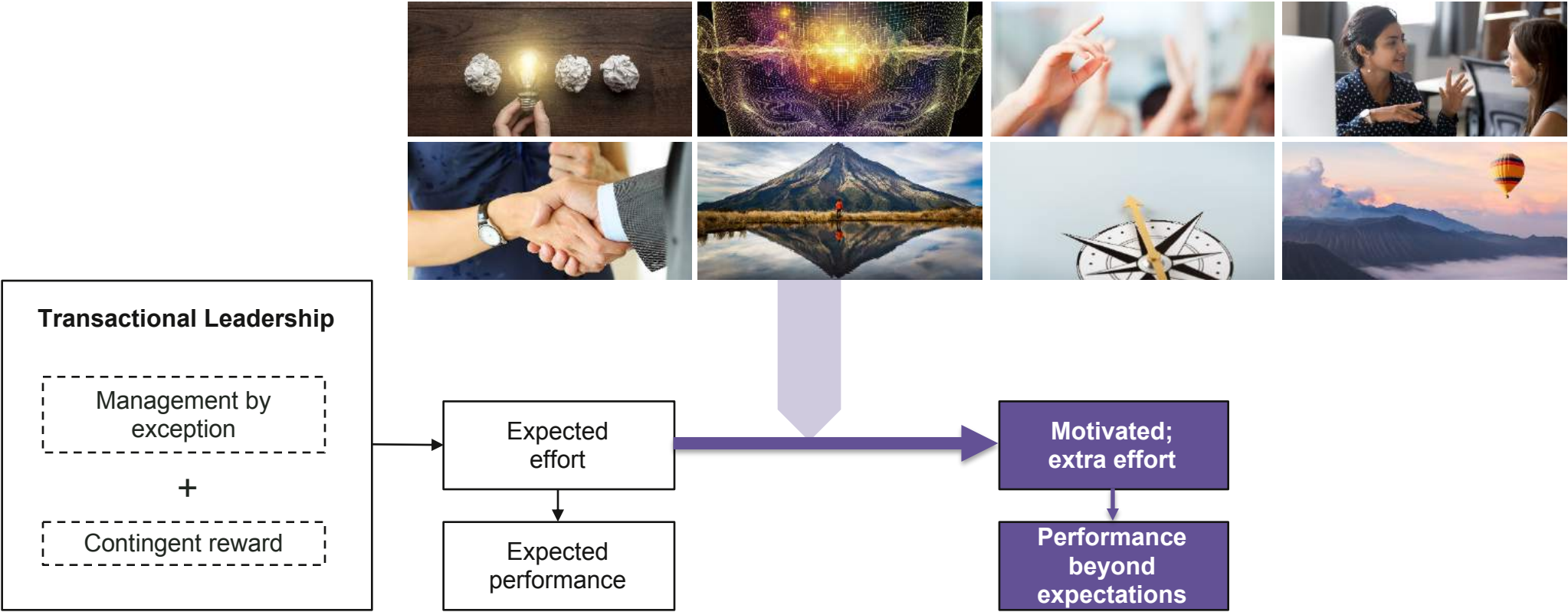
1. Forbes. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#37e83ad21117>. Accessed June 29, 2019.

#8. An INSPIRING presence



1. Forbes. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#37e83ad21117>. Accessed June 29, 2019.

Relationship Between Transactional and Transformational^{1,2}

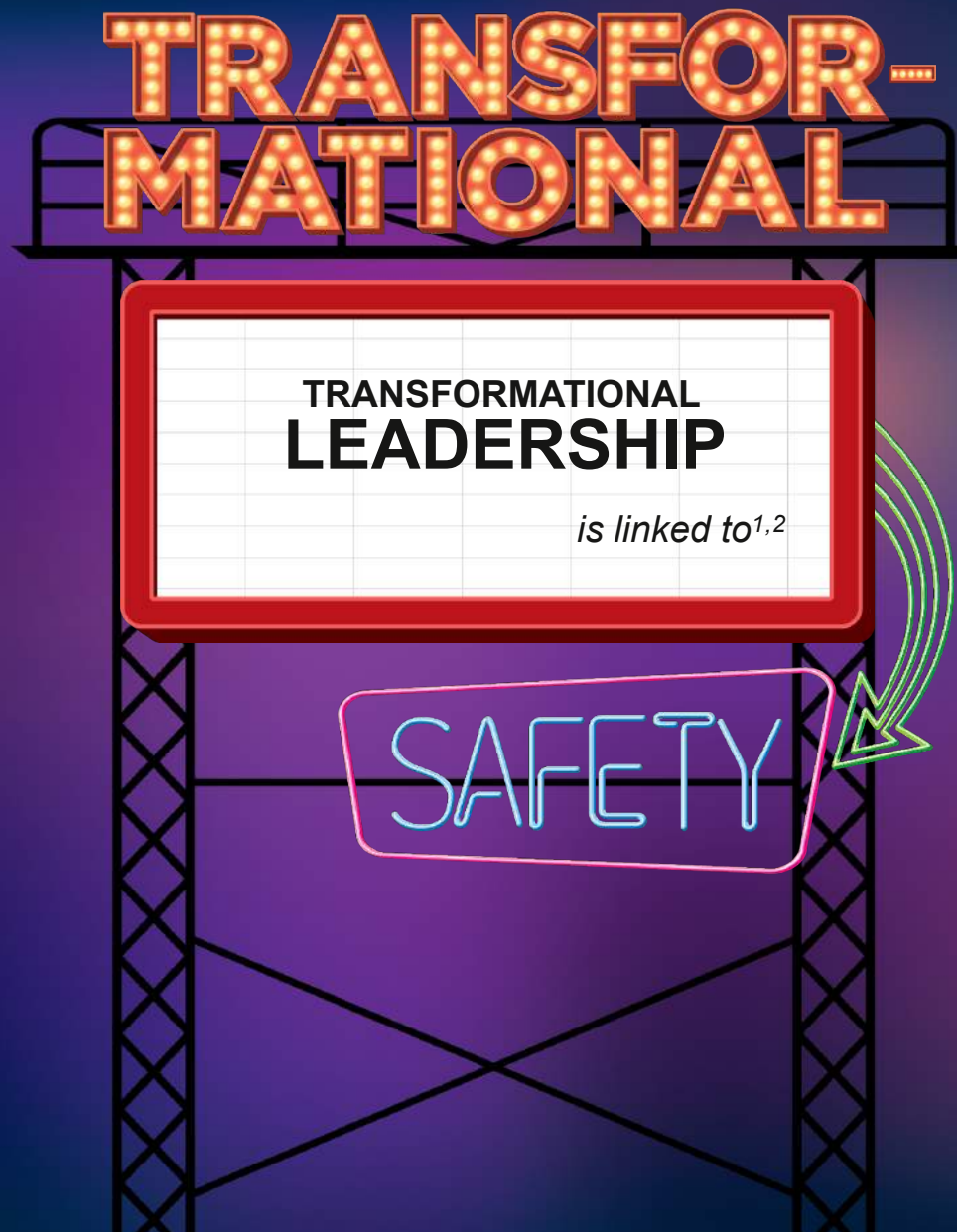


“Opt for transformational leadership instead of transactional leadership”³

1. Flin R, Yule S. *Qual Saf Health Care*. 2004;13:ii45-ii51. 2. Management Study Guide. <https://managementstudyguide.com/transformational-leadership.htm>. Accessed June 27, 2019. 3. AMA. <https://www.ama-assn.org/practice-management/payment-delivery-models/4-tips-be-better-physician-team-leader>. Accessed July 1, 2019.

Transformational leaders:

- Provide a sense of purpose that is clear and energizing
- Are role models for ethical conduct
- Display strong commitment to safety, safety practices and procedures, and placing safety as top priority
- Have been directly linked to employees' perception of a strong safety climate



1. McFadden KL, Stock GN, Gowen CR. *Health Care Manage Rev.* 2015;40:24-34.
2. Sfantou DF, et al. *Healthcare.* 2017;5,73; doi:10.3390/healthcare5040073.

Transformational leadership:

- Fosters organizational change needed for implementing quality initiatives
- Has a direct relationship to implementing quality (CQI) initiatives that are positively associated with improved process quality



CQI = continuous quality improvement.

1. McFadden KL, Stock GN, Gowen CR. *Health Care Manage Rev.* 2015;40:24-34.
2. Sfantou DF, et al. *Healthcare.* 2017;5,73; doi:10.3390/healthcare5040073.



Let's Discuss!

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August 15, 2019
Hilton Head, SC

THANK YOU FOR PARTICIPATING!

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