Transparency, Negotiation, and Leadership in Rheumatology
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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\textsuperscript{1,2}

1886
Johnson & Johnson founded. Eight of the first 14 employees were women.

Chemist Edith von Kuster joined Johnson & Johnson as its first female scientist and one of only four staff scientists at a time when fewer than 3\% of American women attended college.

1907

1907
Women were Johnson & Johnson’s first volunteers (the Laurel Club), helping underserved children and wounded soldiers – and they had a women’s basketball team!

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Women at Johnson & Johnson have been fueling the future of human health for more than 130 years.1-3

- 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.

Agenda

- Transparency
- Negotiation
- Leadership
Anne Winkler, MD, PhD, FACR, MACP
Secretary, Association of Women in Rheumatology
Difference in Compensation* by Gender in Rheumatology¹-³

¹ Mean difference calculated from 2016, 2017, and 2018 annual compensation reports (the compensation reported is based on full-time positions).
Lifelong Earnings Impact of Gender Compensation Difference*1-3

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

83 cents

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

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*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.

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.

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 equality in academic appointments, 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

"Although progress has been made toward gender diversity in the physician workforce, **DISPARITIES IN COMPENSATION EXIST.**" - American College of Physicians 2018 Position Paper

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## Gender Differences in Rheumatology

<table>
<thead>
<tr>
<th></th>
<th>Average annual compensation difference*1-3</th>
<th>Hours worked per week†4</th>
<th>Average annual patient visits4</th>
<th>Estimated FTE difference§5</th>
<th>Average annual RVUs6</th>
<th>Female patients/ year7</th>
<th>Psychosocially complex patients/year7</th>
<th>Additional time needed with patients7</th>
<th>Patient openness to physician8</th>
<th>Physician patient-centered9</th>
<th>Quality of care10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MEN</strong></td>
<td>$1.00</td>
<td>3,133</td>
<td>1.0</td>
<td>4,944</td>
<td>55%</td>
<td>28%</td>
<td>21%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>WOMEN</strong></td>
<td>$0.83</td>
<td>–7 (fewer hours)</td>
<td>2,249</td>
<td>0.7</td>
<td>4,155</td>
<td>65% (P&lt;0.01)</td>
<td>43% (P&lt;0.01)</td>
<td>36% (P&lt;0.01)</td>
<td>More</td>
<td>More</td>
<td>Lower mortality and lower 30-day readmissions (P&lt;0.001)</td>
</tr>
</tbody>
</table>

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. ¶n elderly hospitalized patients treated by female vs male internists.

Gender Compensation Disparities Occur Across Fields and Borders 1-6

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

Office of National Statistics requires companies with >250 employees to report gender pay gaps.

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

*Mandated reporting by all companies >250 employees.

Denmark: Change in the Physician Specialist Gender Pay Gap

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**2006 Act on Gender Specific Pay Statistics**
Companies with >35 employees required to report gender pay gaps²

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US: Overview of Key Gender Pay Gap Transparency Initiatives

**FEDERAL INITIATIVES**

- **2010**: US Equal Employment Opportunity Commission (EEOC) concerned that women earned 20% less than men.
  
  EEOC commissioned a National Academy of Sciences study and performed a pilot study.

- **2016**: Solution: **SALARY TRANSPARENCY**
  
  Rule established: Companies with >100 employees report annual data.

- **2017**: Current administration put rule on hold.

- **2019**: Judge reinstates rule; September 2019 filing.

**STATE INITIATIVES**

- **Only federal protections apply**
  
  (Equal Pay Act and Title VII of the Civil Rights Act)

- **State laws apply**
  
  (above and beyond federal protections)

Depending on the state, some or all of the following apply:

- **Current employee**:
  - Can discuss/disclose salary with other employees
  
- **Potential employee**:
  - Does not have to disclose current salary
  
  - Can inquire about the salaries of other employees

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“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.”

– Dr. Robert Oelhaf, MD, Emergency Medicine

Progressing Towards Transparency

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:

<table>
<thead>
<tr>
<th></th>
<th>Employees</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived transparency</td>
<td>Avg: 2–4</td>
<td>Avg: 6–8</td>
</tr>
</tbody>
</table>

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

Progressing Towards Transparency

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 (i.e., transparency audit) to understand perceptions around transparency

Ethel Owen, CPC, Administrator
Past President, National Organization of Rheumatology Managers
Past Editor-in-Chief, Rheumatology Practice Management
Men are more likely to initiate negotiations than women.

Even when women negotiate, they receive on average 30% less than men receive.

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.”

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

Sheryl Sandberg
COO
Facebook

Perceived Differences in Gender Characteristics Exist

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>More true of Women</th>
<th>More true of Men</th>
<th>Equally true of both</th>
<th>No answer not shown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compassionate</td>
<td>65%</td>
<td>2%</td>
<td>32%*</td>
<td></td>
</tr>
<tr>
<td>Organized</td>
<td>48%</td>
<td>4%</td>
<td>46%*</td>
<td></td>
</tr>
<tr>
<td>Honest</td>
<td>29%</td>
<td>3%</td>
<td>67%*</td>
<td></td>
</tr>
<tr>
<td>Innovative</td>
<td></td>
<td></td>
<td>75%*</td>
<td></td>
</tr>
<tr>
<td>Intelligent</td>
<td></td>
<td></td>
<td>86%*</td>
<td></td>
</tr>
<tr>
<td>Ambitious</td>
<td></td>
<td></td>
<td>68%*</td>
<td></td>
</tr>
<tr>
<td>Decisive</td>
<td></td>
<td></td>
<td>27%</td>
<td></td>
</tr>
</tbody>
</table>

*Equally true of both. "No answer" not shown.

The Psychological Basis for Bias: Communal vs Agentic Associations

**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

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The Negotiation Tightrope

NOT ASSERTIVE ENOUGH:
Lack of parity with men

TOO ASSERTIVE:
Societal backlash/
perceived as difficult

“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.”

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")\(^1\)\(^-\)\(^3\)

# 9 Salary Negotiation Considerations for Female Physicians

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.”

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

– Institute for Healthcare Improvement
The Solution: Finding the Right Leadership Style

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

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#1. UNDERSTANDING what needs to change
#2. Able to STIMULATE intellect

#3. Able to ENCOURAGE participation

#4. Talent for COMMUNICATION

8 Transformational Leadership Qualities

#5. Reasonable LOYALTY

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#6. Sensing the BIGGER PICTURE

#7. Demonstrating personal INTEGRITY

#8. An INSPIRING presence

Relationship Between Transactional and Transformational\textsuperscript{1,2}

Transactional Leadership

- Management by exception
- +
- Contingent reward

\begin{itemize}
  \item Expected effort
  \item Expected performance
\end{itemize}

Motivated; extra effort

Performance beyond expectations

\textit{“Opt for transformational leadership instead of transactional leadership”}\textsuperscript{3}

\begin{enumerate}
\end{enumerate}
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

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.
Let’s Discuss!
THANK YOU FOR PARTICIPATING!

August 15, 2019
Hilton Head, SC