

# AWMIR

Association of Women in Rheumatology

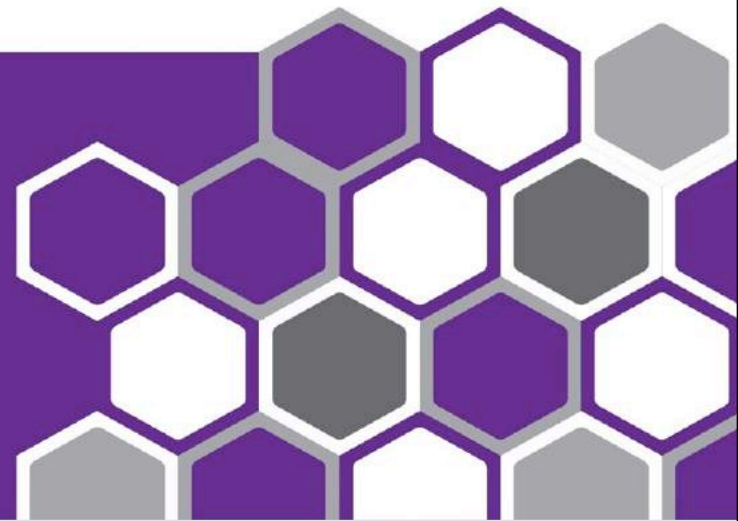


## WOMEN IN LEADERSHIP:

### Lessons from our Super-heroines

# 2019

## National Meeting



### **CHAIR:**

GRACE C WRIGHT, MD PHD

### **PANELISTS:**

GILDA BARABINO, PHD

LISA CRISCIONE-SCHREIBER, MD

MEGAN CLOWSE, MD

ESTER BANQUE, MBA

JENNIFER HERRON, MBA

CRISTINA SANTOS, BS

# WOMEN



IN



# LEADERSHIP



## **Grace C. Wright MD PhD**

President, Association of Women in Rheumatology

Dr Wright is the President of the Association of Women in Rheumatology. She received her undergraduate degree at Barnard College, Columbia University, graduating magna cum laude in 1983. She earned her medical and doctorate degrees at NYU School of Medicine in 1990, where she then served as Clinical Associate Professor of Medicine for 23 years. She is the recipient of the Helen R. Downes Award for academic distinction, is a member of Phi Beta Kappa and the Alpha Omega Alpha honor medical societies, and was awarded the Arthritis Foundation 2019 Women in Motion Award.

Dr. Wright has research and clinical interests in the management and treatment of Rheumatic diseases and serves as consultant in medical education and research worldwide. She has served as a principal or co-principal investigator of many clinical trials, and has given numerous professional lectures worldwide. She is a founding member of the Association of Women in Rheumatology and is a fellow member of the American College of Rheumatology.



## **Gilda Barabino, PhD**

**Dean & Berg Professor, Grove School Of  
Engineering, The City College Of New York**

Dr Barabino is Berg Professor and Dean of The Grove School of Engineering at The City College of New York (CCNY). She holds appointments in the Departments of Biomedical Engineering, Chemical Engineering and the CUNY Sophie Davis School of Medicine.

She has served as Associate Chair for Graduate Studies and Professor in the Wallace H. Coulter Department of Biomedical Engineering at Georgia Tech and Emory, where she also served as the inaugural Vice Provost for Academic Diversity. She also served at Georgia Tech and Emory, where she rose to the rank of Full Professor of Chemical Engineering and served as Vice Provost for Undergraduate Education at Northeastern University.

She is a noted investigator in the areas of sickle cell disease, cellular and tissue engineering, and race, ethnicity and gender in science and engineering. She consults nationally and internationally on STEM education and research, diversity in higher education, policy, workforce development and faculty development



## **Lisa Criscione-Schreiber, MD**

Associate Professor of Medicine, Rheumatology  
Program Director, Duke University School of  
Medicine

Dr Criscione-Schreiber is an Associate Professor of Medicine at Duke University School of Medicine and Rheumatology Program director since 2008. She received her Bachelors and Medical degrees at Duke University and a Masters in Education from the University of Cincinnati in 2014. She is also the Associate Vice chair for Faculty Development and Diversity in the Duke department of Medicine where she directs the Program for Women in Medicine and serves as the Chair of the Department of Medicine Faculty Development Academy for Education Scholars.

Her clinical interests include Systemic Lupus Erythematosus (SLE) and inflammatory myopathies. In 2007, Dr Criscione-Schreiber co-founded the Duke Lupus Clinic with Dr. Megan Clowse where they continue to improve the health and quality of life for individuals living with lupus. She is the recipient of the Clinician Scholar Award through the Rheumatology Research Foundation of the ACR and is involved in the validation and testing of a rheumatology objective structured clinical examination (ROSCE)



## **Megan Clowse, MD**

Associate Professor of Medicine,  
Duke University School of Medicine

**Dr. Clowse is a clinical researcher with a focus on the management of rheumatologic diseases in pregnancy. Since 2007, she has collected prospective pregnancies in women with rheumatic disease in the Duke Autoimmunity in Pregnancy Registry, which currently includes over 300 pregnancies. This registry includes clinical data, pregnancy outcomes, and a large sample repository.**

**Dr. Clowse has also conducted studies on vasculitis and ovarian function and pregnancy and is the director of the Vasculitis-Pregnancy Registry, through the Vasculitis Clinical Research Consortium, an online pregnancy registry for women with these rare conditions. She is working on a study to identify causes for the high rate of infertility among women with rheumatoid arthritis. She is also working on several projects to better understand how psoriatic arthritis impacts pregnancy**



## **Jennifer Herron, MBA**

President, MorphoSys US Inc.  
Executive Vice President, Global Commercial

Ms. Herron was recently appointed as President of MorphoSys US Inc. and Executive Vice President, Global Commercial. Prior to that she served at ARIAD as CCO and at Bristol-Myers Squibb Company (BMS), as Lead, Commercial Transformation and Operating Model. Previously, Ms. Herron served in various roles of increasing responsibility at BMS, including as Vice President, US Immunology from 2014-2016, and as General Manager for BMS in Puerto Rico and the Caribbean from 2012-2014.

Ms. Herron also served as Executive Director, US Commercial Operations, for BMS from 2010-2012, following several commercial leadership roles in oncology from 2006 through 2009. Prior to joining BMS, Ms. Herron served in critical marketing roles for in-line and launch assets in oncology for both Novartis and GSK/SmithKline Beecham. Ms. Herron started her pharmaceutical career as a clinical research associate at Boehringer Mannheim Pharmaceuticals





## **Cristina Santos, BS**

Head of Inclusion & Diversity and Equal Employment Opportunity - North America, Sanofi US

**Cristina is a seasoned professional in the pharmaceutical industry and is currently the Head of Inclusion & Diversity and Equal Employment Opportunity for North America at Sanofi. In this role, she leads the human healthcare company's regional efforts to maximize the strength of difference within, enabling a culture where employees are engaged, empowered and included.**

**Prior to joining Sanofi, Cristina worked in a number of key commercial roles in the areas of Global Oncology Commercial Excellence, U.S. Sales Leadership, Product Marketing, and Training & Development. Her passion for D&I sprung from years of devoted energy to global and local council work and leadership of several employee resource groups. She holds a strong belief that in order to achieve significant impact, we must invite the majority to the conversation alongside those traditionally underrepresented...in essence everyone should be included!**



## **Ester Banque, MBA**

Senior Vice President & Head Intercontinental Commercial at Bristol-Myers Squibb

**Ms. Ester Banque serves as Senior Vice President and Head Intercontinental Commercial at Bristol-Myers Squibb. She has more than 20 years of pharmaceutical industry experience serving in leadership roles in Spain, the United Kingdom, region Europe (comprised of 50 countries) and the US.**

**She began her career with Novartis and continued to take on roles of increasing responsibility including business franchise head, UK for new products; business franchise head hematology, Spain; and her most recent role as head integrated hospital care for region Europe.**

**Throughout her career, she has been committed to winning for patients and responsible for a broad portfolio of products in multiple disease states including dermatology, rheumatology and hematology. She has received global recognition for building high performing teams, driving innovation and launching with excellence**

EMPOWERMENT

POWERFUL

EQUALITY

EQUITY

DIVERSITY

DISPARITY

# EMPOWERMENT

Empowerment is when an audience can see themselves reflected in the heroes they idolize. In the last five years alone the presence of women can be felt in every facet of media and society. The stories we tell are the echoes in the corridors of civilization

**There is a fine line between the “powerful” and the “empowered.”**

**It is one thing to have the POTENTIAL for greatness in your DNA, but it is another thing entirely, to BE A FORCE for positive change.**

**An example of one of the most iconic superheroes is.....**

**Wonder Woman**

# WONDER WOMAN



For the first 3 decades of her existence, Wonder Woman was relegated to the role of superpowered guide and prop for the men who wrote her story and shared a page with her.

Despite her “POWER”, Wonder Woman was never given the center stage!

**But with time comes change, and with change comes progress!**



**Wonder Woman** and the audience she inspires has grown exponentially in the past 20 years. She is now the multi-billion dollar premiere act in a cinematic universe that includes staples of pop culture like Batman and Superman.

With over **\$800,000,000** grossed in her debut solo film alone<sup>1</sup>, Wonder Woman showed what it means to have .....

a story **about women**, **told by women**, **with women as the intended audience**.

**That's a very powerful thing!**

# Lessons from "Superheroines"

There was a time when women were fixtures on a set, not the main drivers of the action.

Your first foray into the spotlight is an empowering moment, but the ball really gets rolling when you're the one in the director's seat.

When Patty Jenkins sat in that director's seat to helm **Wonder Woman**, barriers were broken at the Box Office and in Hollywood.





# POWER

**POWERFUL**

**EMPOWERED**

Having great power, prestige, or influence<sup>1</sup>

Having the ability to control or influence people or things<sup>1</sup>

Having the knowledge, confidence, means, or ability to do things or make decisions for oneself<sup>1</sup>

# EQUALITY and EQUITY

- Wonder Woman was the **first female-led** superhero blockbuster in over a decade, and the **first to ever be directed by a woman**. The final product's commercial and cultural impact speaks volumes and the message is loud and clear:
- When women are given the freedom and resources to tell their own stories, all of humanity stands to benefit.
- When women are given the agency and space to flourish heroes will be born and glass ceilings will be broken.

# EQUALITY vs EQUITY

**EQUALITY**

**EQUITY**

The quality or state of being equal<sup>1</sup>

Correspondence in quantity, degree, value, rank, or ability<sup>2</sup>

Justice according to natural law or right....specifically : freedom from bias or favoritism<sup>1</sup>

# IMPACT OF INEQUALITY ON LIFETIME COMPENSATION

## Longterm Earnings Impact of Gender Compensation Difference\*1-3

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

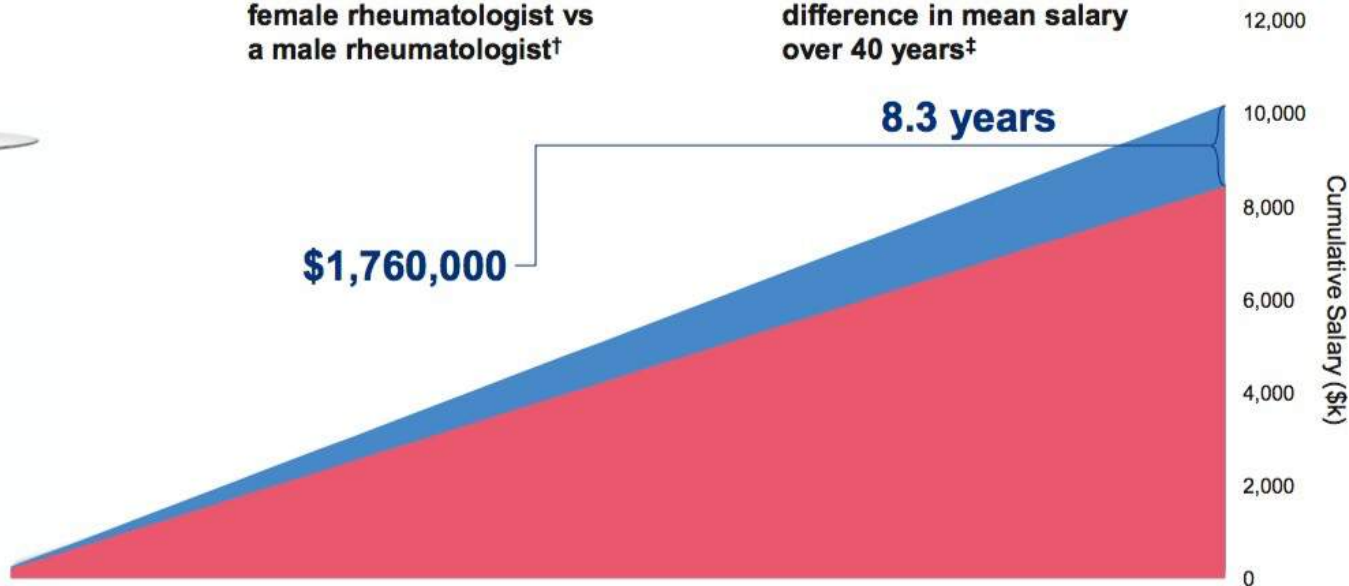


The difference in mean salary over 40 years (lifelong earnings) for a female rheumatologist vs a male rheumatologist†

\$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. Mover, 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 half of the physician workforce, and although progress has been made toward gender diversity in the physician workforce, **DISPARITIES IN COMPENSATION** and inequities have contributed to a disproportionately low number of female physicians achieving academic advancement and serving in leadership positions. Although progress has been made toward gender diversity in the physician workforce, **DISPARITIES IN COMPENSATION** and inequities have contributed to a disproportionately low number of female physicians achieving academic advancement and serving in leadership positions. Although progress has been made toward gender diversity in the physician workforce, **DISPARITIES IN COMPENSATION** and inequities have contributed to a disproportionately low number of female physicians achieving academic advancement and serving in leadership positions.

“Although progress has been made toward gender diversity in the physician workforce, **DISPARITIES IN COMPENSATION** and inequities have contributed to a disproportionately low number of female physicians achieving academic advancement and serving in leadership positions.”<sup>1</sup>

– American College of Physicians

2018 Position Paper



**EQUITY is FREEDOM!**

# DISPARITY & DIVERSITY

**DISPARITY**

**DIVERSITY**

Lack of similarity  
or equality<sup>2</sup>

The condition of having  
or being composed of  
differing elements<sup>1</sup>

The inclusion of individuals  
from more than one origin,  
color, SE stratum etc.<sup>2</sup>

# **IMPLICIT BIAS: Why Diversity Matters!**

**“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.”<sup>1</sup>**



# WHY DIVERSITY & INCLUSION



When we all have an opportunity to see positive reflections of ourselves, we can start to become the heroes we look up to.

**DISEMPOWERMENT**

**POWERLESSNESS**

**INEQUALITY**

**INEQUITY**

**DISPARITY**

**IMPACT  
LEADERSHIP DEVELOPMENT!**

# BEING THE SOLUTION: Find the Right Leadership Style<sup>1</sup>



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

# Elements of Transformational Leadership<sup>1,2</sup>



# Be the Transformational Leader<sup>1,2</sup>

TRANSFORMATIONAL  
LEADERSHIP



01

UNDERSTAND LOYALTY

02

SEE THE BIG PICTURE

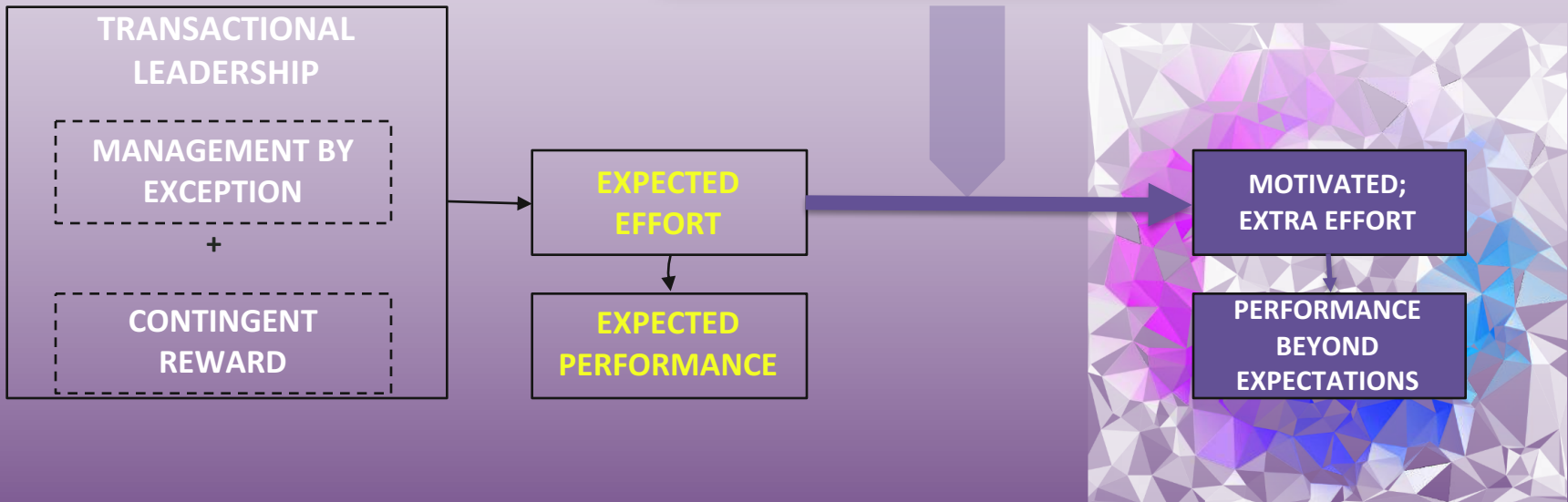
03

DEMONSTRATE INTEGRITY

04

BE AN INSPIRATION

# Relationship Between Transactional and Transformational<sup>1,2</sup>



# TRANSFOR MATIONAL

## 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



SAFETY

# TRANSFOR MATIONAL

## Transformational leadership:

- Fosters organizational change needed for implementing quality initiatives
- Has a direct relationship to implementing quality (CQI) initiatives which 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.



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