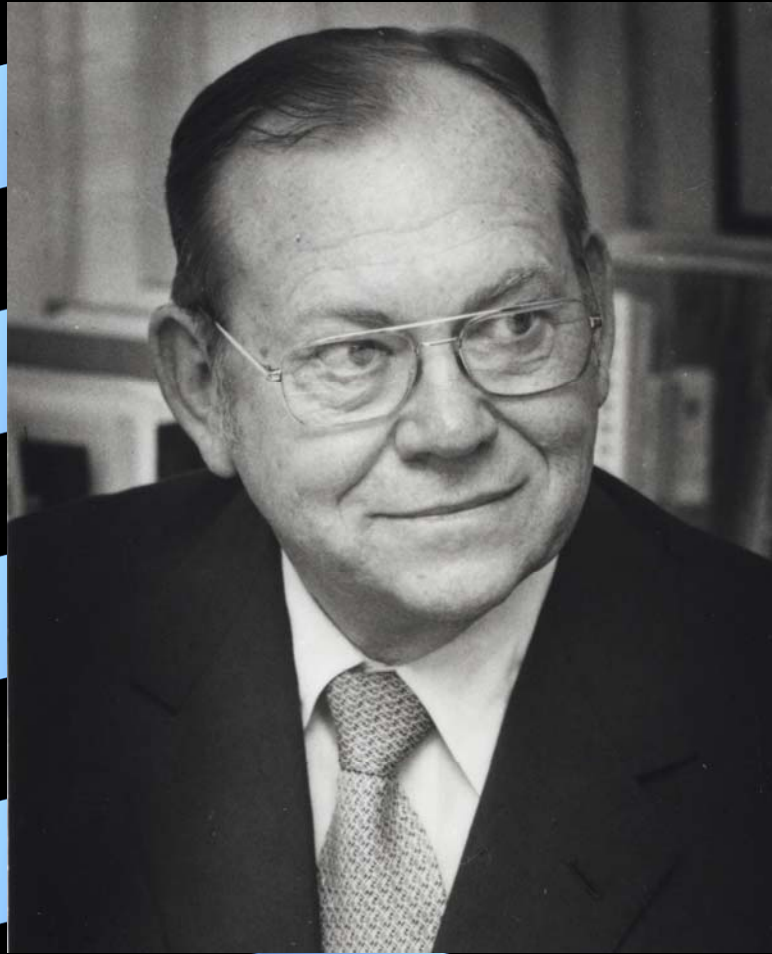




# Leadership and Leverage The Merger of ACP/ASIM

September 8, 2018

# Charles K. Donegan, MD



# Leadership Under Sail



# My Father the Minister

- Preaching is frequently about stating the obvious
- If we forget to say the obvious we are at great risk of forgetting what is obvious
- Preaching to the choir



## On Winning and Losing

- If one wins the assumption is that everything worked.
- If one loses the assumption is that nothing worked.
- The likelihood is that neither is the case.





# **It Appears to be the Case That**

**Having mastered medical school there is a tendency for physicians to assume that not only is nothing else in life as hard, but also nothing else in life requires study, learning preparation and skill to master.**



# Association Leader Milieu

- Importance of involvement
- Family/economic considerations
- Leadership qualities
- The meeting/parliamentary procedure
- Speaking
- Other communications
- Interpersonal relations



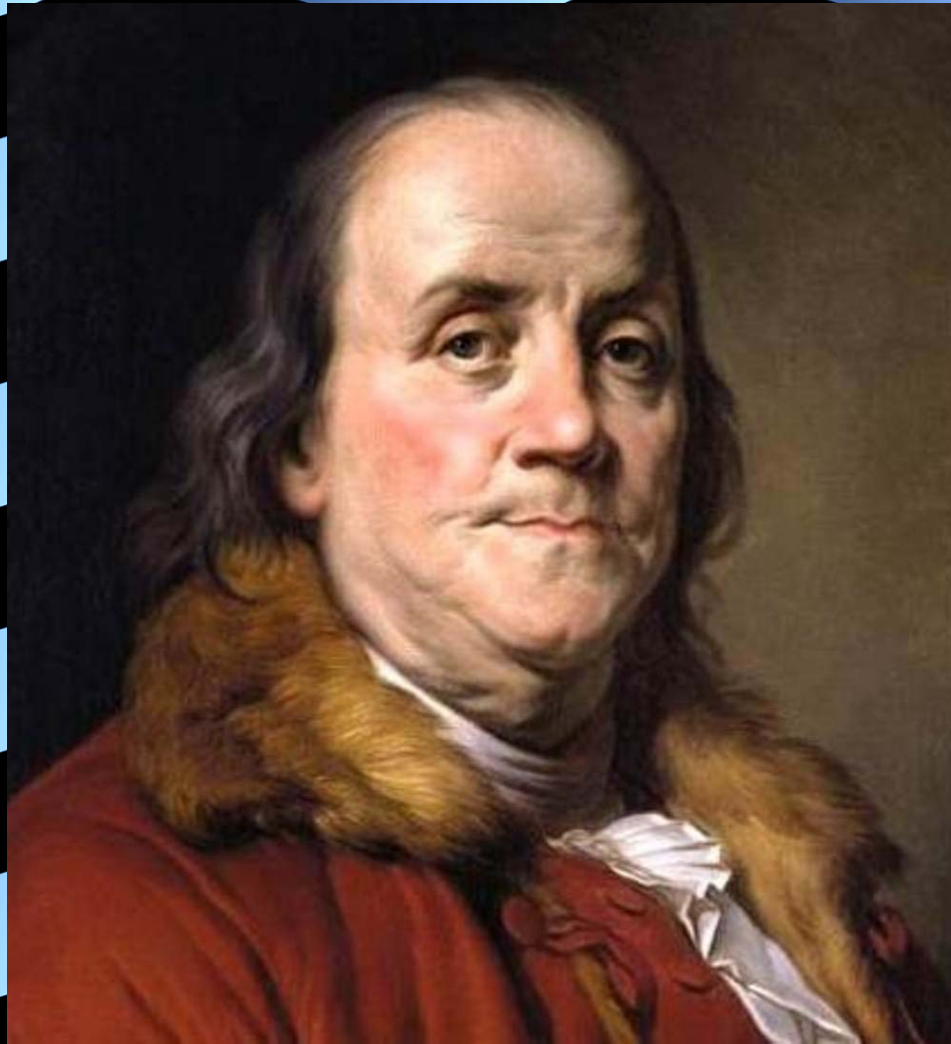
# Importance of Involvement

**There are those who, having neither training nor experience in the healthcare field, feel well qualified to determine how the healthcare system should work; and frequently, it seems that the less qualified the more confident they are they can do the job.**





# Benjamin Franklin



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# Family/Economic

- Spouse
- Children
- Stage of practice
- Mode of practice (group, solo)
- Financial security



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# Leadership Qualities

- Commitment, honesty, transparency
- Communication, two way
- Competence to think, plan and do
- Courage to innovate
- Leader as servant
- Lifelong learning
- Optimism & enthusiasm





**Passion without reason risks ineffectiveness**

**Reason without passion risks lack of  
commitment**

**What is needed is just the right mix of passion  
and reason**

# Admonitions

**Assume others are watching because they probably are**

**Trust is earned, and requires honesty and transparency.**



# Edward R. Annis, MD



**Edward R. Annis, MD**  
**former President of the AMA & WMA**

**“One Must Encourage the Troops”**



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# The Purpose of the Meeting is not the meeting

# The Meeting

- **Bum Rap** because frequently poorly organized, inefficiently run, too long, no decisions are made, from which no action flows
- Needed is a process which is both productive and fun; and something should happen as a result
- What happens between meetings should be the focus



**Mahendr Kochar, MD**  
**Chair Board of Govenors**  
**Kochar' s Postulate**

**“It is important that everything  
be said, but not that everyone  
say it.”**



# Parliamentary Procedure

- Required of all deliberative groups
- Purpose is to facilitate orderly achievement of decisions by a group; to level the playing field; to preserve open and free debate; to protect the rights of the minority; to assure rule of the majority; encourage fairness and good faith; not to confuse or complicate



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# Public Speaking

Audience reaction is based on:

**Visual** 55%

**Vocal** 38%

**Content** 7%



# Public Speaking

- Be enthusiastic
- Start with a personal surprise
- Build emotion
- Point the new direction
- Flatter the audience
- Hit the high point and stop



# Public Speaking

- Save and polish your applause lines.
- Study the tape of your last speech.
- Read the paper. Listen to the news. People expect you to know more about it than they do.
- Keep up with current clichés. Know when to ask, “Where’s the beef?”
- Collect analogies. Humans reason using stories.



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# Other Communication

Face to face

Telephone

Fax, e-mail

U.S. mail

Handwritten notes

Social media





# Interpersonal Relations

- Colleagues
- Staff
- Non-physician healthcare providers
- Lay public
- Press
- The disruptive member



## ACP founded in 1915

- An Autocratic organization inspired by the Royal College of Physicians of London
- Self perpetuating Board
- Membership based on merit, not influence/position
- Membership based on fellow and master and ten years to be a member
- Chapters established in 1971 primarily to help become a fellow
- A gradual evolution from autocratic to democratic



## ASIM (1956-98)

- Formed by an amalgamation of local groups of practitioners/societies following WWII
- Concentrating on socioeconomic issues
- The need for third party payment and the need for better services to internists
- Recognized the need for a focus on advocacy with government at national and state levels
- Focused on the American Medical Association
- Having a House of Delegates



## Evolutionary process

- ACP (educational, honorary) favored the establishment of ASIM (socioeconomics)
- ACP in 1970 interested in socioeconomics
- ASIM more recently interested in education
- Question from members, why are there two societies for internists?
- Multiple choices to try to have a merger beginning in 1970s every five or ten years





# Walt McDonald, MD and Alan Nelson, MD





## 1996-97 Starting Principles

- The proportional membership of the two organizations should form the basis for any proposed new governance structure
- Transitional periods to a final governance structure would be used as necessary
- Negotiations would proceed from a basis of integrity and respect
- Would table items we disagree on for later work
- Chairs would alternate with each meeting



# Challenges/Opportunities

- Headquarters building
- Name of new group
- Changes in staff/management and officers
- Mission
- Democratic principles
- Dues
- Timing of the transition
- Political Action Committee
- Chapter reorganization



# ASIM and ACP Headquarters

## Pennsylvania D.C. & Independence Philadelphia





**ASIM House of Delegates, 1997**  
**M. Boyd Shook, MD, Pres. ASIM**  
**William Reynolds, MD, Pres. ACP**



# Agreement in 1997

- **Name – American College of Physicians/ American Society of Internal Medicine**
- **Mission**
- **Democratic principles**
- **Membership categories**
- **Dues**
- **Three year governance transition**
- **Add 7 regents and 20 governors**
- **McDonald EVP in Philadelphia Hdq., Nelson Associate EVP in D.C., Gov. Affairs**
- **Merger July 1, 1998**



# Chapter reorganization

- Each locale is different
- Bylaws rewritten
- Staffing
- Plan was for maximal flexibility as long as basic requirements were met and IRS and PAC requirements met
- It took several years
- Florida merger was different





**Final**

**The merger July 1, 1998**

**New name – 2002 American College of  
Physicians**

**Political Action Committee approved 2004**



# Leverage

- The mechanical advantage or power gained by using a lever
- Power or ability to act effectively or to influence people
- The use of a small initial investment to gain a relatively high return
- To exert power or influence on



# ACP and the AMA over 20 years

- **AMA President and/or Chair of the Board - 6**
- **Council on Legislation**
- **Council on Medical Service**
- **Council on Scientific Affairs**
- **Council on Constitution & Bylaws**
- **Council on Medical Education**
- **AMA Trustee – 8**
- **AMA House of Delegates 23**



# ACP and other organizations

- American Medical Association
- Accreditation Council of Continuing Medical Education
- Accreditation Council of Graduate Medical Education
- Residency Review Commission



# ACP Other Organizations

- **Joint Commission on Accreditation of Healthcare Organizations**
- **Council of Subspecialty Societies**
- **COLA**
- **American Hospital Association ICD-9-CM Coding Clinic**





# ACP Other Organizations

- AMA CPT Advisory Committee
- AMA RBRVS Update Committee
- AMA Practice Expense Advisory
- AMA Young Physicians' Section
- AMA Women Physician Congress
- Council of Medical Specialty Societies





## FL. Chapter ACP/FMA

- Staff lobbyist, key contact phys., legislation visitation program
- Lobbying contract with FMA during legislation session
- ACP member on FMA Legislation Council



# American College of Physicians

- **Strength in Education and Science**
- **Strength in Advocacy (Doherty)**
- **Members 154,000 (largest specialty society)**
- **Net assets \$71,949,493**
- **69 Chapters in US and Canada**
- **18 Chapters International**
- **31,000 Fellows US and International**
- **Florida Chapter 7800**



**Robert B. Doherty, VP Government Affairs**  
**ASIM/ACP Jan. 1979-2018**



# Nelson Mandela



# American College of Physicians

1998 - 2018

