Leadership and Leverage
The Merger of ACP/ASIM
September 8, 2018
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.
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Family/Economic

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

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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
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 form 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 levers
- 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
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