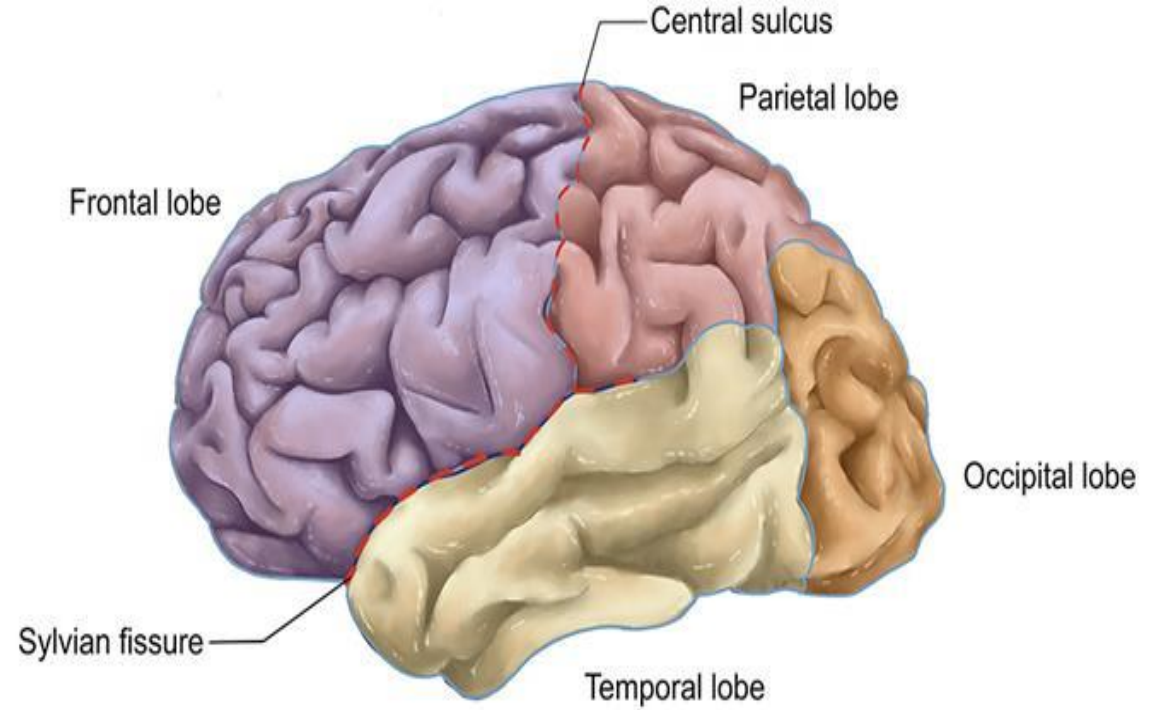
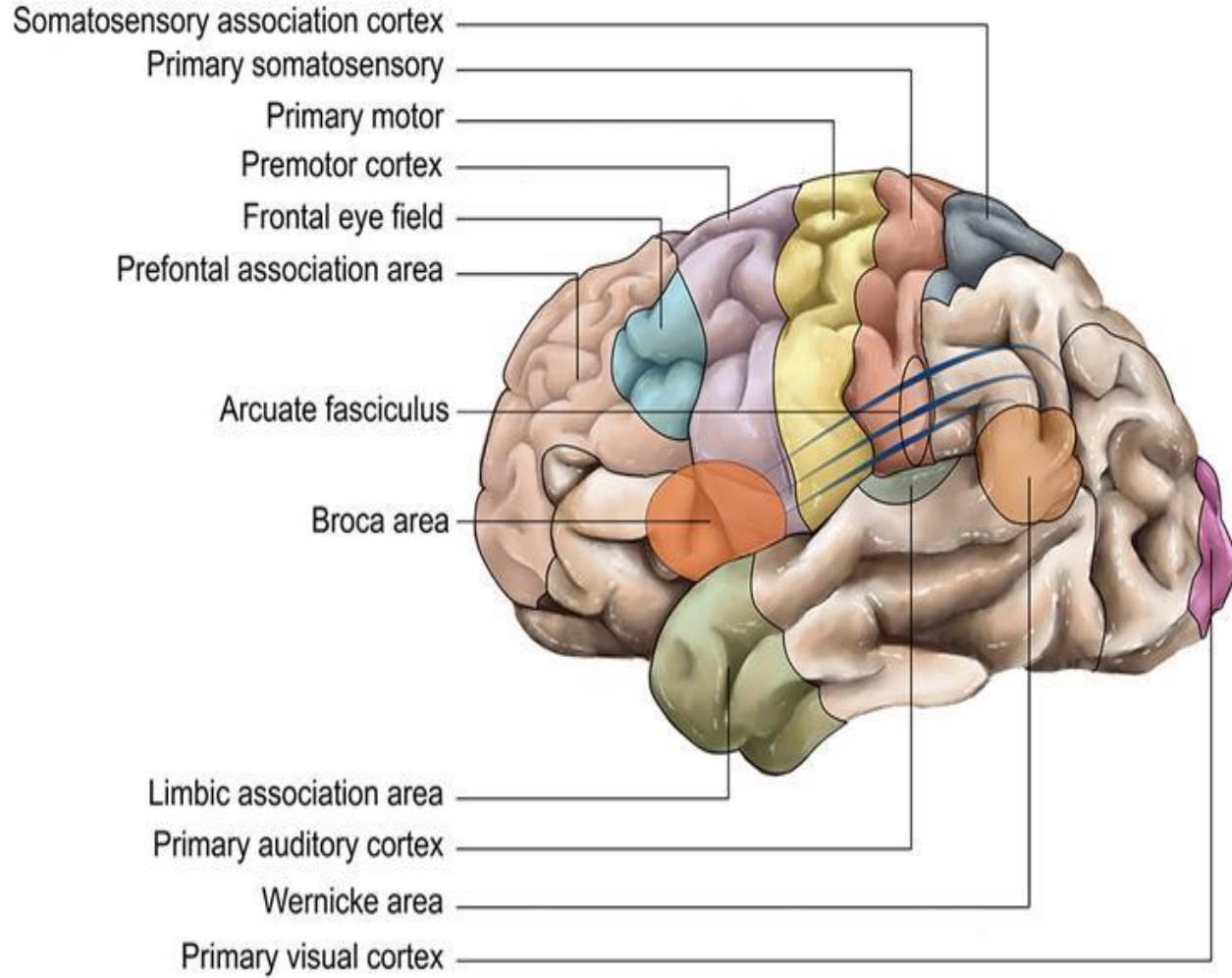




Women in Medicine My Leadership Journey

Suzanne Crandall, D.O.

Regions of the Cerebral Cortex



I started working in 2009 after residency

- At a private practice group which became employed in 2011 (Saint Luke's Health System)
 - We were having trouble recruiting
- In 2015, we hired a director out of an academic center in Houston
- Also in 2015 we forged an alliance with the Henry R Bloch Foundation (H&R Block) and were awarded a 12 million-dollar grant.
- Goals:
- US News and World report Top 50 for Neurology and Neurosurgery
- Academic neurology center (Saint Luke's Marion Bloch Neuroscience Institute)
- New residency program

2016

- UMKC was the sponsoring hospital
- I was already the Neurology Clerkship Director and the Internal Medicine Liaison for GME
- We were a popular rotation and had good ratings from residents
- In terms of the residency, the PD would be at Truman Medical Center a safety net hospital in KC
- I was going to be the APD



2016

- Our practice hired a movement disorder specialist out of fellowship who asked for a lot and got a lot
- Excellent academic training, a much better background than I had
- I did not like her
- I resented her better schedule and being the first true “outpatient” person we had

2017

- Horrifying Burnout
 - I was exhausted and I couldn't get excited about anything
 - I didn't give bad care.
 - I didn't always give care.
 - Came back from a burnout meeting (Dike Drummond, The Happy MD) and set some boundaries which made me feel a little better although then I felt kind of like a failure

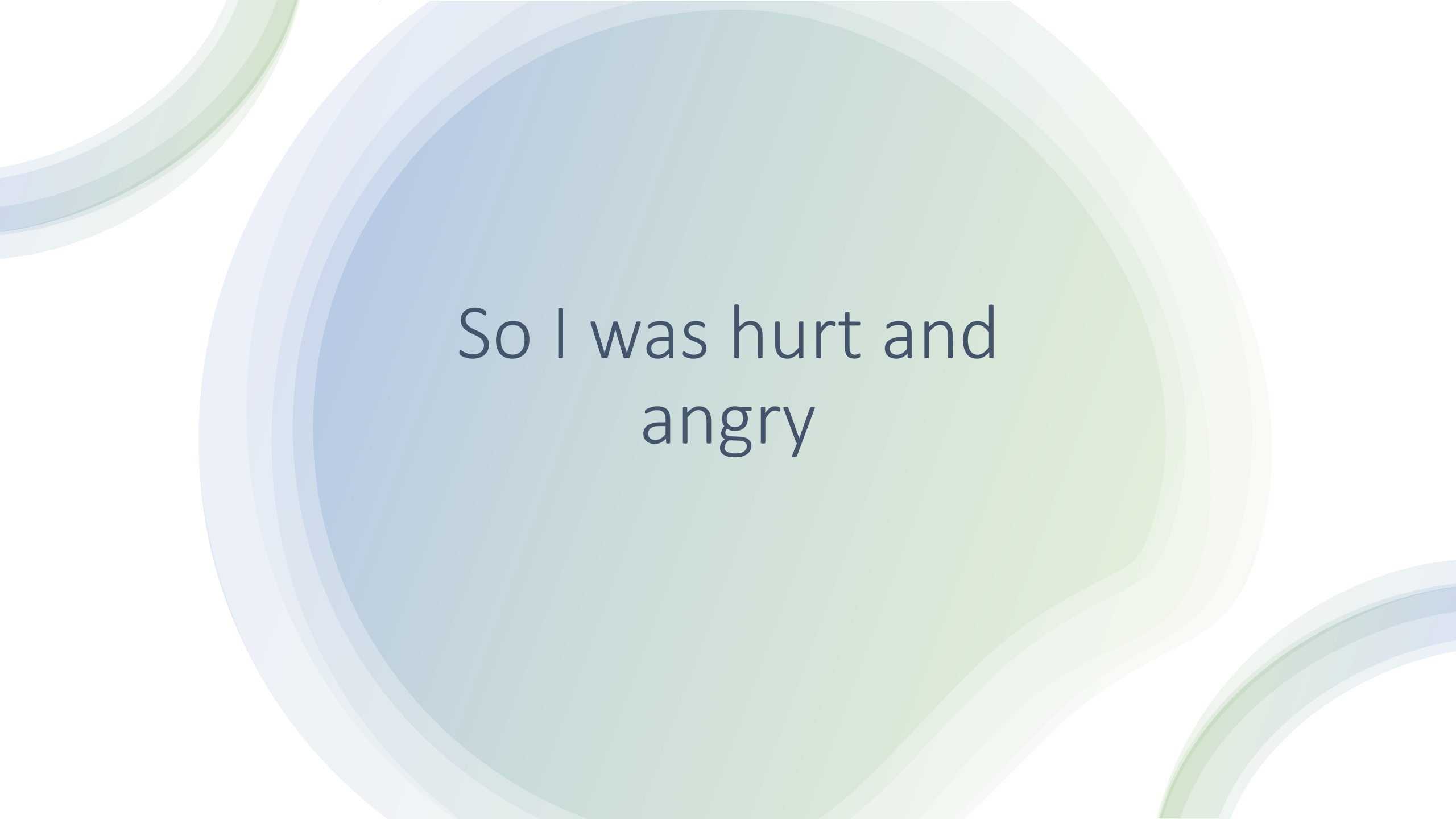


Brene Brown

- Resentment is in the envy family – not the anger family
- Resentment is on YOU and your choices
- I don't think that always works – and if you take it too literally it could make you sick (the way anger turned inward makes you depressed)
- But it is a way of REFRAMING how (I) think about things – oh yeah, I did volunteer to do X or cover Y

BUT...

- While I was gone, he gave my APD position to the movement disorder specialist
- And he didn't tell me before I left
- Which was demeaning
- And meant that an outpatient person was now going to be responsible for the largely inpatient residents. Which still mean more work for me.



So I was hurt and
angry

2018

- Our director offered me an EMBA at UMKC, completely paid, in 2018.
- 3 days a month for 21 months. Wrangled myself a free Friday to go to class
- Not sure why Stan asked me to do it.



CHANGED MY LIFE

Revelations

- Introductions
- Economics, Data science, Finance
- Learned a lot about a lot of people and what they did and where their skill set was and I realized something. I realized that we in medicine have a limited skill set in leadership for :
 - Team playing
 - Team building
 - Recognizing success in others and being ok with that
 - Helping to see change and lead change

Recognition

- I spent a lot of time and energy competing with other people.
- I thought I was a lot more engaged. And I really wasn't.
- I lost my APD not b/c of my academic background
- Donkey footing and not willing to budge
- I let fear get in the way
- Perfectionism



Imposter syndrome is real

- Remind yourself that you belong (wherever)
- Never self select out of an opportunity
- Have something that reminds you of the good work you have done and are doing



The capacity to be aware of, control, and express one's emotions and to handle interpersonal relationships judiciously and empathetically

- Self-awareness
 - Emotional self awareness
- Self-regulation (Self Management)
 - Emotional self-control
 - Adaptability and Positive outlook, Achievement orientation
- Social awareness
 - Empathy and Organizational awareness
- Relationship Management
 - Influence
 - Coach and Mentor
 - Conflict management
 - Teamwork
 - Inspirational Leadership



LEARNING

- I didn't control myself very well
- I wasn't disruptive, but.....
- I wasn't always flexible or helpful
- And I was not dependable to see the bigger picture

Helped Me Be More Aware

- Of how I interacted with others
- Of how waiting just one minute could change how I responded
- How just being nicer made me feel better (and we know it makes others feel better too)
- By getting “out of the tornado” to achieve some degree of clarity

More Gratitude

- We all know what it is to be grateful
- BUT
- “I’m glad I have the opportunity to”
- “I’m fortunate to have the education/skill set/ financial freedom to”
- “I’m grateful I can/have/make/do”

Gratitude

- I used to read about attitude and altitude and blah blah
- Trial of three groups of doctoral students who went to their university counseling services for therapy
- Psychotherapy
- Psychotherapy and writing
- Psychotherapy and gratitude letters
- Maybe it is true that you feel better with more positive thinking



Rehabilitation

- Spend a day in a wheelchair
- Spend a minute just watching other people's interactions
- Be the nicer person and watch the other person glow a little too,

Get the right story

- Don't get the wrong script
- Not all about you
- Stay open



Content versus Intent

- Needing to win all the time limits your thinking and holds you and others back
- Constantly looking backwards
- “Find something I can win”
- Vulnerability

Work in Progress

- Change isn't easy
- Outside things get in the way of progress - feels slow
- Think about the process
- Requires trust
- Requires foresight
- Requires time

Work in Progress

- Never done
- Respond, don't react
- See the big picture
- Try to always see the continuum and a strength and weakness of ideas or strategies
- Recognize you probably will be still building the plane while you're flying it – because if you wait until everything is in place, it passes by