Professionalism and Leadership in the Medical Setting: PaLMS
Disclosures

We acknowledge the following disclosures:

Steven Halm and Brian Mann are minority owners of Advanced Leadership, LLC that has acquired rights to the on-line PaLMS modules.
Why would we offer a leadership course for medical students, residents, physicians and other health professionals?
Importance of “Practitioner-based Leadership”

It is what practicing physicians do every day – lead patients!
Principle Based Leadership

- Definition of Leadership: INFLUENCING others for positive results

- Definition of the principles that PaLMS is committed to:
  1. Integrity
  2. Service to others
  3. Character
Principle Based Leadership becomes PaLMS

The concept started with author and leadership expert Jim Anderson of the Greenbrier Leadership Institute in 2014.

Founded and developed by Jim Anderson, Steven Halm, DO, Zachary Conrad (WVSOM OMS IV) and James “Buzz” Mason (WVSOM OMS IV). Brian Mann, MS, PA-C joined in 2016.

PaLMS combines Mr. Anderson’s “Principle Based Leadership” approach (2013 publication) with medical practitioner experiences to guide and develop stronger medical leaders.
PaLMS

Four 2-hour sessions involving discussion, case presentations, small group work, and guest speakers.

Extra-curricular/volunteer:
• WVSOM 2014-2017 participants: 200
• CUSOM 2016-2017 participants: 400

Curricular:
• CUSOM 2016 enrolled: 156
• CUSOM 2017 anticipated: 158

Staff and Faculty/volunteer:
• CUSOM 2016 participants: 30
In 2016 we introduced on-line modules:

- provides consistent leadership theories across years and across different locations
- allows flexibility and diversity in live sessions
PaLMS – On-line Modules

- Includes multiple individual self-reflective questionnaires

PaLMS Leadership Style Index (LSI)
Flexing Your Natural Leadership Style

- Knowing typical style patterns allows good leaders to recognize the natural styles of others.

- We instruct good leaders to examine these ways to FLEX their own natural style to adjust to the style of others.

PaLMs LSI Strategies for Communicating

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<th>High D</th>
<th>High I</th>
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<tbody>
<tr>
<td><strong>A high “D” may want:</strong></td>
<td><strong>A high “I” may want:</strong></td>
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<tr>
<td>Authority</td>
<td>Challenges</td>
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<tr>
<td>Prestige</td>
<td>Freedom</td>
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<td>Varied activities</td>
<td>Difficult assignments</td>
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<td>Logical approach</td>
<td>Opportunity</td>
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<td>Advancement</td>
<td>Results</td>
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<td>Sense of achievement</td>
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- Provide direct answers - be brief, precise
- Ask “what” questions, not how
- Stick to business
- Outline possibilities for person to get results, solve problems, be in charge
- Stress logic of ideas or approaches
- When in agreement, agree with facts and ideas, not person
- If timelines or sanctions exist, get them into open but relate them to end results or goal

<table>
<thead>
<tr>
<th>High E</th>
<th>High P</th>
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<tbody>
<tr>
<td><strong>A high “C” may want:</strong></td>
<td><strong>A high “P” may want:</strong></td>
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<tr>
<td>Status quo</td>
<td>Security of situation</td>
</tr>
<tr>
<td>Time to adjust</td>
<td>Appreciation</td>
</tr>
<tr>
<td>Defined work pattern</td>
<td>Limited territory</td>
</tr>
<tr>
<td>Identification with group</td>
<td>Specialized role</td>
</tr>
<tr>
<td>Harmony</td>
<td>Reassurance</td>
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- Provide a sincere, personal, and agreeable environment
- Provide a sincere interest in them as a person
- Ask “how” questions to get their opinions
- Be patient in drawing out their goals
- Present ideas or departures from status quo in a non-threatening way -- give chance to adjust
- Clearly define roles or goals and their place in the plan
- Provide personal assurances of support
- Emphasize how their actions will minimize risk

- Take time to prepare your case in advance
- Provide straight pros and cons of ideas
- Support ideas with accurate data
- Provide reassurances that no surprises will occur
- Provide exact job descriptions with precise explanation of how it fits big picture
- Provide step-by-step approach to a goal
- If agreeing, be specific
- If disagreeing, disagree with facts, not person
- Be prepared to provide many explanations in patient, persistent manner
Example of PaLMS On-line Video
Access to our Modules

Take the full on-line course…

www.PalmsLeadership.com
Access to our Modules

Take the full on-line course…

www.PalmsLeadership.com

ENROLLMENT KEY: gli2003
Future Goals for PaLMS

- Utilize medical simulation as case studies
- Grow UME and GME use
- Create an IPE leadership experience
- Focus on leadership and patient safety
PaLMS

- Mindfulness training for leaders as a means to improve
  - Resiliency
  - Purpose
  - Fulfillment
Student Feedback

- "One of the best classes I have taken to prepare me for my future role as a physician. Thank you!"

- "Now that I know my leadership style, I feel more confident when working with others. This course gave me good insight on how to recognize others' leadership styles and how to work with them to get things done."

- “A tremendous ‘thank you’ once again for leading your team of facilitators so effectively. You brought the PaLMS program to another level this year! Congratulations.”
Questions

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