



What's Next? Leadership Pathways Beyond the Department SAU 2026

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Disclosures

- **None**

Outline

- **Pathways to leadership outside the department**
- **Why Urologists are uniquely suited for leadership**
- **Examples of urologists in leadership roles**
- **Some advice: Why, When, Where, and How**

Potential Leadership Pathways

Your Home Institution

Medical School based

Inside Dept

Residency Program Director
Division chief
Quality and patient safety lead
Vice Chair/Chair

Outside Dept

Faculty affairs
Mentorship, educational roles, faculty societies
Faculty practice plan
Cancer Center
Dean's Office

Potential Leadership Pathways Your Home Institution

Hospital/Health system based

Quality and patient safety lead

GME office

CMO

Periop Leadership

Chief Academic Physician

Hosp COO

Hospital CEO

Potential Leadership Pathways

Regional/National Opportunities

American Urologic Association

- Section leadership
- AUA leadership course
- AUA committee service

American Board of Urology

- Exam Committee
- Oral Examination
- ABU board

Specialty Societies

SAU, SUO, SUFO, SPU, GURs, URPS, ASCO, AACR, AAGUS, AACU

Elected Office

Local, state, national government or societies

Why Urologists ?

- Design the background qualities of an ideal executive physician
 - Exposure and deep knowledge of medical *and* surgical fields
 - Experience in children's health care
 - Experience in inpatient and ambulatory settings and a focus on migration of inpatient services to ambulatory venues
 - Surgical exposure to open, robotic, and endoscopic techniques and technology
 - Diverse training across fields such as cancer, reproductive health, metabolic diseases
 - Exposure to critical care and organ transplant
 - Appreciation for translational and population-based research
 - Great communication skills, tireless, and driven to achieve outcomes

- **Small Depts and Big Ambitions**

Can Urologists Lead Outside Their Departments?



Chris Kane
Senior assistant vice chancellor of
clinical affairs UCSD Health Sciences
CEO UCSD Health Physician Group



Steve Nakada
Chief Admin Physician
Univ Wisconsin Practice
Plan



Hunter Wessells
President of UW Physicians

Urologists as Health System Leaders



Chris Gonzalez MD MBA
Regional Chief Clinical Officer,
Trinity Health Illinois/Indiana



Kirsten Greene
Associate Chief Medical Officer
UVA Health

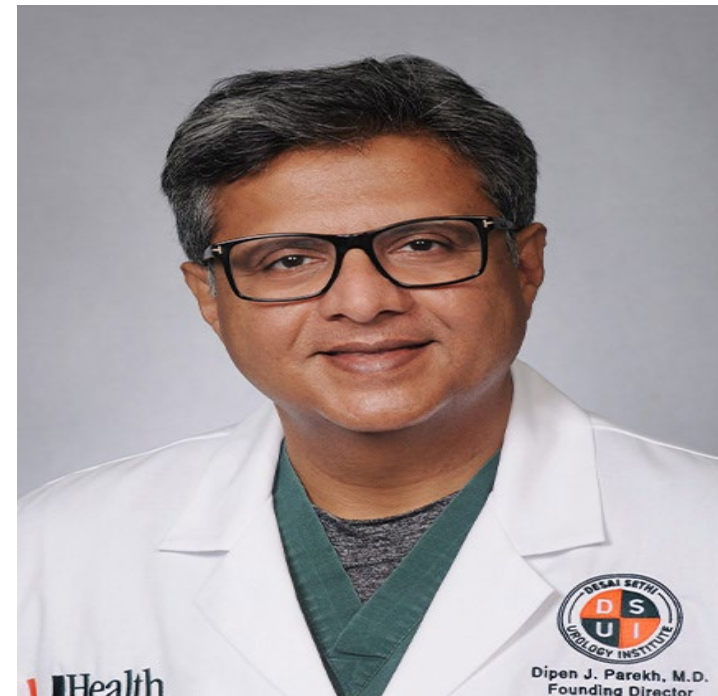


Chris Winters
Vice chancellor of clinical affairs and CEO
Louisiana State University HealthCare Network.

Urologists as Health System Leaders



Joel Nelson
Executive VP, UPMC
Chief Clinical Officer, UPMC
President, UPMC International
Interim President, UPMC Physician
Services



Dipen Parekh
CEO, University of Miami Health
System
Executive VP Health Affairs
Univ of Miami



Tim Boone
Dean of the Texas A&M
School of Engineering Medicine.

Other Urologists Who Have Led Outside Their Departments

David Wood	CMO Beaumont Health
Dan Theodorescu	Cancer Center Director Univ of Colorado Cancer Center Director Cedars Sinai
James Mandell	CEO Boston Children's Hospital
Ralph De Vere White	Cancer Center Director UC Davis
Roger Hadley	Dean of Loma Linda Univ
Ralph Clayman	Dean Univ of California Irvine
Ihor Sawczuk	President of Hackensack Univ Medical Center
Harris Nagler	President of Beth Israel Hospital NY

How About as Political Leaders?



Dr. Greg Murphy (NC) U.S. House of Representatives

Only actively practicing physician in Congress

Senior Chair of Health Policy and Chair of Health and Human Services
Appropriations



Dr. Neal Dunn (FL): U.S. House of Representatives

House Energy and Commerce Committee

How About as National Health Care Leaders ?

Willie Underwood III

Elected President of the American Medical Association



J. Brantley Thrasher

Executive Director of ABU

Chair, Board of Directors

American Board of Medical Specialties



My Leadership Journey

Local University opportunities

IRB, Cancer Center, Clerkship
Academy of Clinical Excellence
Faculty Council
Vice Chair, Dept Chair

Leadership Training opportunities

AUA Leadership Course
Executive Healthcare Leadership Program

National

AUA guidelines
Vice Chair AJCC TNM Committee
American Board of Urology
ABU exam committee
ABU Board of Trustees
RRC and ACGME
ABU President

Health System Roles

FPO Board
CEO of ColumbiaDoctors
Senior Vice Dean of Clinical Affairs
Interim Dean of Columbia Medical School

Some Advice

Questions I Often Get Asked

- **MBA yes or no ?**
 - You are rarely there for your MBA skills but always needed for your physician skills
 - If you will enjoy the training and learning then do it
- **Do/Can/Should you continue to see patients?**
 - Embrace your clinical roots
 - Maintain the pulse of what is actually going on and real purpose of healthcare
 - Lead through doing
- **Are you an Executive Physician or a Physician Executive?**
 - The adjective matters less than the noun

Know Your Why

Be clear about your motivation and goals for pursuing leadership role

Does creating ecosystems for others to thrive excite you ?

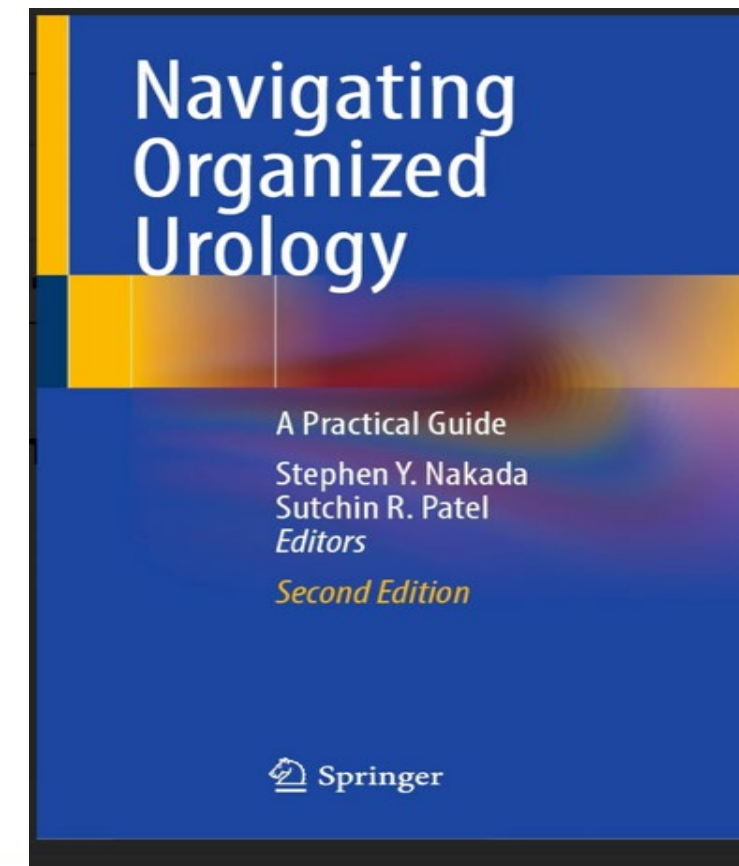
Perhaps service on national level inspires you ?

Perhaps strategy and analytics ?

How much is push versus pull ?

Not simply to get “more protected time”.

Don't just follow the crowd, “My mentor did it so I have to.”



Know When and Where

Choose the *right role* in the *right organization* for you at the *right time*

Work for the right person

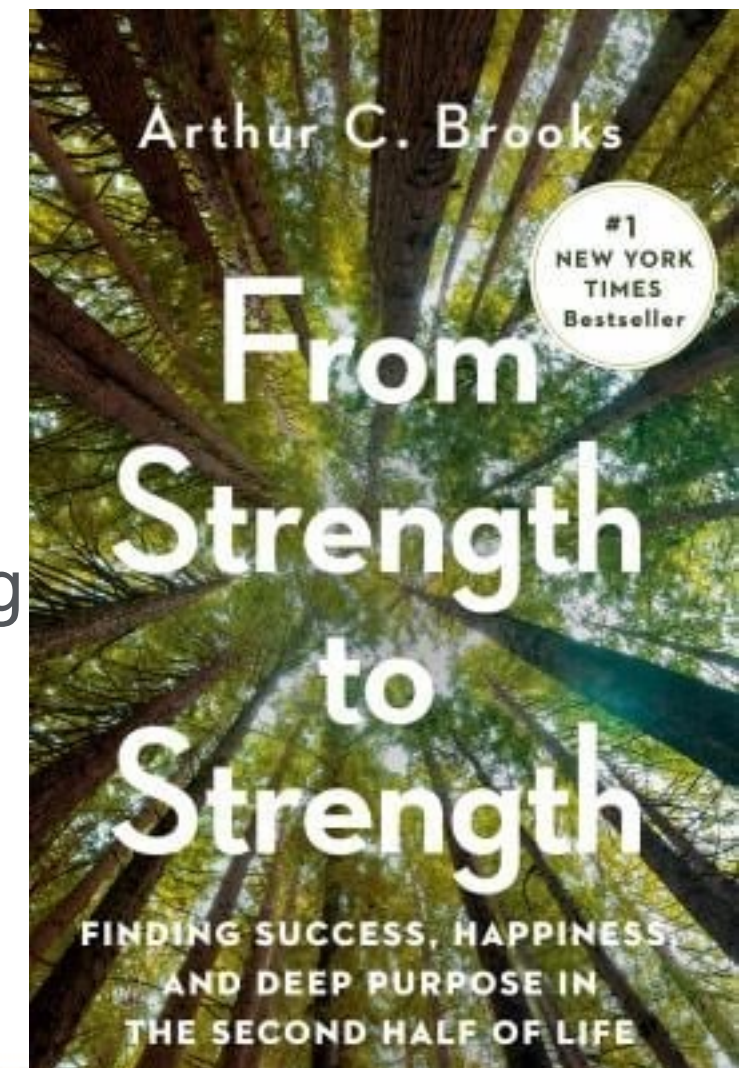
Culture of organization can make or break it

Be aware of the attributes of leaders in systems you will join

Seek leadership roles under leaders who are humble, humility is bred from self-esteem

Nothing more destructive than leaders that are self centered or demeaning

Almost always stems from a lack of self-esteem and should be avoided



Know How

Select leadership roles with responsibilities commensurate with authority

Empowered to achieve what's expected of you (A/R)

Be willing to be uncomfortably vulnerable

Transition from an expert in your field to a novice in another field

Many challenges you have never encountered and are expected to address with confidence Embrace and learn from these

Find the Square Root of Your Team √

Know How

Weigh in = Buy in
Participatory Change

D x V x P > R
Formula for successful change management

Obsess with measuring progress
Effective leaders measure what they are trying to do
Data is critical currency in leadership: Agree on KPIs and measure the hell out of them

“Measurement is the first step that leads to control and eventually to improvement. If you can’t measure something, you can’t understand it. If you can’t understand it, you can’t control it. If you can’t control it, you can’t improve it.”

- James Harrington

Know How

Know when to lead and when to manage

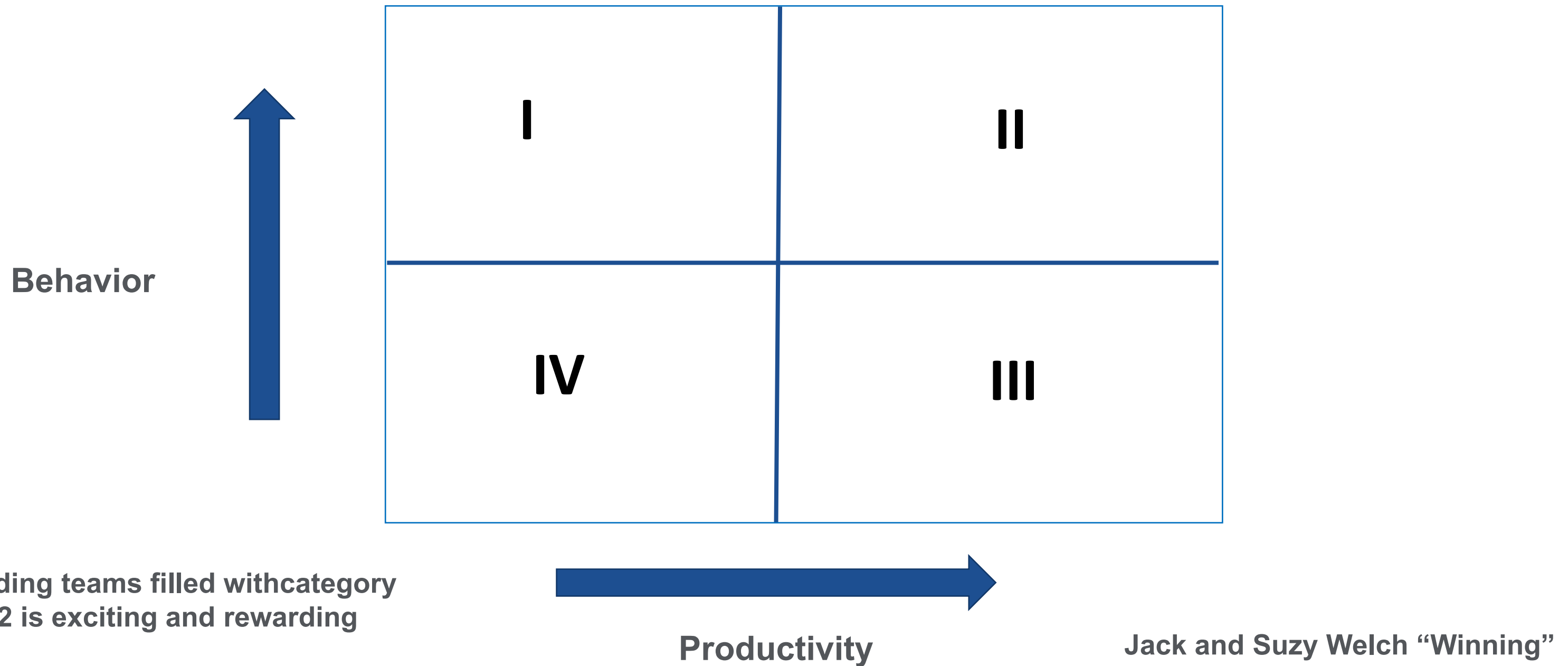
Leaders create long-term vision, managers dedicated to keep organization following vision

Often both roles in JD; when do you operate with your management hat vs. leadership hat

“Management is doing things right — improving operational performance, maximizing revenues, and reducing expenses. Leadership is doing the right things — setting organizational priorities and allocating human and fiscal resources to fulfill the organization’s vision.”

-Peter Drucker

Identify and Retain the Right Talent



“Leadership is the most noble of professions if practiced well. Nothing else helps others learn and grow, take responsibility, and be recognized for their achievements.”

-Clayton M. Christensen