

# From Clinical Expert to Influential Executive: Leading with Purpose and Impact

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# Objectives

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Describe the transition from clinical expert to healthcare executive and the key leadership competencies required at each stage.

Analyze the impact of PA/NP leadership on workforce models, financial stewardship, governance, and healthcare transformation.

Develop a strategic approach to leadership growth by leveraging professional networks, influencing policy, and demonstrating the value of advanced practice roles.



# My Leadership Journey

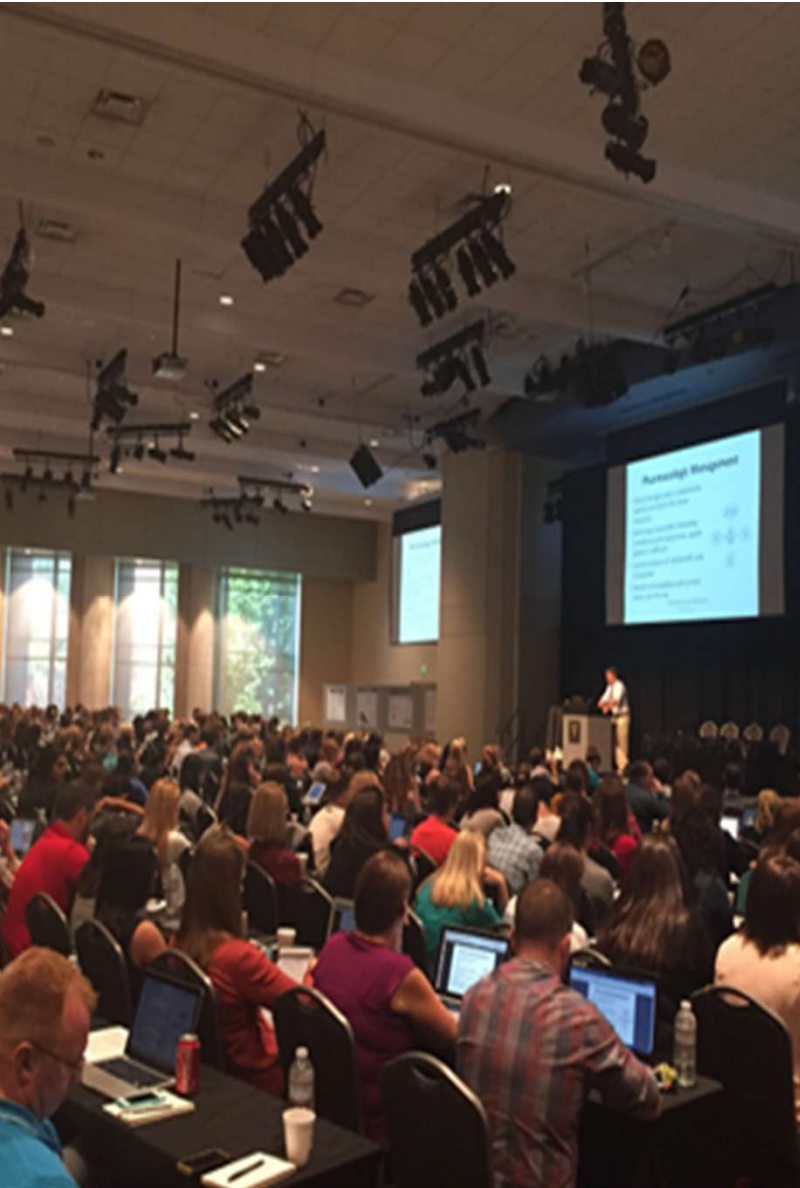
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Pathway from bedside to leadership

Pivotal career moment..."Know Your Value"

PAs and NPs lead at every step.





# Audience Question

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HAS ANYONE EXPERIENCED A MOMENT WHERE THEIR VALUE OR THE VALUE OF THEIR TEAM BECAME MORE EVIDENT THAN EVER?



There will always be  
someone who can't  
see your worth, don't  
let it be you...

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*MEL ROBBINS*



# Key Steps in Leadership Growth

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## **Emerging Leader:**

- Identifying priorities and making decisions
- Focus: care delivery processes, coordinating coverage, teaching/training,

## **Entity Leadership:**

- Managing teams, shared governance, and financial considerations
- Focus: staffing models, recruitment, orientation, quality, evaluation

## **Health System Leadership:**

- Scaling impact and aligning with strategy
- Focus: strategic plan, system expansion and growth, APP infrastructure



# VUMC Office of Advanced Practice

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APP Shared governance for entity specific and enterprise-wide councils, committees, and boards.

Business case development for practice expansion

Consistency in compensation, benefits, and professional support

Professional practice evaluation, advancement, and recognition

Orientation, Continuing education and development

Quality development and assurance

Licensure, certification and regulatory guidance

Recruitment framework and assistance

Credentialing and privileging



# Healthcare Today

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## **Lack of access to primary care**

- 75 million people live in a primary care HPSA

## **Insufficient access to mental health and specialty services**

- 122 million people live in a mental health HPSA

## **Increasing healthcare worker shortage**

- By 2026, 3.2 mil healthcare worker shortage

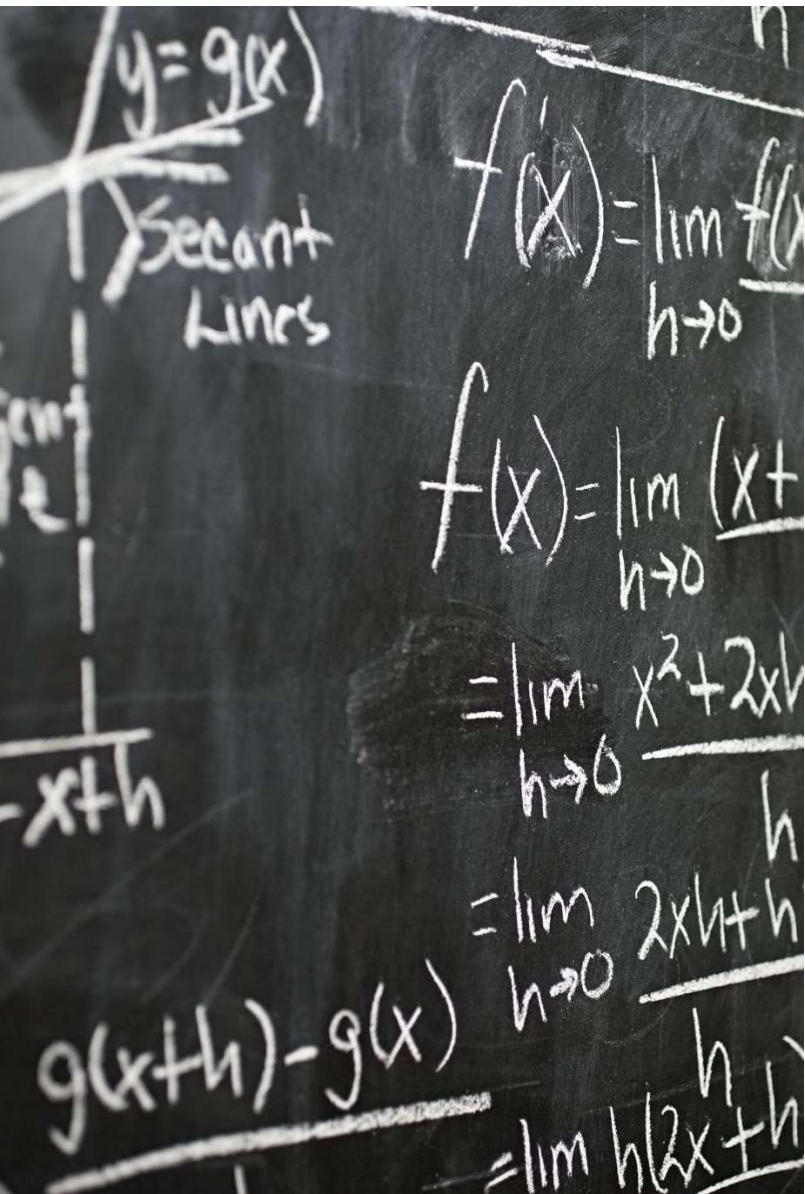
## **Aging population**

- 17% of U.S. population (58 mil) >65 years

## **Rising chronic diseases**

- 42% >20yo with obesity; 133 mil with diabetes/prediabetes





# In the Midst of Every Crisis Lies Great Opportunity

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ALBERT EINSTEIN

# Evidence that PAs and NPs...

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1. Increase access to care
2. Provide quality care
3. Improve health outcomes
4. Increase preventative care
5. Reduce unnecessary resource utilization and increase cost-effective care





# Audience Question

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HOW DO YOU BUILD YOUR CASE FOR NP AND PA PRACTICE EXPANSION BASED ON OUTCOMES? ANY EXAMPLES?



# Active Leadership at Every Step

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Elevate meaningful priorities – clinical practice, organization, professional, healthcare

Understand workforce trends and professional challenges.

Network with national PA, NP leaders to solve critical issues.

Believe in NP and PA leadership, past, present, and future.



# Navigating Challenges

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## Common leadership barriers

- Limited organizational support, complex health systems, resistance to change, balancing clinical and leadership responsibilities

## Leadership skill development

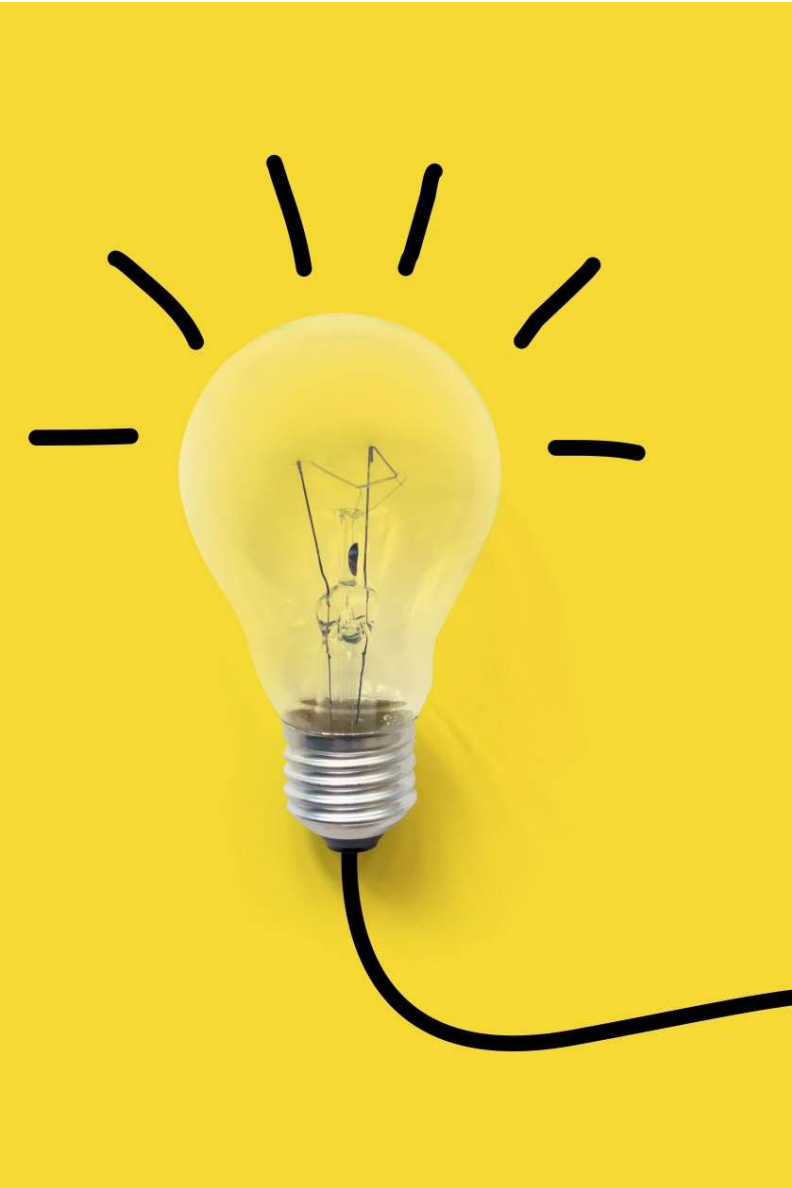
- Adapting to change, leading through uncertainty, resilience, emotional intelligence, establishing common goals, aligning incentives and goals



The world breaks  
everyone and afterward  
many are strong at the  
broken places

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ERNEST HEMMINGWAY – A  
FAREWELL TO ARMS



# Emotional Intelligence

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Understanding and managing our emotions through...

1. Self Awareness: awareness of their emotions and tendencies
2. Self Management: managing self effectively, making better decisions and responding to challenges productively and proactively
3. Social Awareness: awareness of emotions in other people, including unspoken cues
4. Relationship Management: enables leaders to influence others, build and deepen relationships more effectively

“Increasing these EQ skills increases the ability to communicate effectively, make good decisions, handle conflict, inspire others, manage stress, and respond to change.”

*Bradberry, T. The Case for Emotional Intelligence. Emotional Intelligence 2.0, 2016.*

# SSS in Leadership

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Salary

Status

Schedule







# Influential Leader

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TALENT, SKILL, EMOTIONAL INTELLIGENCE TO  
MOBILIZE PEOPLE TOWARDS A COMMON GOAL



# Demonstrating Value – Beyond the Bedside

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Clinical  
Impact



Quality  
Impact



Economic  
Impact



Strategic  
Impact



Professional  
Impact



Healthcare  
Impact



# Leaders in Action!

HAWAII KEIKI JOURNEY

## Visit Our Health Center!

School-Based Health Center offering Medical Services for Students

A partnership of UH Mānoa Nursing and the Hawai'i Department of Education





# Circling Back

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Relationships matter.

Track everything!

Timing is everything.

Invest in building leaders.

Leverage team.

Balance the "SSS".

Say "Yes", but know when to say "No".

Well designed strategic plans guide priorities and save time.

Know the value proposition of PAs and NPs at every level.



# The Shift from Micro to Macro Systems

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TRANSITIONING FROM  
FRONTLINE LEADERSHIP  
TO SYSTEM-WIDE IMPACT



ADVANCED PRACTICE  
GOVERNANCE AND  
FINANCIAL OVERSIGHT



PROFESSIONAL  
ORGANIZATIONS AND  
POLICY INFLUENCE



# National Leadership

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## Board Chair

- Financial and programmatic stewardship

## Mission

- Practice
- Education
- Advocacy
- Research
- Leadership

## Activities

- Media
- University Visits
- Conferences and Events
- State and Federal Advocacy



# Global Leadership

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EXPANDING YOUR LEADER NETWORK,  
COLLABORATING TO SOLVE ISSUES  
IMPACTING HEALTH WORLDWIDE



# Seize the Leadership Moment

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Identify where you are in your leadership journey.

Know your value and impact.

Advocate for NP/PA leadership in healthcare transformation.

Get involved: Join committees, professional organizations, and leadership initiatives.

Track outcomes: Use data to demonstrate impact and guide strategic decisions.

Build relationships: Elevate your network and collaborate on meaningful change.

Invest in leadership development: Seek mentorship, executive education, and seek out new challenges!

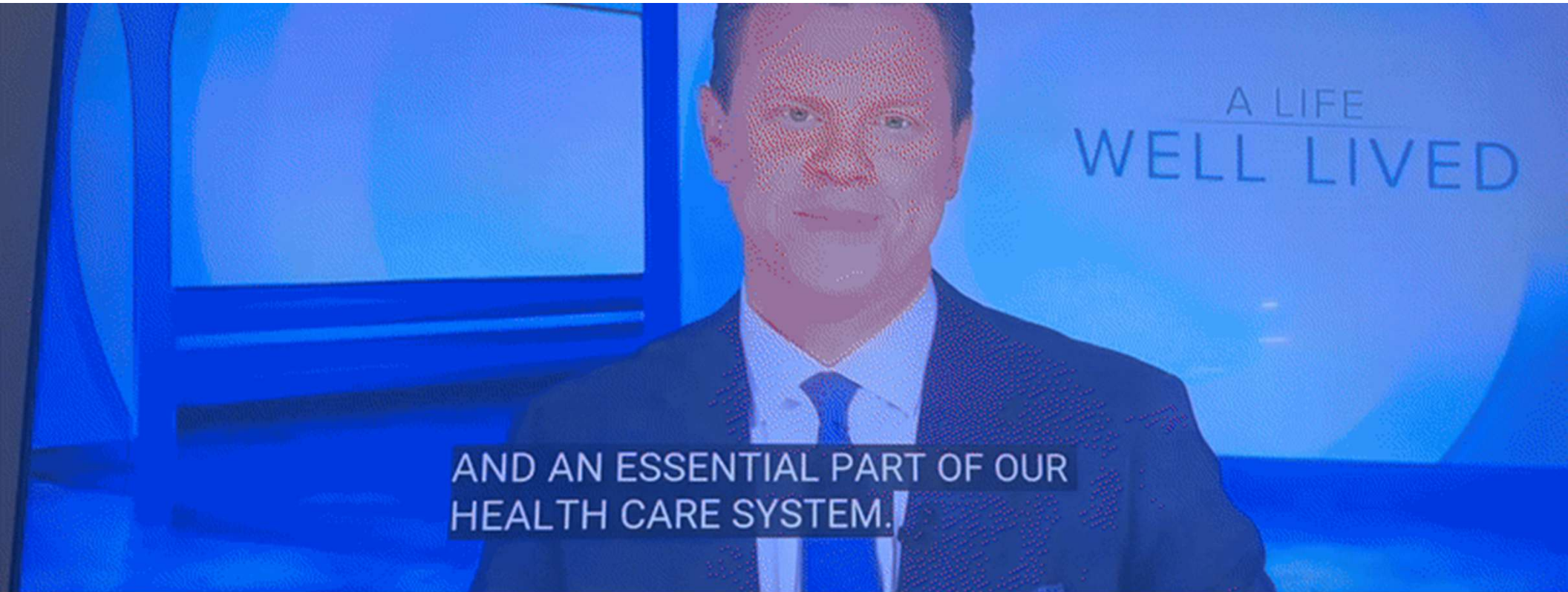




“The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not a bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.”

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JIM ROHN “HOW TO HAVE YOUR BEST YEAR EVER”



## Dr. Loretta Ford (1920-2025)

Leader, Mentor, Legacy



# Audience Question

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WHAT IS ONE LEADERSHIP TAKEAWAY FROM TODAY'S SESSION THAT YOU PLAN TO IMPLEMENT?



# Questions

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COMMENTS, EXPERIENCES TO SHARE