Agenda

Monday, March 3, 2025

7 a.m. – 5:30 p.m.	**Registration**
8 - 8:15 a.m.	**Welcome From Course Directors**
8:15 – 8:30 a.m.	**Leadership in Action: Shaping the Future of Healthcare**
	Jason Prevelige, DMSc, MBA, PA-C, DFAAPA
8:30 – 9:00 a.m.	**Weeds or Wildflowers: What to look for in the 2025 health policy landscape**
	Heather Meade, JD

Confused by all of the news coming out of Washington? This session will help explain what is happening in the federal health policy landscape. Help you figure out what to pay attention to and where you can make a difference.

At the conclusion of this session, participants should be able to:
- Describe the factors affecting legislative outcomes
- Illustrate knowledge of new administration's health care priorities
- Discuss outlook for legislation affecting PAs and NPs

9:05 - 10:00 a.m.	**Evaluating APPs: Developing and Implementing a Comprehensive Competency-Based Tool for Equitable Assessment**
	Katy Hines, PA-C, MS, M.B.A., Martha M. Kennedy, CRNP

A consistent, high-quality Advanced Practice Provider (APP) performance review process can dramatically impact this workforce's success. It is an opportunity to deliver performance feedback, recognize excellence, address opportunities for improvement, and set goals for the coming year. Evaluating and managing APP performance improves engagement, retention, and productivity, building a more flexible and sustainable workforce. It is critically important to have a tool that is grounded in relevant standards of practice and performance objectives, provides guidance and goals for the APPs being evaluated, and allows managers to collect, analyze, and discuss the employee's performance in a consistent and equitable manner.

At the conclusion of this session, participants should be able to:

- Examine the framework for development of a comprehensive competency-based tool for consistent and equitable performance review of APPs across multiple surgical specialties and practice settings
- Analyze the key domains to capture APP essential job functions and their weighting, the evaluation rubrics, and the survey format and evaluation results structure
- Assess how the key essential job function domains, domain weighting, evaluation rubrics, and survey format could be applied for the development of a comprehensive competency-based tool for consistent and equitable review of APPs in their home institutions

10:00 - 10:30 a.m. **Exhibits/Break**

10:30 - 11:25 a.m. **APP Compensation Strategies: Aligning Pay with Performance**

Catherine Brown, DNP, Hadley Powless PA-C, MBA

This session will include a review of one academic health system's strategies for aligning APP compensation with market trends with fiscal sustainability.
At the conclusion of this session, participants should be able to:

- Explain market trends for APP compensation
- Discuss how compensation is defined for APPs
- Identify specific elements that need to be considered when designing an APP compensation model
- Describe strategies to align compensation with performance metrics relevant to APPs
- Describe strategies to align comp plans with market trends without breaking the bank

11:30 a.m. – 12:25 p.m. **Building Bright Futures: Crafting Sustainable Careers Across Generations!**

Andrea E. McKinnond, PA-C

Join us for "Building Bright Futures: Crafting Sustainable Careers Across Generations!" We'll start by exploring personal and generational traits that impact our work lives, then delve into the values, styles, and expectations of each generation. Finally, we'll create a framework to bridge generational gaps, enhancing employee engagement, retention, and development. Let's collaborate for a more inclusive future!

At the conclusion of this session, participants should be able to:
- Identify personal as well as generational characteristics
- Explore the values, work styles, and career expectations of different generations in the workforce
- Develop an actionable framework to bridge generational gaps, incorporating sustainable practices that enhance employee engagement, retention, and professional development across all age groups

12:55 – 1:25 p.m.   **Know (and Grow) Your Value: Leveraging Your Clinical Background to Excel in Healthcare Leadership**

Stephan Davis, DNP, MHSA, FACHE, ANEF, FAAN

In a time when healthcare is evolving and interdisciplinary collaboration and decision-making is critical to organizational success, clinicians are uniquely positioned to thrive as leaders. Despite robust expertise and skillsets, PAs and NPs have historically been overlooked for non-clinical leadership roles. As the narrative shifts and the industry begins to recognize the critical competencies in collaboration, decision-making, and relationship-building that clinical leaders possess, there is a growing opportunity for advanced practice providers to step into the highest levels of leadership and governance and chart the next course for healthcare. Join Stephan Davis, DNP, FACHE, FAAN, Faculty for the American College of Healthcare Executives (ACHE) and Executive Director of Leadership, Policy, and DNP Education and an associate professor at Georgetown University, for this thought-provoking keynote on how individuals can leverage their clinical background to accelerate their leadership careers.

At the conclusion of this session, participants should be able to:

- Describe executive leadership and governance pathways for advanced practice providers.
- Create plans to leverage clinical expertise to accelerate leadership development

1:30 p.m. – 2:25 p.m.   **Navigating AI in Healthcare: Challenges, Strategies, and Success Metrics**

Dipu Patel, DMSc, ABAIM, MPAS, PA-C

This presentation will explore the role of AI in driving digital transformation within healthcare. This presentation will guide

healthcare leaders through how AI technologies are reshaping the healthcare landscape. Attendees will learn about practical strategies for leveraging AI to enhance clinical outcomes, operational efficiency, and patient engagement. By examining real-world case studies, challenges, and future trends, this session will equip executives with actionable insights to lead successful digital transformations in their healthcare organizations.

At the conclusion of this session, participants should be able to:
- Describe the impact of AI-driven digital transformation
- Analyze the key challenges and strategic considerations for successful AI integration within healthcare organizations
- Formulate a digital transformation roadmap incorporating AI technologies to drive operational excellence and improve patient outcomes in healthcare settings

2:30 – 3:25 p.m.   **Demonstrating PA & NP Value: Without Data It's Just an Opinion**

Tricia Marriott, PA-C, MPAS, MJ Health Law, CHC, DFAAPA

Quantifying a PA's/NP's full range of contributions to a particular practice can be challenging due to billing rules and payer policies that submit claims under the NPI of a physician instead of the PA/NP. Practice management is unable to "see" the value of the PA/NP when they are rendered invisible in claims data. This session will provide practical tips and tools for tallying work RVUs, including how to access those values, to be able to demonstrate financial contribution and contribution margin to the organization. Leaders must also be aware of the challenges that arise (beyond data acquisition) to be prepared for crucial conversations and potential dangers that may result from this endeavor.

At the conclusion of this session, participants should be able to:
- Find the data by accessing the Physician Fee Schedule to determine work RVUs and local reimbursement rates for services provided
- Calculate the contribution margin for the various practitioners in your organization by specialty for workforce planning
- Calculate the PA & NP's contribution from work provided to surgical patients who fail under the global surgical package, even though no claim can be separately submitted
- Recognize that demonstrating value can positively impact the PA/NP compensation and/or bonus structure, but may also negatively impact the working relationships with physicians

3:25 – 3:45 p.m.	**Exhibits/Break**
3:45 – 4:30 p.m.	**Want to be a Successful Leader? Learn How to Handle 'HARD' Better**

Jennifer M. Orozco-Kolb, DMSc, PA-C, DFAAPA

This session aims to help PAs understand the importance of resiliency and how it contributes to their own leadership success. Dr. Orozco will share her own leadership journey from clinical practicing PA to C-Suite, challenges along the way, and how developing her own resiliency took a lot of intentional work and effort. Dr. Orozco will share strategies for being an effective leader in challenging circumstances and will provide participants with the opportunity for questions and discussion.

At the conclusion of this session, participants should be able to:
- Explain why resiliency is an important leadership characteristic in healthcare settings
- Outline useful leadership strategies to utilize under challenging circumstances, or in difficult times
- Describe how a leader can work to actively develop resiliency and incorporate it into their leadership style

4:35 – 5:30 p.m.	**APP Leadership in Hospitals and Health Systems**

Chris DeRienzo, MD, MPP, Elisa Arespacochaga

Share the history of physician transition to leadership and the principles and insights that may assist APPs in similar transitions into leadership roles.

At the conclusion of this session, participants should be able to:
- Describe the evolution of clinical leadership roles in hospitals and health systems over the last 40 years
- Discuss the impact of internal and external factors on the success of clinical leaders as members of health care leadership teams
- Relate the historical development of physician leader roles to ongoing adoption of APP leader roles in hospitals and health systems

5:30 p.m. – 7 p.m.	**Networking Event**
Tuesday, March 4, 2025	
7:00 a.m. – 5:30 p.m.	**Registration**
7 a.m – 8 a.m.	**Exhibits and Breakfast (Provided)**

8 – 8:55 a.m.	**Navigating Your Path: The Art of Self-Advocacy and Career Adaptability**

Monica Ward PA-C, MPAS, AT, DFAAPA

In this dynamic session, PA and NP leaders will explore the critical skills of self-advocacy and career adaptability in the ever-evolving healthcare landscape. Participants will learn to define and implement effective self-advocacy strategies, gaining insights into self-awareness and personal branding. The session will also delve into current healthcare trends and challenges, equipping attendees with methods to adapt their careers proactively. By the end, participants will be able to develop an action plan for continuous professional growth, incorporating key elements such as networking, mentorship, and ongoing education.

At the conclusion of this session, participants should be able to:

- Develop self-advocacy skills
- Enhance career adaptability
- Create a personal narrative
- Identify best leadership practices
- Build a growth mindset

9 – 9:55 a.m.   **Understanding Labor Relations in the American Healthcare Workforce**

Joe Ciavarro Jr., DMSc, MBA, PA-C

Labor unions are enjoying a resurgence of popularity in recent years and they're counting PAs and NPs in their growing ranks of healthcare workers. Leaders need to understand the concepts of labor relations and the rules to live by when dealing with an organized workforce.

At the conclusion of this session, participants should be able to:

- Discuss the history and recent trends of labor relations in the U.S.
- Describe the basic principles of the National Labor Relations Act
- Apply best practices for effective management of an organized workforce

10:00 - 10:30 a.m.   **Exhibits/Break**

10:30 – 11:25 a.m.   **Unlocking Your Full Potential: How To Support Personal Leadership & Growth**

Trish Anen, RN, MBA, Emilie Davis, PA-C

In today's dynamic healthcare environment, understanding the distinctions between mentors, coaches, and sponsors is vital for career advancement. This session will explore the unique roles each plays in professional development, providing attendees with clarity on when and howto leverage these relationships. Participants will gain insights into identifying the right moments to engage a mentor, sponsor, or coach to maximize their impact, as well as practical strategies for incorporating these roles into their own career paths. Through real-world case studies, participants will explore the process and potential outcomes of working with each type of supporter. Attendees will leave with a personal action plan that includes tailored goals, concrete actions, and desired outcomes for successfully partnering with a mentor, coach, or sponsor, ultimately fostering long-term professional growth. This session is designed for physician assistant and nurse practitioner leaders who are looking to elevate their leadership and career trajectories.

At the conclusion of this session, participants should be able to:

- Explain the distinctions between mentor, coach and sponsor role
- Identify the time and situations when each role can provide the most value in your professional career
- Discuss the process and potential outcomes for engaging and utilizing a mentor, coach or sponsor
- Develop a personal plan with goals, actions, and expected outcomes for working with a coach, mentor or sponsor

11:30 a.m. - 12:30 p.m.   **Operational and Financial Metrics that evaluate PA/NP contribution**

Folusho Ogunfiditimi, PA-C

This presentation will highlight the importance of health care organizational metrics and the financial dynamics in the market. Incorporate some of the critical financial elements of the organization in relation to the productivity of health care providers including PAs and NPs. We will also highlight aspects of value-based care and how organizations are using data to move from a fee for service model to a value-based health care and the contribution margin of APPs to the success of the organization

At the conclusion of this session, participants should be able to:

- Create awareness and understanding of the importance of Financial Metrics of Healthcare Organzations
- Provide solutions to how to measure productivity of APPs

- Focus on organizational financial growth and highlighting the impact of APPs on growth

12:30 – 2:15 p.m.	**Exhibits and Lunch (Provided)**

2:15 p.m. – 3:00 p.m.

Courageous Leadership: Charting a Path for Health Equity and Diversity, Equity and Inclusion

Kim Williams, MPP

In this session the defintion of health equity as well as the definition of diversity, equity, and inclusion will be discussed. Participants will leave the session with an understanding of how to use data to develop strategies as well as to promote health equity and DEI with clear goals, objectives and results.

At the conclusion of this session, participants should be able to:
- Define health equity
- Identify systemic barriers to health equity
- Outline strategies for promoting health equity
- Illustrate cultural humility
- Outline strategies for inclusive leadership practices

3:05 p.m. – 4:00 p.m.

Beyond Thank You: Reward and Recognition Strategies for Advanced Practice Providers

Monica Nandwani, DNP, RN, FNP-BC, NEA-BC

In this session, participants will examine how recognition impacts the well-being and job satisfaction of advanced practice providers (APPs). We will discuss the importance of APP leaders in creating a culture of appreciation and support within healthcare teams. Strategies for effectively engaging and recognizing APPs will be shared, focusing on diverse perspectives and preferences.

At the conclusion of this session, participants should be able to:
- Describe the connection between recognition, engagement, and well-being
- Examine the role of APP leaders in fostering a culture of recognition
- Identify strategies to engage, reward and recognize advanced practice providers

4:00 – 4:20 p.m.   **Break**

4:20 – 5:45 p.m.	**The Future of Postgraduate Education and Fellowships: Adapting to Changing Healthcare Landscapes**

Moderator: April Kapu, DNP, APRN, ACNP-BC

Panelists: Bradley Goettl, DNP, DHA, APRN, AGACNP-BC, FNP-C, FAAN, FAANP, Whitney Lerch, PA-C, Katie DeLucia, MPAS, PA-C, Zachary J. Baeseman, MD

As healthcare continues to evolve, so too must the education and training pathways for PAs and NPs. This panel will explore the future of postgraduate education and fellowship programs, highlighting trends in curriculum development, experiential learning, and the role of technology. Leaders in the field will discuss how fellowship programs are adapting to meet the needs of a diverse and rapidly changing healthcare environment, including considerations for interprofessional education, specialty-specific training, and preparing fellows for leadership roles. This session will provide a forward-looking discussion aimed at shaping the next generation of healthcare leaders.

At the conclusion of this session, participants should be able to:
- Identify emerging trends and innovations in postgraduate fellowship education
- Describe the role of interprofessional education in enhancing fellowship training
- Analyze the impact of evolving healthcare demands on the structure and content of fellowship programs
- Develop strategies for integrating leadership training into fellowship curricula to prepare fellows for advanced roles in healthcare
- Discuss how technology and experiential learning are reshaping postgraduate education in the health professions

Wednesday, March 5, 2025

7 a.m. – 1:30 p.m.	**Registration**
7 - 8 a.m.	**Breakfast (Provided)**
8 – 8:55 a.m.	**Trailblazer Track: PA Leadership: Building A New Leader Toolkit**

Stacey Becker, DMSc, PA-C, DFAAPA

PA Leadership: A Toolkit for New Leaders: Top 3 Skills to Get You Started will provide information on elements that are beneficial to early leadership training. The skills that will be explored will enable individuals to identify key tactics and tools that will enhance the

performance and professional development of PAs who are new to leadership roles. We will explore various strategies to empower new leaders as well as resources for development. This session will be beneficial to both new PA leaders as well as individuals in existing leadership roles who will be coaching and expanding their own leadership teams.

At the conclusion of this session, participants should be able to:
- Recognize the key qualities that are demonstrated in strong leaders
- Identify the role of emotional intelligence and its importance in leaders and leader development
- Describe core skill sets used in new leader education and development

8 – 8:55 a.m.   **Visionary Track: Funding and Innovation in Clinical Practice Startups: Strategies and Challenges**

Kevin Lee Smith, DNP, FAANP

This presentation will explore various strategies for funding and establishing innovative outpatient clinic innovations and initiatives that meet evolving patient needs. Participants will learn about various financing options as well as best practices for crafting compelling pitches for funding innovations in ambulatory care. Participants will understand various sources and approaches for finding the funding needed to bring your innovative healthcare vision to life. Through examples and case studies, attendees will also gain insights into various innovative models that can enhance patient care quality, satisfaction, operational efficiency as well as provider satisfaction.

At the conclusion of this session, participants should be able to:
- Explain how to evaluate innovative ideas in healthcare, including practicality, sustainability, and potential to improve patient outcomes and satisfaction
- Identify criteria that investors may use to evaluate funding opportunities in healthcare practices
- Describe factors that differentiate successful healthcare ventures from others
- Explore startup methodologies, fundamentals of fundraising, and identify the key components of a pitch presentation

9 – 9:55 a.m.   **Trailblazer Track: Getting Comfortable With Conflict**

Martha R. Howell, EdD, Rebecca Lyon MS, PA-C

Conflict is inevitable yet most try to avoid it and as such do not give themselves opportunities to practice the skills or apply the tools to effectively navigate these encounters. This session will highlight skills and tools to employ when sensing conflict and invite participants to continue to develop the skills necessary.

At the conclusion of this session, participants should be able to:
- Recognize the impact of their own emotion and/or bias when there is conflict
- Choose tools and skills to develop in order to navigate conflict
- Verbalize their positive intent in an encounter where there is conflict

9 – 9:55 a.m.	**Visionary Track: Talent Science: The Power of Predictive Talent Analytics**

In this session participants will learn ways to develop a personal strategy to increase their leadership potential. Attendees will be presented with strategies for success as APP leaders.

At the conclusion of this session, participants should be able to:
- Describe key steps in transitioning from a clinical expert to a leadership role, identifying challenges and strategies for success while understanding the evolving role of APPs in health systems.
- Analyze the impact of APP leadership on workforce models, financial oversight, and governance, applying principles to navigate organizational change and advocate for advanced practice providers.
- Develop a personal strategy to seize leadership opportunities, influence healthcare policy, and drive innovation at institutional, regional, and national levels.

10:00 – 10:25 a.m.	**Break to Check Out of Hotel**
10:30 – 11:25 a.m.	**Trailblazer Track: PA/APRN Councils: Purpose, Construct, Pitfalls, and Possibilities**

Leslie Clayton DMSc, PA-C, DFAAPA

As healthsystems begin to recognize the imapct and influence of PAs and APRNs a council could complement the development of formal leadeship positions. This presentation will help outline considerations related to the purpose, construct and charter needs, pitfalls, and possibilities of a PA/APRN Council within a health system.

At the conclusion of this session, participants should be able to:
- Describe how a PA/APRN Council could support organizational goals
- Identify the potential of a PA/APRN Council to develop leadership and expand engagement
- Identify the basic constructions of a Council Charter/Bylaws and why it matters
- Be aware of potential pitfalls that can diminish council function and/or impact

10:30 – 11:25 a.m.	**Visionary Track: From Clinical Expert to Influential Executive: Leading with Purpose and Impact**

April Kapu, DNP, APRN, ACNP-BC

In this session participants will learn ways to develop a personal strategy to increase their leadership potential. Attendees will be presented with strategies for success as APP leaders.

At the conclusion of this session, participants should be able to:
- 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

11:30 – 12:25 p.m.	**Trailblazer Track: Additional Degrees Formal Education vs Career Pathways; Pharm (PhD) vs Operations (MBA) vs Education (EdD)**

Modertor: Aaron Browne, PA-C

Panelists: Joe Ciavarro Jr., DMSc, MBA, PA-C, April Kapu, DNP, APRN, ACNP-BC, Folusho Ogunfiditimi, DM, MPH, PA-C

This presentation delves into the diverse educational and professional backgrounds that shape professional development across healthcare and other industries, with a focus on the value of doctoral-level education. Participants will explore how different leadership development models and various doctorate degrees contribute to organizational success. Through case studies and real-world applications, the session highlights how advanced education can

enhance leadership effectiveness and bring value to an organization, improving outcomes and fostering innovation.

At the conclusion of this session, participants should be able to:
- Evaluate the impact of various educational and professional development models on organizational success
- Analyze how individuals with diverse doctoral degrees contribute to leadership roles and organizational outcomes
- Develop strategies for integrating a wide range of educational backgrounds into leadership roles to optimize team performance
- Speak to the credentialing & privileging requirements

11:30 – 12:25 p.m.   **Visionary Track: PAs and NPs: Putting Value in Value-Based Care**

Sondra M. DePalma, DHSc, PA-C, DFAAPA

This session will explore billing and reimbursement information that every healthcare leader should know. Billing policies relevant to PAs and NPs will be discussed, and the value PAs and NPs contribute to fee-for-service and value-based payment models will be demonstrated. This session will also highlight emerging trends in healthcare that make the optimal utilization of PAs and NPs critical.

At the conclusion of this session, participants should be able to:
- Analyze the evidence of PA and NP value to healthcare
- Demonstrate PA and NP value
- Describe value-based payment models

12:25 – 12:30 p.m.   **Closing Remarks**

* This agenda may be updated or modified without notification.