



Stanford
MEDICINE

PA to Executive Leadership

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Objectives



Discuss leadership transformation



Difference between a clinical expert and an operational APP Leader



Highlight the key skills and attributes needed for an advanced practice provider (APP) leader



Discuss the importance of leading by influence and how it applies to APP leaders

Disclosures

- No Disclosures

APP Leadership Practice & Structures



93% of organizations have a Top APP leader

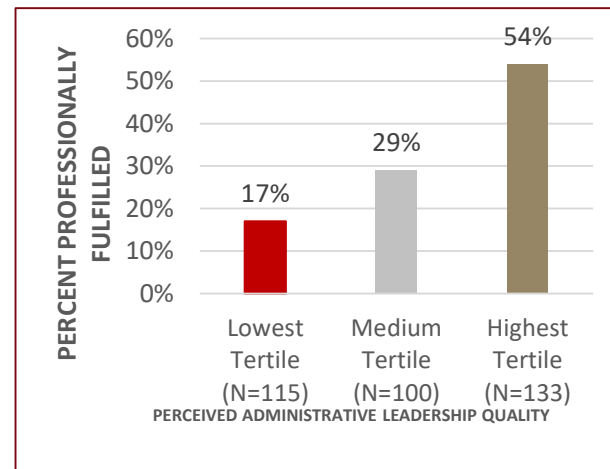
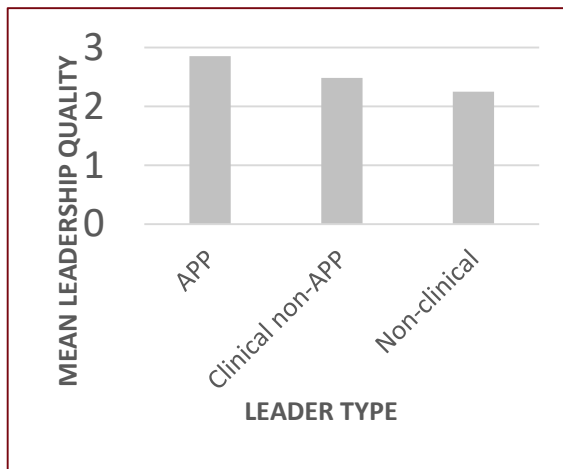


54% of organizations have a middle level leader



91% of organizations have a clinical level leader

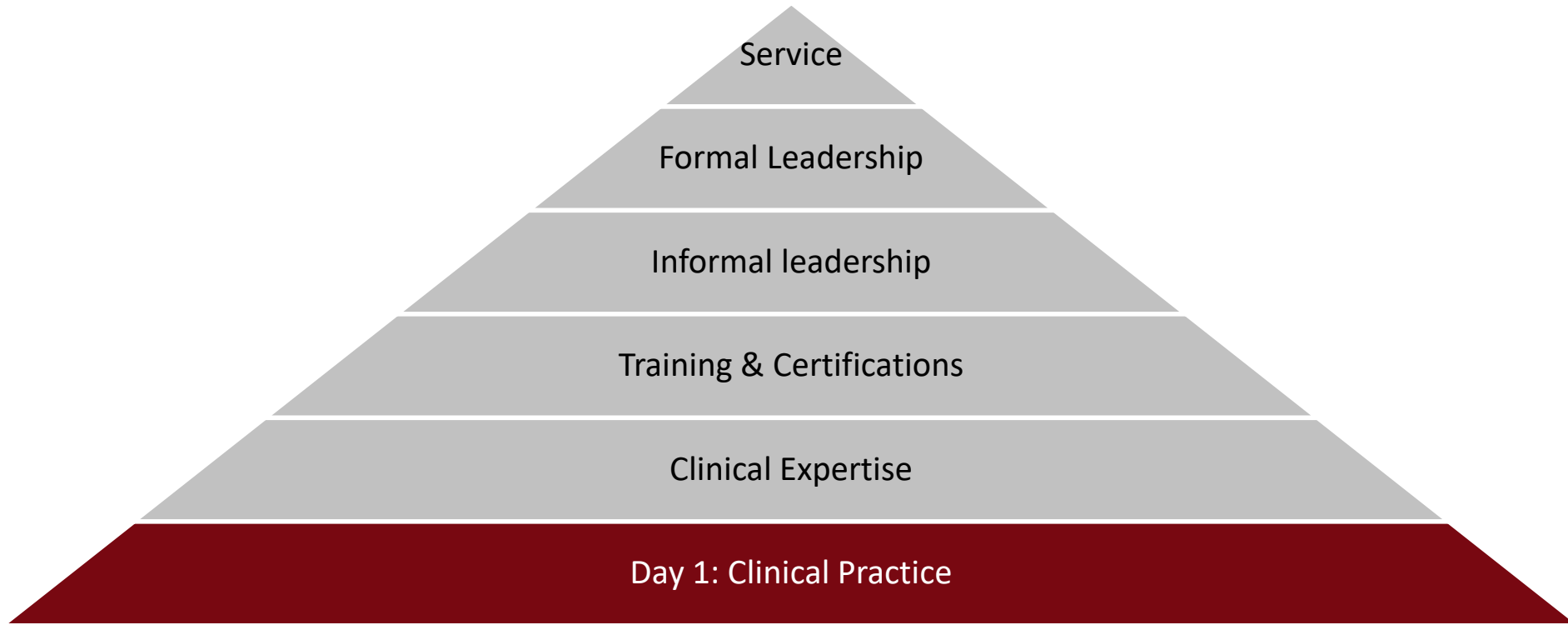
Correlation of APP Leadership to Professional Fulfillment



Overview: PA Leadership Ladder



Overview: PA Leadership Ladder



Value of a Physician Assistant



Trusting Relationships

Difficult
Conversations

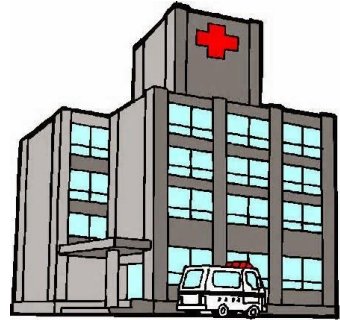
Vigilant

100% Present

Patient Satisfaction

Quality Outcomes

Efficient Care Delivery



Why Not Be a Leader?

Why Not Be A Leader?



Patients



Family



Care Team Members

You Are Already a Leader

Leadership Starts
on Day 1



PA Leadership Ladder

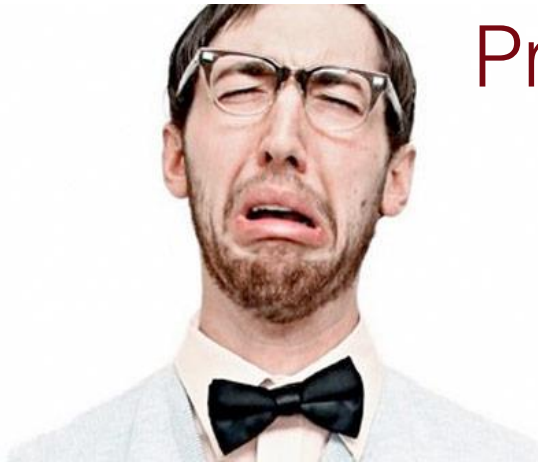


Reality Based Leadership

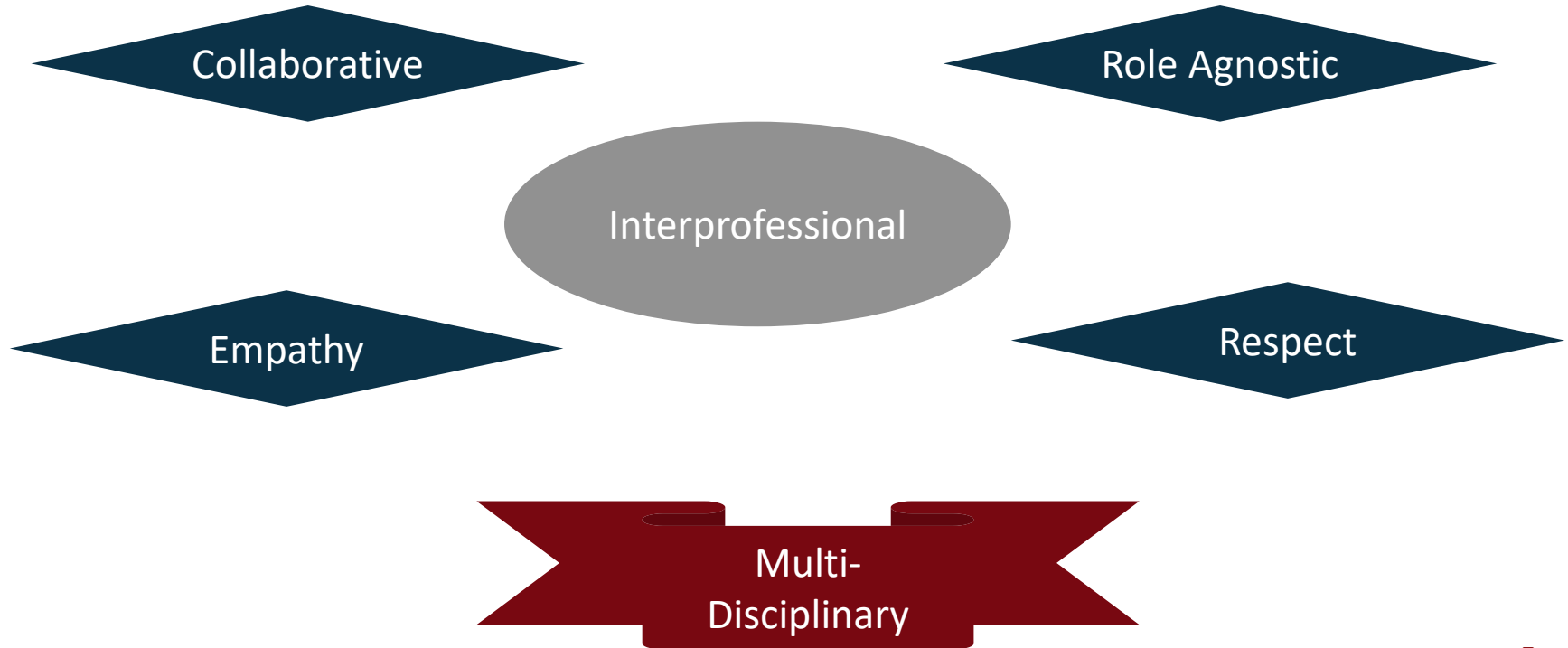


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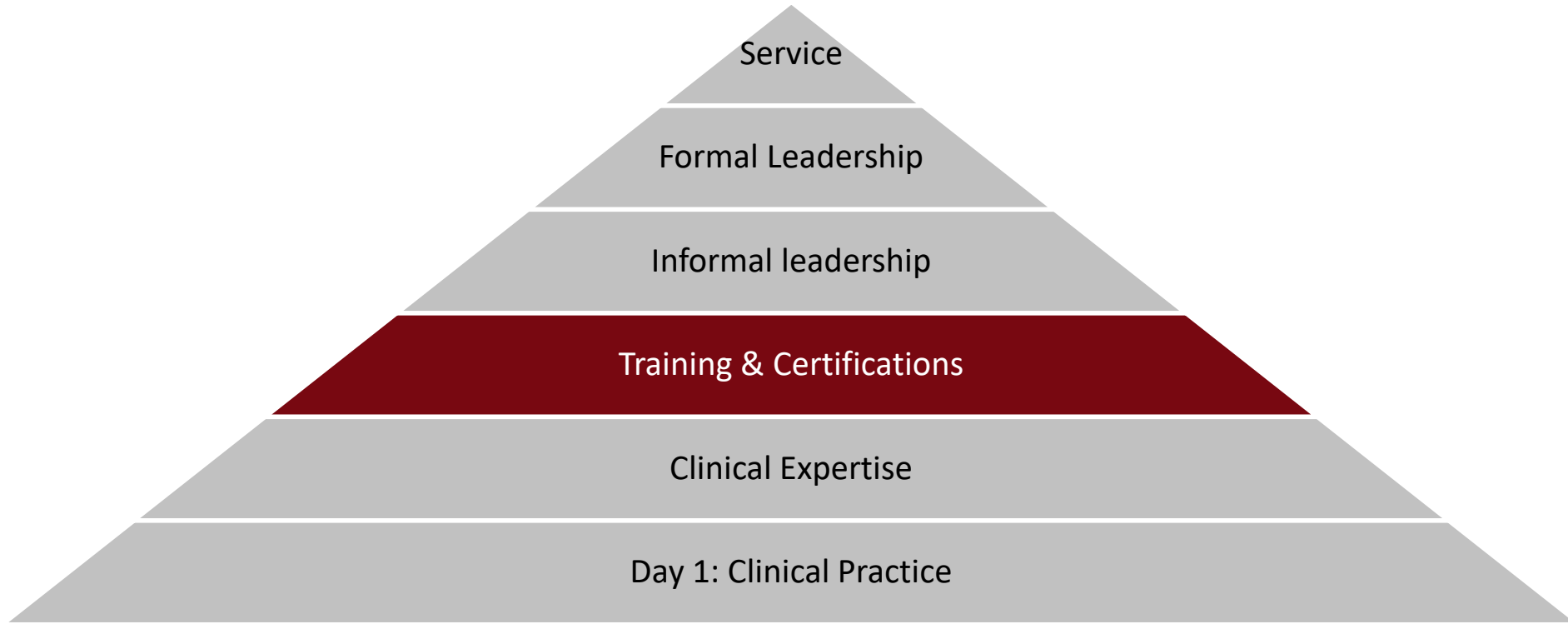
Problem Identifier → Problem Solver



Clinical Expertise: Mindset & Outlook



PA Leadership Ladder



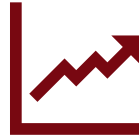
Formal Training



Degrees

Masters (MBA, MHA, etc.)

Doctorate



Certifications

Performance Improvement:

Lean, Six Sigma

Quality Improvement

Communication

Leadership

Finance



Administrative Fellowship

Formal Leadership



Administrative Fellowship

Foundational Skills



CONCISE

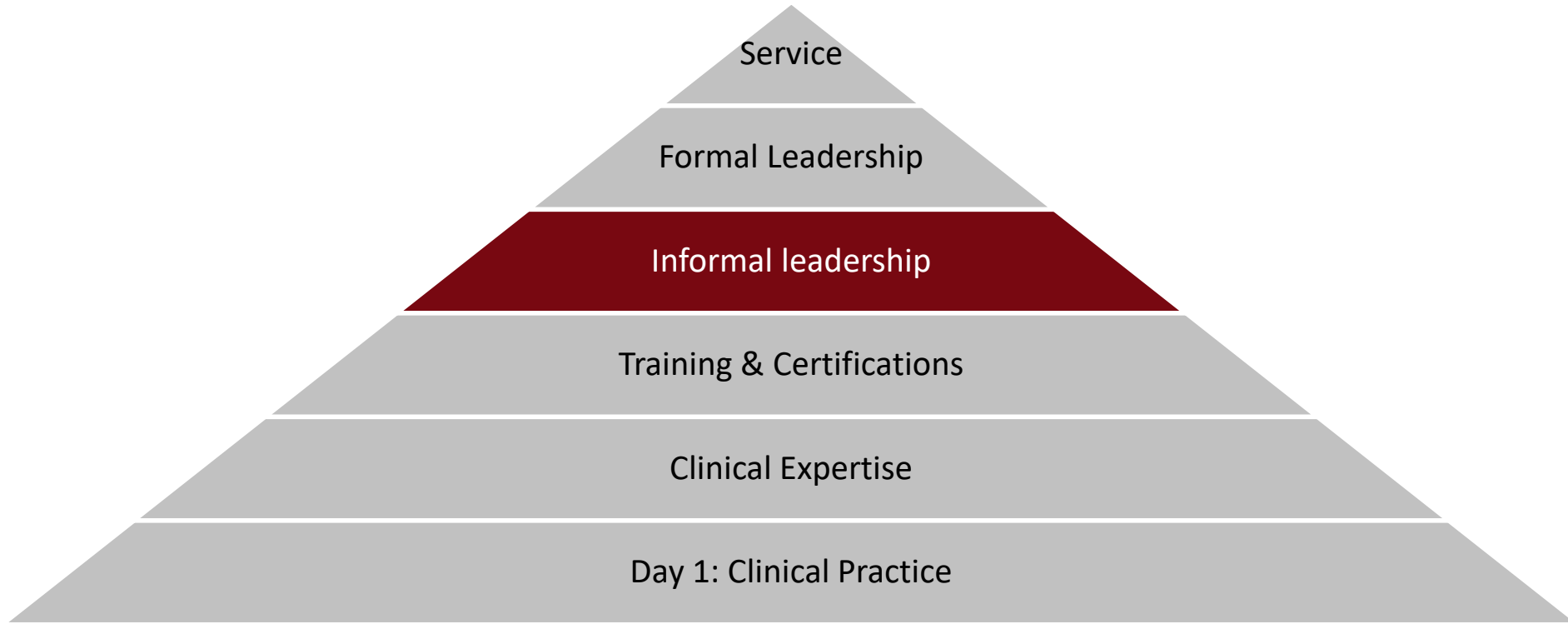


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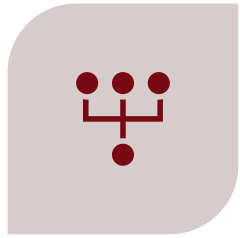


VISUAL

PA Leadership Ladder



Informal Leadership



COMMITTEES &
TASKFORCES



SHARED GOVERNANCE
COUNCILS

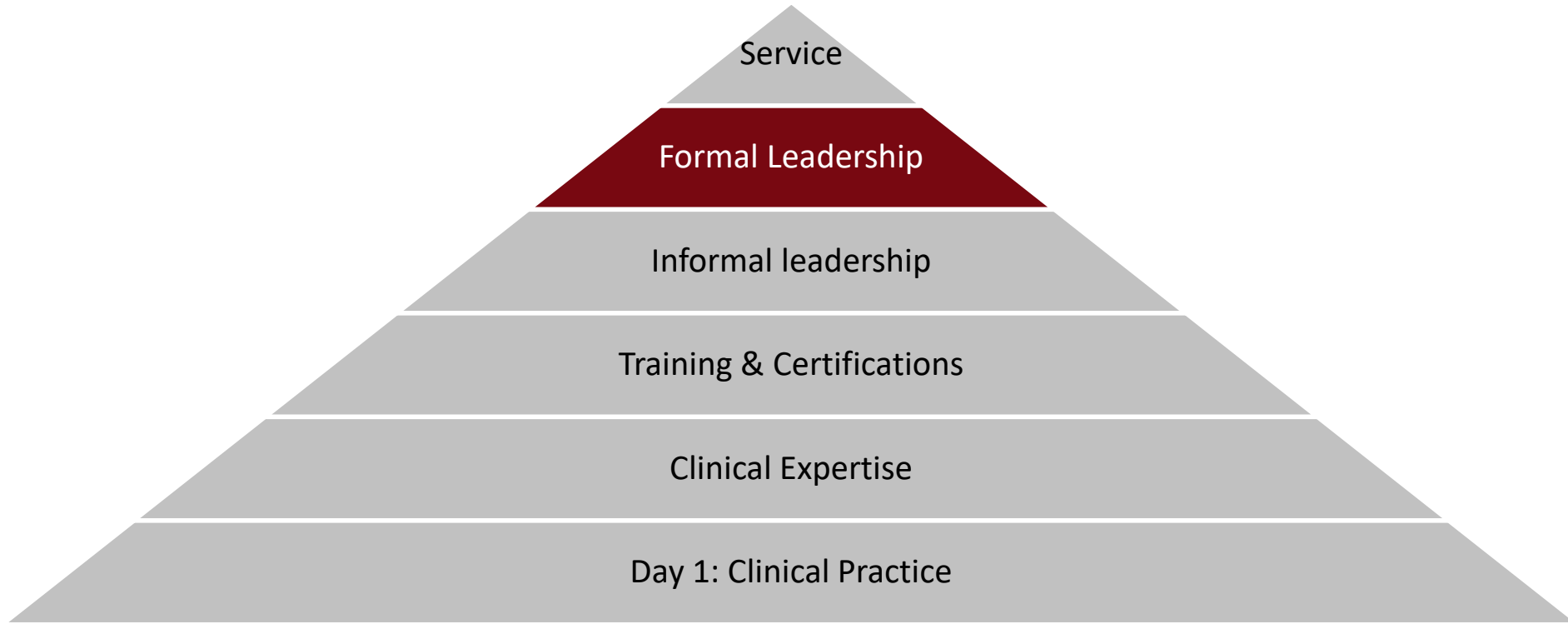


QI PROJECTS

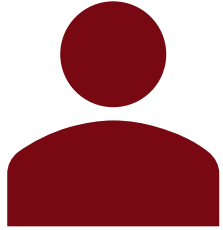


PROFESSIONAL
ASSOCIATIONS

PA Leadership Ladder



Formal Leadership



Advanced Practice Leadership Roles

Lead > Manager > Director > Executive Director > Vice President

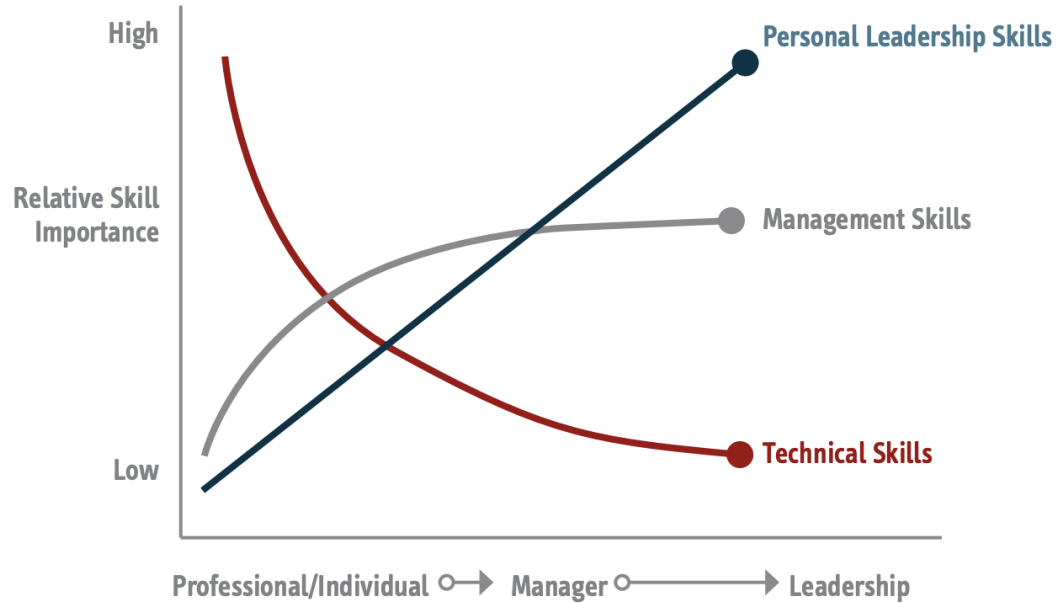
Transitioning From Clinical Practice

Clinical Responsibilities

Administrative Responsibilities

Formal Leadership

Changing Skill Requirements



Other Leadership Roles



Quality
Improvement

Patient Experience

Clinical Operations

- Clinic Managers
- Operational Directors

Executive Leadership

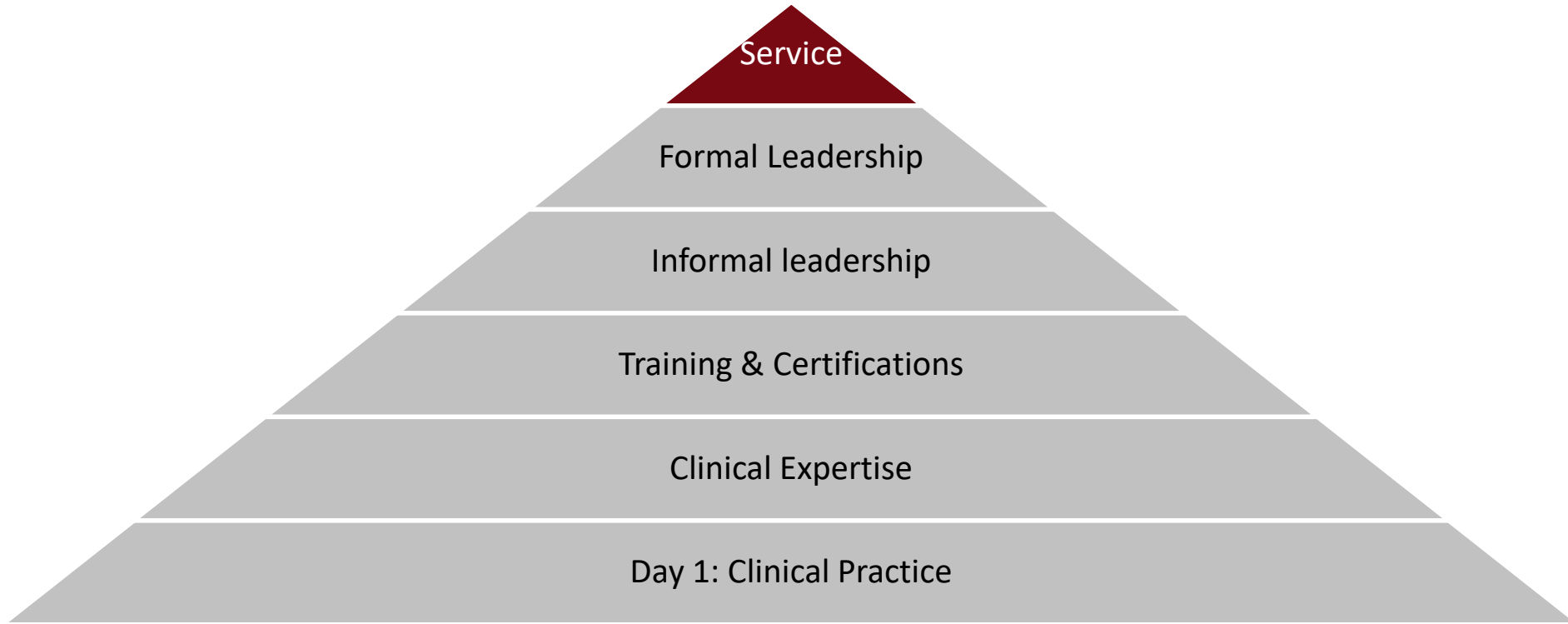


Chief Advanced Practice Officer, CAPO

Chief Operating Officer, COO

Chief Executive Officer, CEO

PA Leadership Ladder



Leadership is Service



Physician Assistants as Leaders

Executive Leaders...

Why Not?

You Are Already a Leader

My Journey



My Journey



Stanford
MEDICINE

PA Leadership Ladder

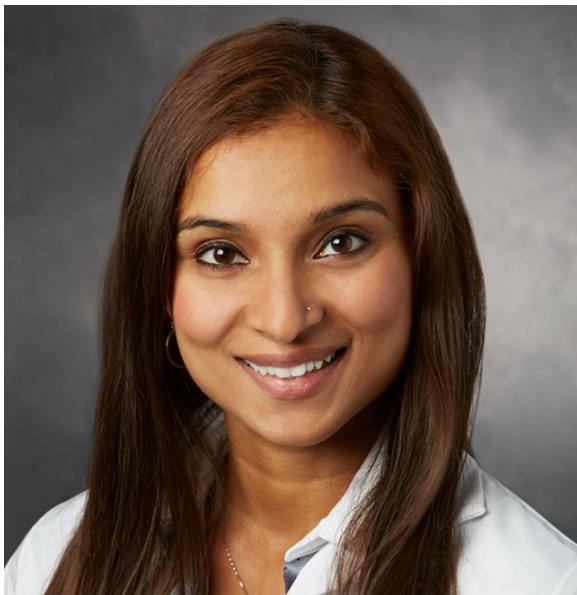


References

- Angood P, Birk S. The value of physician leadership. PEJ. May 2014. <https://csms.org/wp-content/uploads/2015/04/The-Value-of-Physician-Leadership.pdf>.
- *2019 APP Leadership Practices and Structures Survey Report. SullivanCotter*
- *Stanford Health Care: 2017 APP Wellness Survey White Paper*



Thank you!



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