

Genesis of a Healthcare Leader: Seven Tips for Building a Leadership Foundation

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Disclosure

- I have no relevant commercial relationships to disclose

Learning Objectives

- At the conclusion of this session, participants should be able to:
 - Describe the importance of leadership development for novice healthcare professionals
 - Identify seven methods of early leadership development to aid in mentoring early-career novice healthcare staff
 - Develop a plan to strengthen the foundation of their own continued leadership development

Why is leadership development important for novice healthcare staff?

Healthcare Leadership is Changing

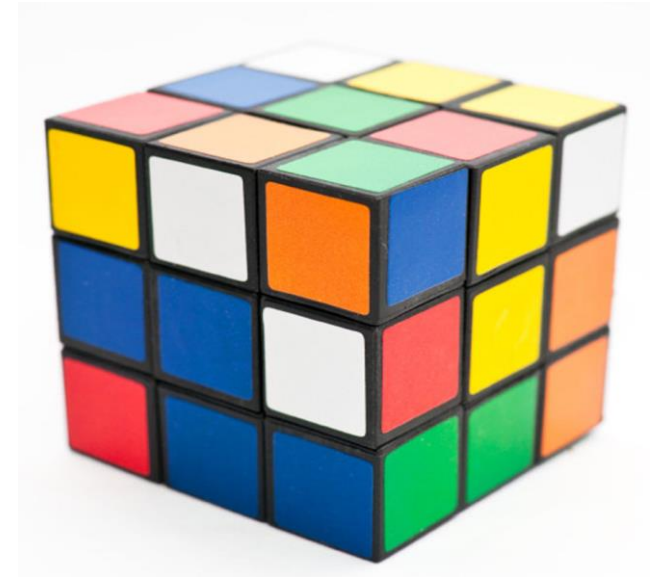
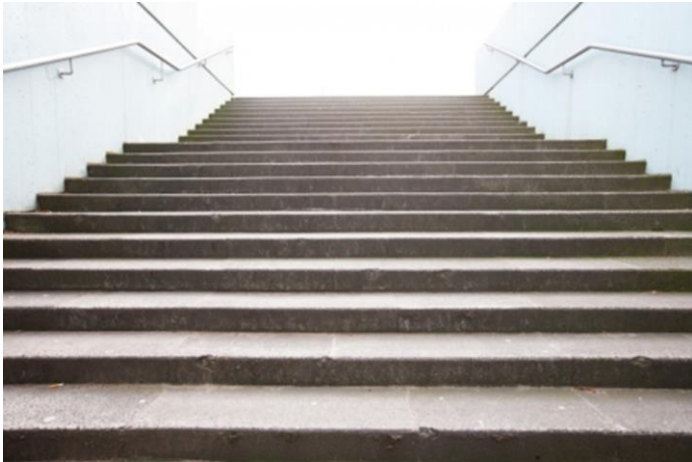
- Need to start development early
- Increased competition for higher positions
 - Mergers, acquisitions, and consolidations reducing volume of leadership posts.
 - COVID-19 impact on cutting executive jobs, restructuring
 - Self-promotion and outreach through social media
 - Hybrid job models requiring clinical work
- Progressive change from ‘top-down’, paternalistic models to a more ‘bottom up’ collaborative approach.
- Leadership training starting early for physicians

Healthcare Leadership is Changing

- Increase in inter-professionalism
 - Growth of specialized professions (case management, social work, PT/OT, etc.)
- Growing complexity in reimbursement
 - Value-based reimbursement, patient satisfaction scoring
 - Aging workforce + increased life expectancy = larger Medicare population
 - Increase in non-clinical workforce (patient experience, quality improvement, etc.).

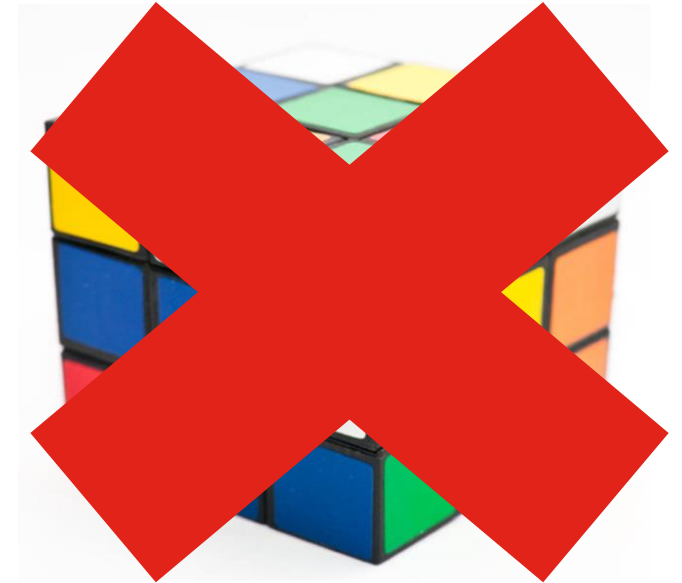
Leadership Growth

- Hard to find a good analogy



Leadership Growth Journey

- Hard to find a good analogy



Leadership Journey



Leadership Journey

- White: The seed has been planted
- Orange: The sun is beginning to rise
- Yellow: The seed is beginning to see sunlight
- Camo: The sapling is hidden amongst the taller pines
- Green: The pine tree is beginning to grow and develop
- Purple: The tree is mid-growth and now the path become steep
- Blue: The tree reaches for the sky towards new heights
- Brown: The tree is firmly rooted in the earth
- Red: The sun is setting, the first phase of growth has been accomplished
- Black: The tree has reached maturity and has overcome the darkness. It must now begin to 'plant seeds for the future'

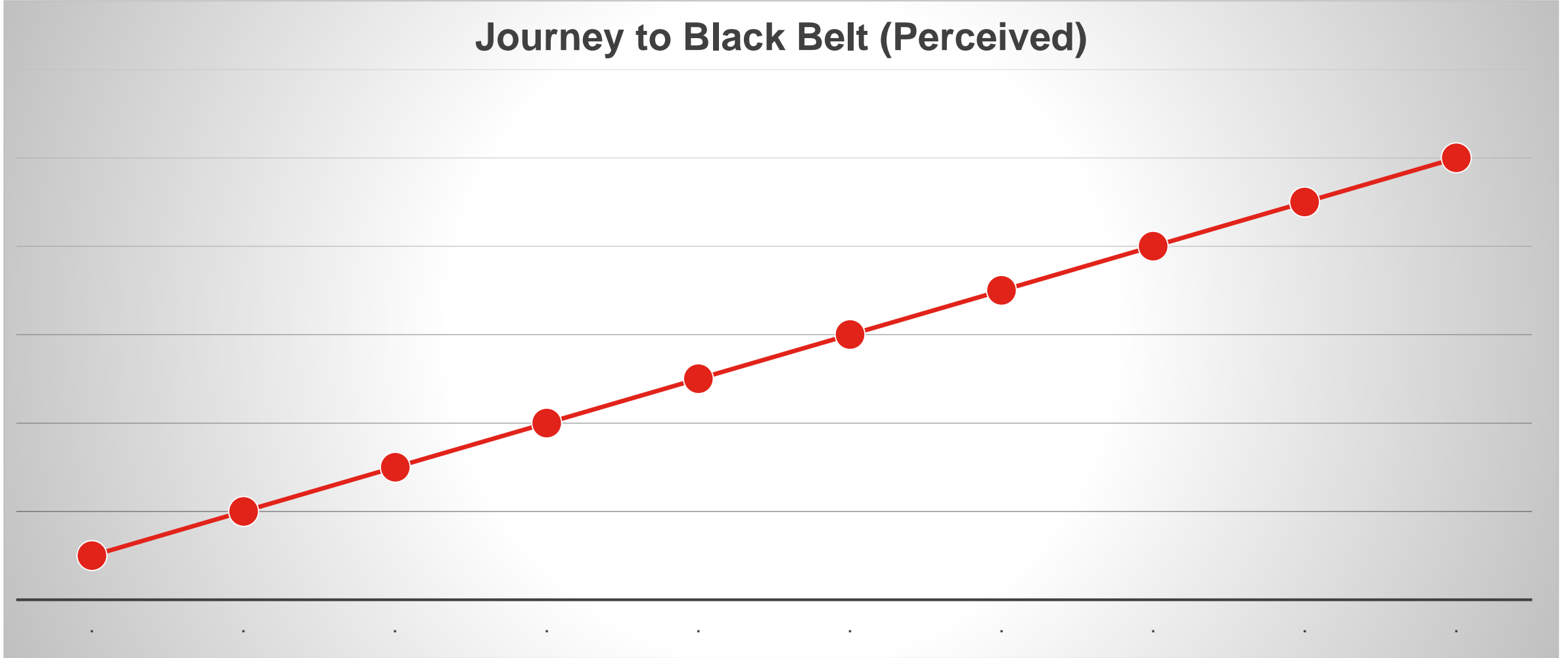
American Taekwondo Association, ©2021.



Photo from National Park Services

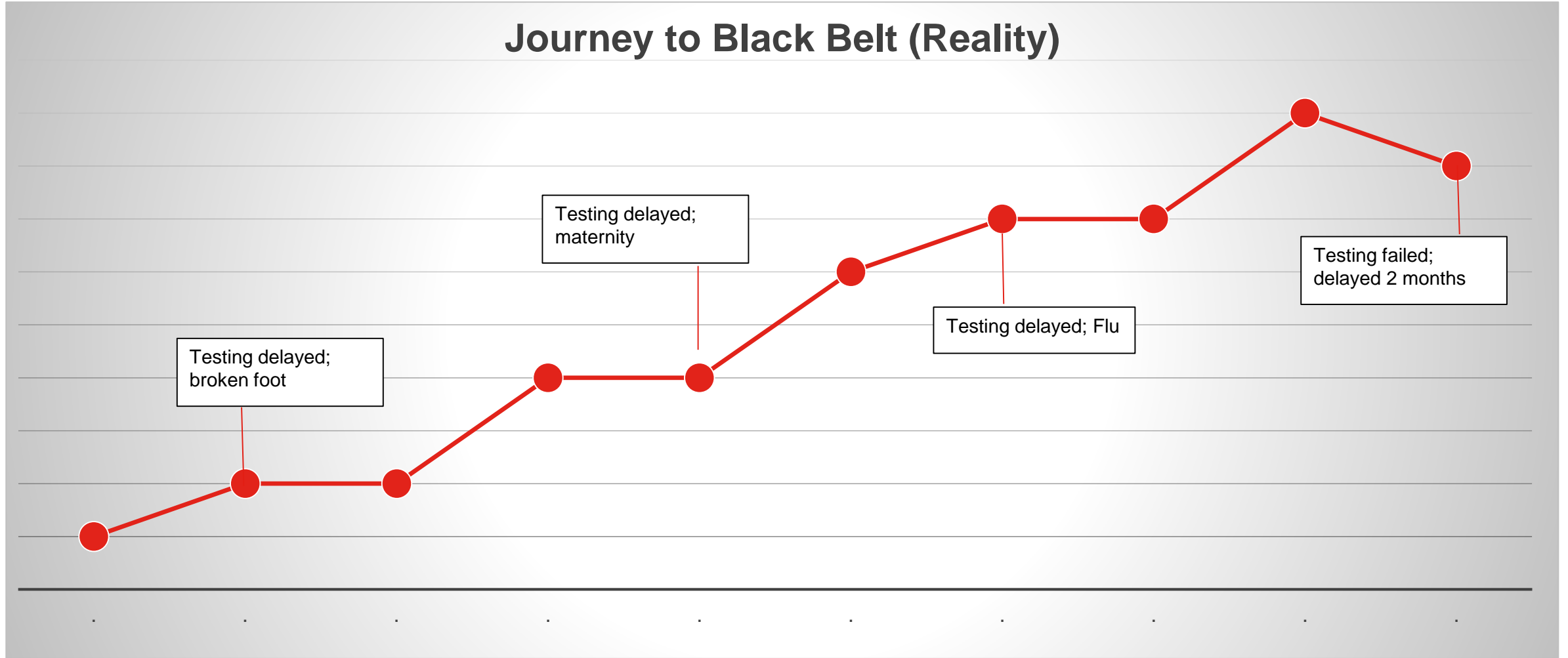
Taekwondo Leadership Journey

Journey to Black Belt (Perceived)

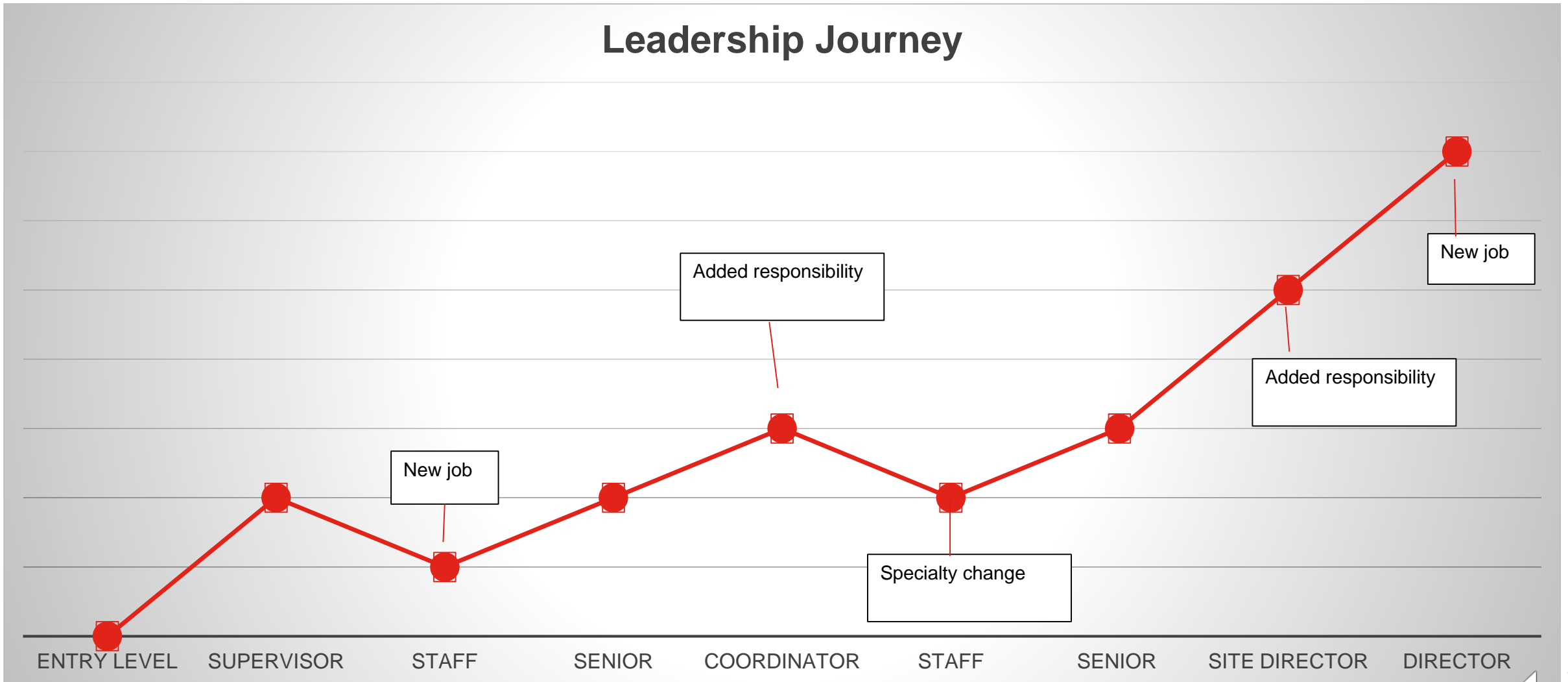


Taekwondo Leadership Journey

Journey to Black Belt (Reality)



Leadership Journey



What methods can be used to aid in leadership development of early-career healthcare staff?

Methods for Development

- Gather Ideas
- Get Good Feedback
- Identify your Fears
- Be a Continuous Learner
- Learn to Prioritize
- Expand Your Network
- Build Your Brand

Gather Ideas

- Do some self-reflection
- Gather ideas on what your career goals are
 - What is your black belt level?
 - What steps make up your color belt levels?
- Create a Vision Board



Gather Ideas

- Volunteer to take on small leadership tasks to build exposure and investigate interests
 - Presenting a case study
 - Leading a QI project
- Research leaders in your field of interest



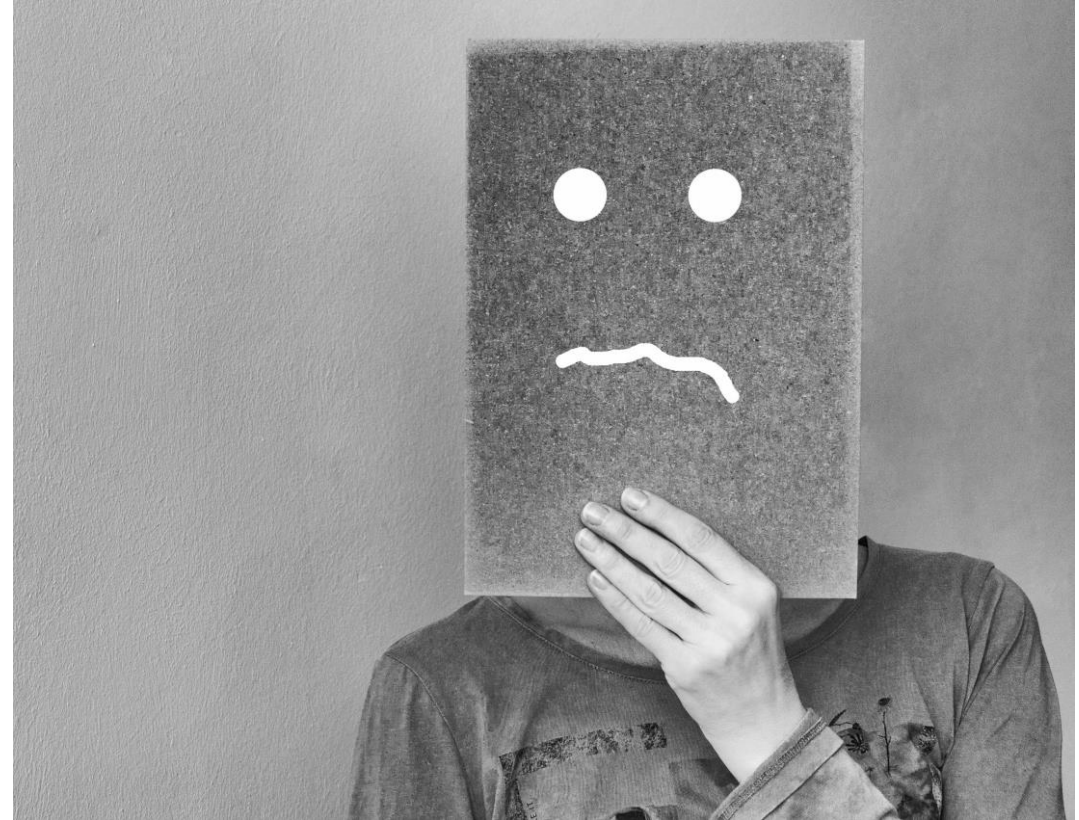
Get good Feedback

- “Feedback is the breakfast of champions”- Ken Blanchard
 - Objective feedback (personality tests)
 - Subjective feedback (mentors, managers, etc.)



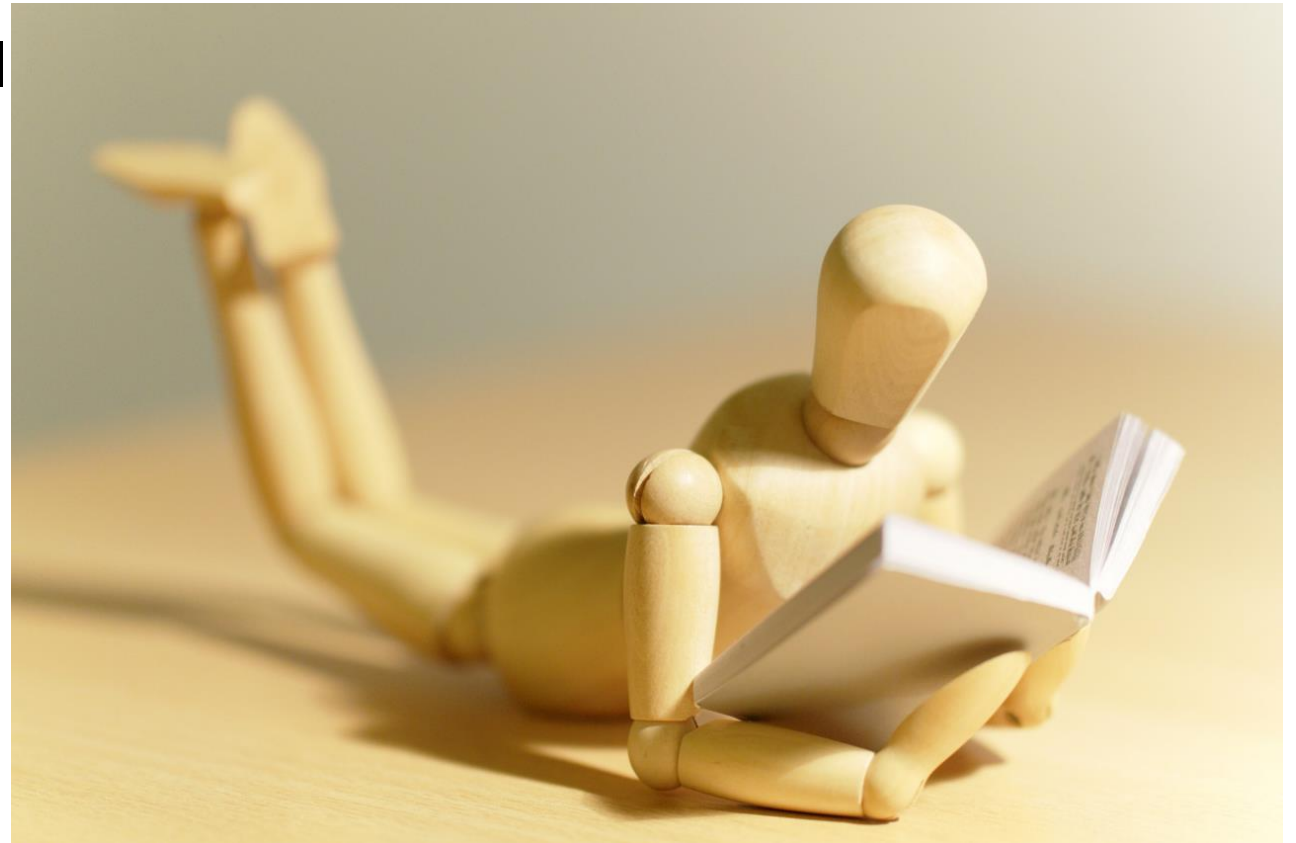
Identify Your Fears

- Fear is a useful emotion
- Overcome imposter syndrome
- “What, truly, is the worse that could happen?”



Be a Continuous Learner

- Start with local learning
- Does not always mean need additional degrees
 - Hobbies, languages, etc
 - Conferences, Podcasts, TED talks, webinars
 - Find your deficiencies



Learn to Prioritize

- Give energy to most important projects
 - Practice time management
 - Learn to delegate (it takes practice)
 - Strive for progress, not perfection
 - Choose your hills wisely

Joe's leadership prayer: "God grant me the patients to accept the things I cannot change right now, courage to lead the change in things I can, and the wisdom to understand their priority"



Learn to Prioritize

- Make family/friends, health and wellness a high priority
 - If work ‘can’t survive’ without you, it’s a red flag!
 - Leadership journey is a marathon, take some breaks!
 - Use vacation time



Expand Your Network

- Start early, good connections take time
 - Relationship behaviors
 - Join work committees
- Be open minded
- Consider professional organizations
- Utilize your *human* resources
 - Thinking you can do it alone is flawed thinking
- Utilize the good side of social media



Build Your Brand

- You already have a leadership brand.
Take control of it
 - Get recognized at work
- Take ownership of your name on social media platforms
 - Or make them private



Build Your Brand

- Google yourself often
 - Take stock of your online reputation
 - What images to people see? What articles/webpages come up?
 - Consider buying website domain (\$12/yr w/ Google), Instagram and Twitter handle



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Joe Ciavarro Jr., PA-C, MBA - Director of PA Services at NYP ...

Joe is a healthcare writer and certified physician assistant with over 14 years of healthcare experience beginning as a respiratory therapist.

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joethePA

Joe Ciavarro, JoeThePA, is a New York based healthcare leader and clinician.

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<https://www.medelita.com> › [Community](#) ⋮

Joe Ciavarro, PA-C, MBA | Medelita

Sep 19, 2020 — I started out as a respiratory therapist, but I wanted to do more and be more involved in the spectrum of patient care. Current Passion Project:

<https://www.doximity.com> › ... › [New York](#) › [New York](#) ⋮

Joseph Ciavarro, PA – New York, NY | Interventional Radiology

I am a certified PA practicing in interventional radiology and Site Director of PAs at Mount Sinai's Morningside and West locations.



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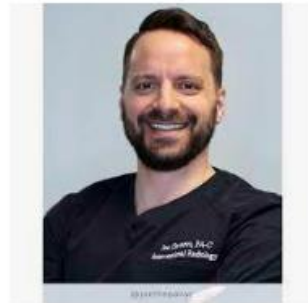
Media featuring Joe Cia... joethepa.com



Joe Ciavarro Obituary - ... stewartfh.com



Mount Sinai IR on Twitter: "LIVE ... twitter.com

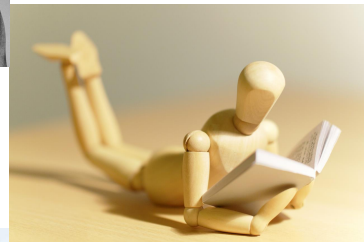
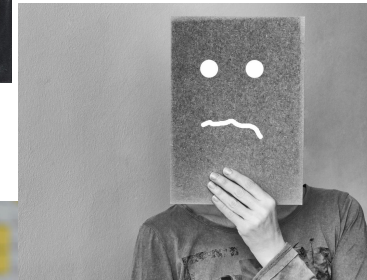


Dr. Amna Husain ... milled.com



Recap

- Healthcare is changing, especially leadership roles
- Novice health professionals can start building a leadership foundation by:
 - Gathering ideas/brainstorming
 - Getting good feedback
 - Identifying fears
 - Being a continuous learner
 - Learning to prioritize
 - Expanding their network
 - Building their leadership brand



What should I be doing now to strengthen the foundation of my own leadership development?

Strengthen Your Leadership Brand

- Have information ready to share
 - Find receipts
 - Gather relevant information
 - » Prior jobs, education, volunteerism, publications, guest/panel speaking, names, dates, contacts!
 - » Have supporting documentation
 - » Think outside the box, but don't embellish!
- SWOT
 - Objective personality/leadership testing

Strengthen Your Leadership Brand

- Update CV
 - Make sure your CV and online presence match
- Get a nice headshot, use it consistently
 - Across social media platforms, contact/business card, outlook, Zoom,
- Stay engaged with state/national organizations
- Consider executive coaching



Special thanks to my instructor, mentor, and friend Chief Master Scott Skiles, Director of Training for ATA International, for guiding me through building my own leadership foundation and ensuring my roots are firmly planted.

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THINGS
ARE
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Questions?

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