Disclosures

Course Director for Executive Leadership Conference, AAPA

Learning Objectives

- Understand why APP leadership is critically important in today's healthcare and discuss the organizational impact of APPs in leadership

- Discuss career ladders for APPs and the roadmap to success as an APP leader

- Understand effective methods for developing leadership growth opportunities in your organization

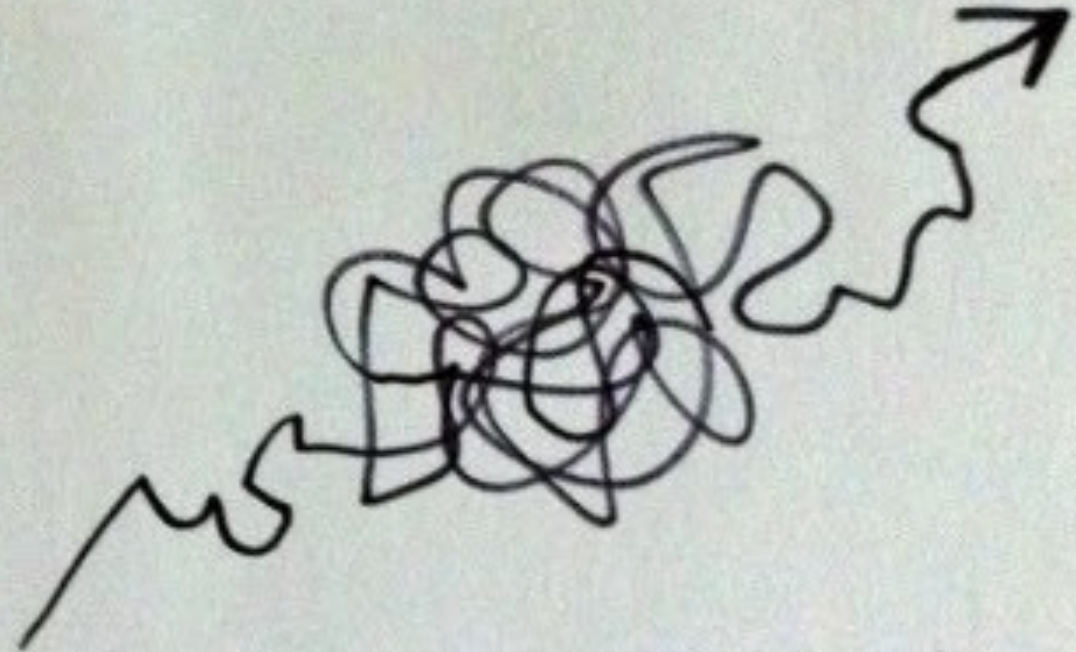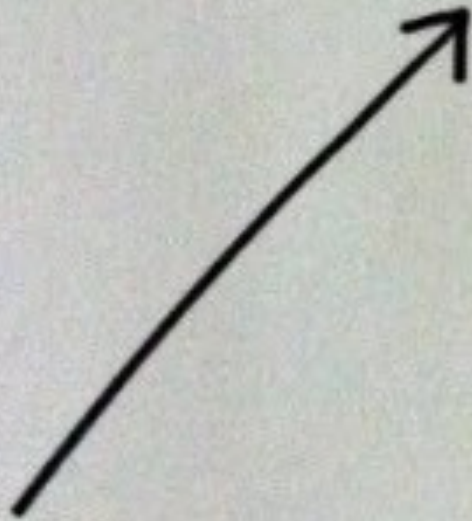- Understand why networking is key to your success in leadership

Where are you in your career?

- Aspiring APP leader

- APP site or department leader who leads PAs

- APP Director who leads and manages other PAs or leads programs

- APP Educator

- Chief of Advanced Practice or Executive Leader whose main role is strategy

Why is APP leadership critically Important in today's healthcare?

Leadership is the capacity to translate vision into reality.

Warren G. Bennis
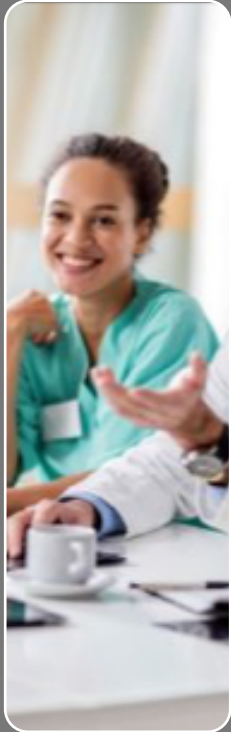
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Healthcare is changing

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APP workforce continues to expand and change

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Advancing APP Scope of Practice

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Maximizing Clinical Team Capabilities

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Cost-Effective Quality Healthcare

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APP Leadership in Organizations

Special Considerations

- Physician Leadership
- Reporting
- Dyad or Triad Matrix
- Executive APP direct reporting relationship

Maximize APP Contributions

- Build a structure to optimize staff effectively
- Secure representation at the executive leadership level
- Understand APP workforce
- Committee involvement in the hospital and healthcare system

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Dedicated APP leadership…..culture change?

- Allow APPs to practice to highest potential and enable APPs moving between specialties, using a skill set approach

- Allow for APPs to be included as a true partner in providing quality healthcare to patients

- Educate physicians on correct and appropriate collaboration of APPs

- Develop a team-based approach to healthcare with appropriate staffing of sites based on shift optimization

Four Pillars of Organizational Impact of APP Leaders

Patients

Providers

Finances

Risk

Patients

Isn't this what matters the most?

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Providers

Secure the right providers and then do what is needed to keep them. **stay in budget

$115,000 total cost of Turnover

**Data from 2020 SullivanCotter Whitepaper *Quantifying the Cost of Advanced Practice Provider Turnover*

Finances

- More hands → More Patients seen

- Train APPs

- Focus on billing practices

Risk

- Compliance
- Risk Management
- Quality reviews

Compliance is Your Friend!!!

ROI of APP Leadership

Improved Compliance of PA/NP practice

Higher retention and better recruiting

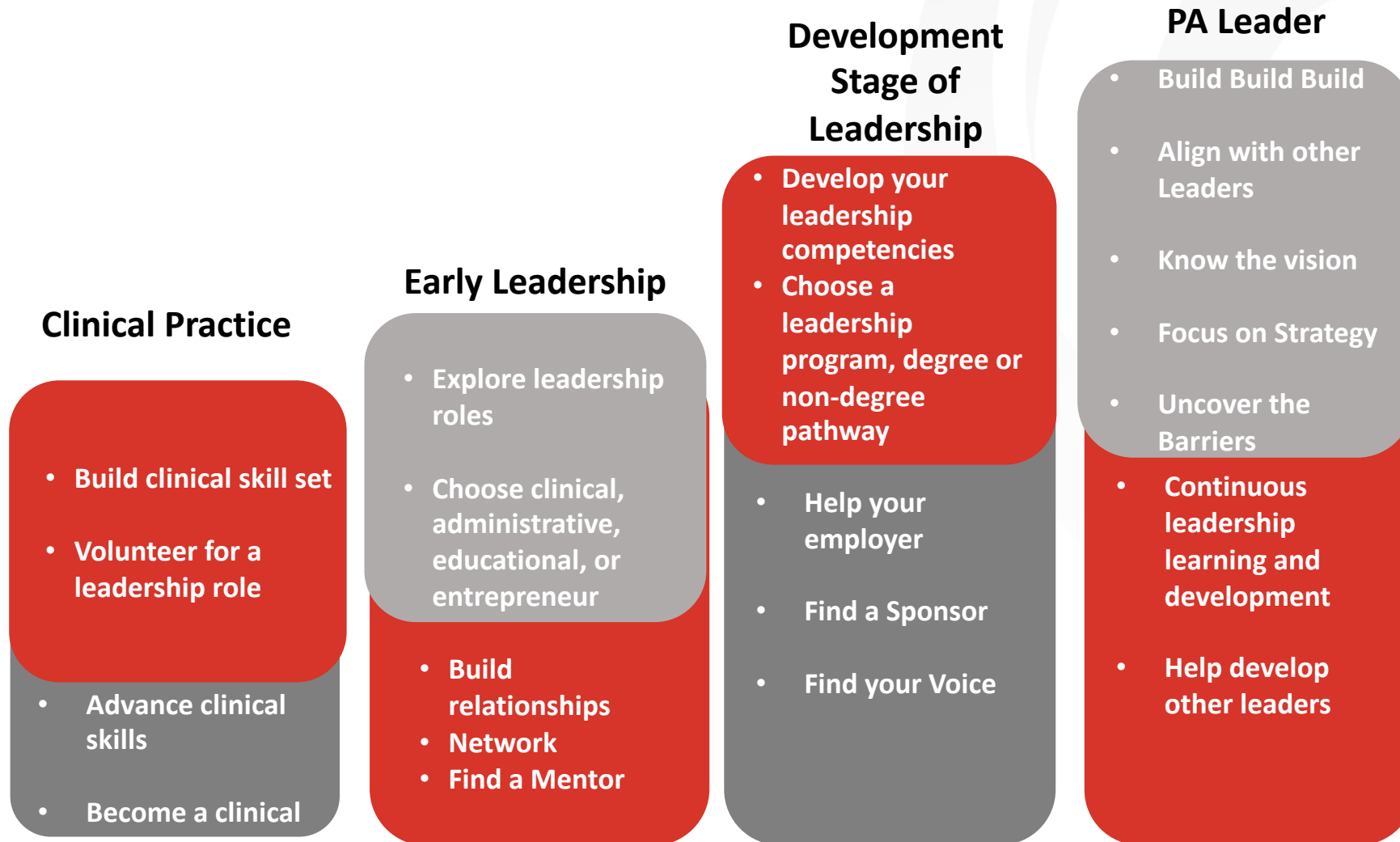Top utilization of PAs and NPs

Optimized billing for APPs

Better financial return, lower cost of care

The Roadmap to APP Leadership

APP Leadership Career Ladder

Clinical Practice

- **Build clinical skill set**
- **Volunteer for a leadership role**
- Advance clinical skills
- Become a clinical

Early Leadership

- Explore leadership roles
- Choose clinical, administrative, educational, or entrepreneur
- **Build relationships**
- **Network**
- **Find a Mentor**

Development Stage of Leadership

- **Develop your leadership competencies**
- **Choose a leadership program, degree or non-degree pathway**
- Help your employer
- Find a Sponsor
- Find your Voice

PA Leader

- Build Build Build
- Align with other Leaders
- Know the vision
- Focus on Strategy
- Uncover the Barriers
- **Continuous leadership learning and development**
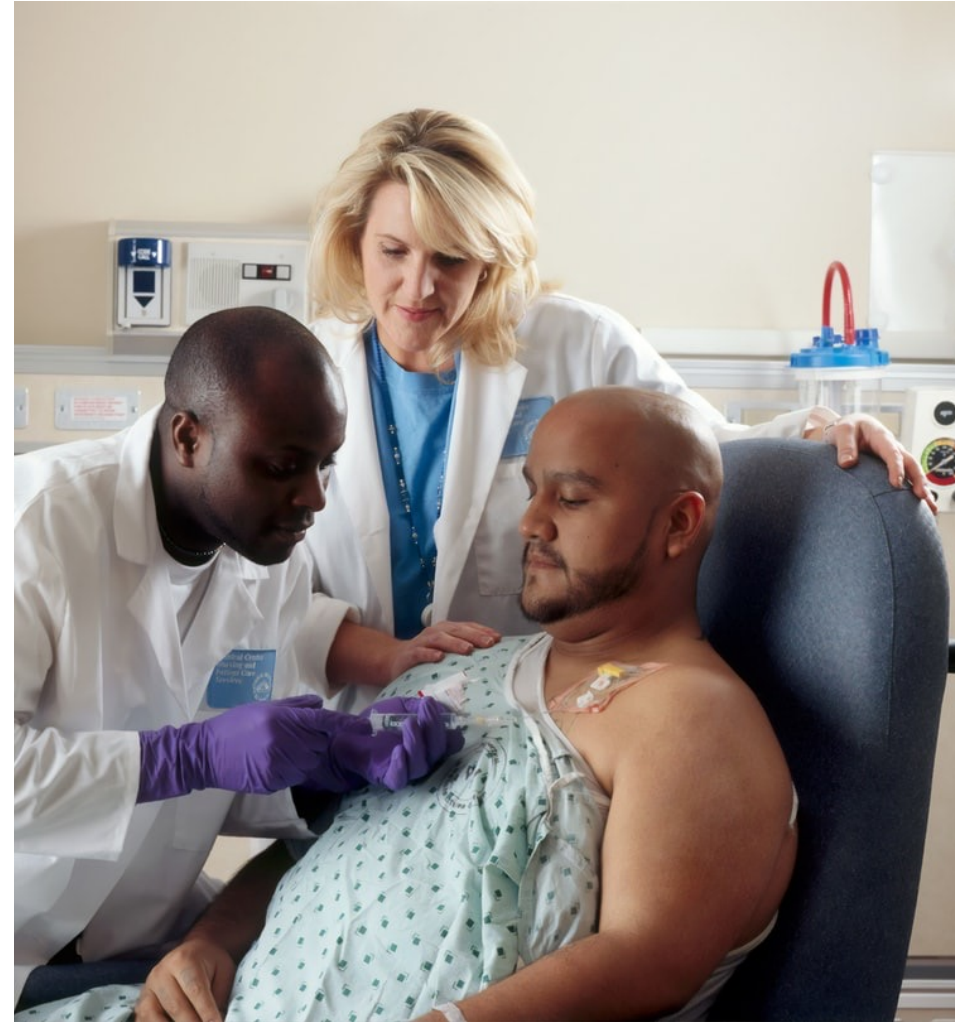- **Help develop other leaders**

Clinical Practice

Clinical Practice

- Strive for clinical excellence

- Understand clinical metrics

- Volunteer for hospital committees of for a position on your state/national organizations

APP Practice Metrics

- Patients/hour

- Utilization of advanced studies

- Decrease in Readmissions

- Quality Metrics—antibiotics in bronchitis and URI, infection rates in surgical patients, discharges
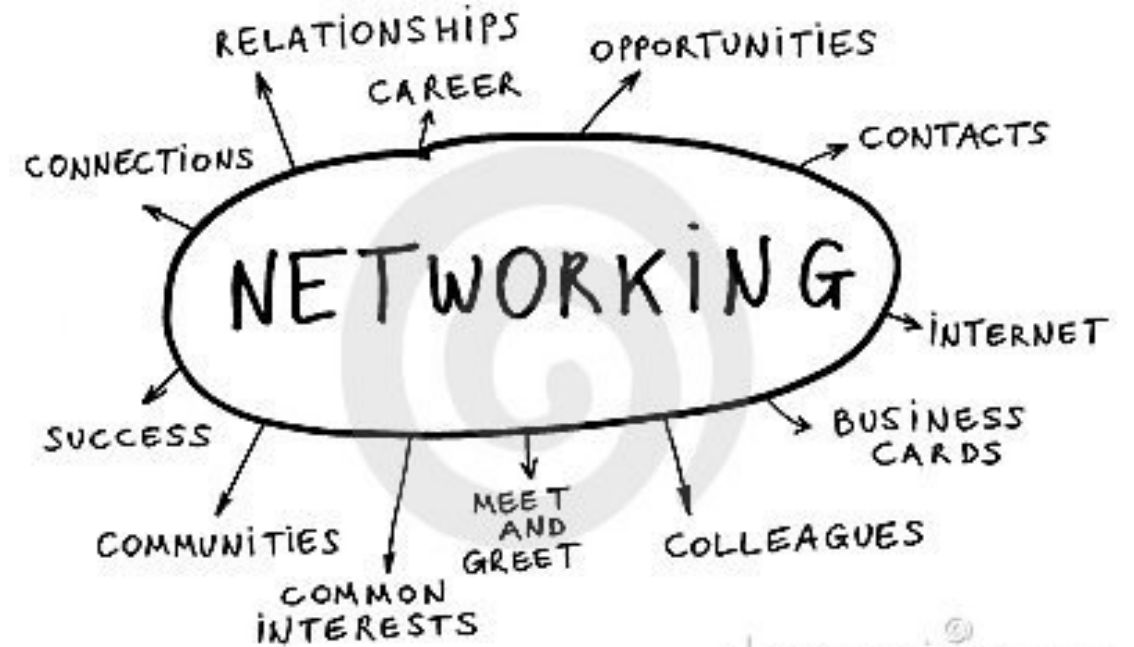
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Early Leadership

- What leadership role would you like to explore?
- APP leaders can be clinical leaders, administrative leaders, or educational leaders

Build Relationships

Building relationships is the key to success in almost all aspect of life, especially in business.

Expand your Network

Networking- Why is This Important?

- Share challenges and brainstorm solutions

- Discuss positive tips with like-minded industry leaders

- Grow your brand and build a network of healthy relationships

- Business application for potential mergers and acquisitions

- Create a culture

- Share best practices

Networking Dos and Don'ts

Do ✔

- Support each other
- Keep up with your contacts
- Always follow through
- Reconnect, reconnect, and reconnect
- Connect on social media
- Give and receive business cards

Don't ✗

- Stand around looking at your phone during networking
- Be a passive leader
- Interrupt a closed conversation
- Forget to hand out your business card

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Find a Mentor and a Sponsor

Mentors

- Does not have to work in your organization

- Provides guidance and advice

- Does not typically advocate for you

- Helps you network

- Passive relationship

- Professional role model

Sponsors

- Works in the same company

- Can provide guidance or advice

- Advocates and helps you advance your career

- Includes you in his/her professional network

- Active Relationship

- Personally invested in your professional advancement

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Development Stage of Leadership

Developing Yourself into a Leader

- Seek out leadership development opportunities and training

- Have a sponsor

- Know your Stakeholders and your friends

- Help your employer, show them why they need you!

- FIND YOUR VOICE

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1. Prepare for a Seat at the Table

Leadership development and training courses, webinars, or pathways.

Formal Leadership or Business Degrees.

2. Clarify your Job Description and Responsibilities

Goal: APP Clinician

APP Manager

APP Strategic Leader

- **Strategic** decision making

- **Compliance** of PA/NP practice

- Financial **productivity** for APPs

- Leadership of APPs

- **Drive APP Utilization**

As an administrator, salary should not be based on "clinical work."

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4. Legal and Regulatory Knowledge

- State Laws and Regulations

- Hospital Bylaws and DOPs

- ADVOCACY

5. Find your Voice

Find your voice and know when to use it and when to watch and wait.

Use "persuasive mapping."

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6. Brace Yourself

Leadership can be like an emotional roller coaster.

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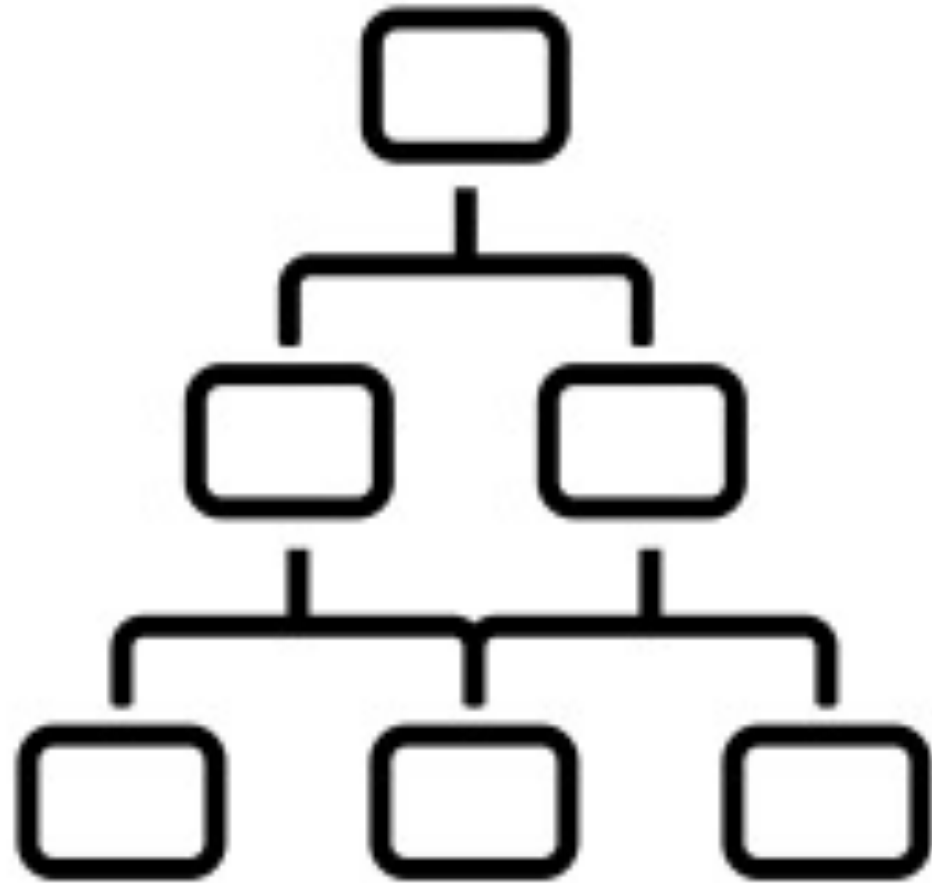
PA Leader….You've made it! Now what?

Build, Build, Build

What does the perfect APP organizational leadership chart look like?

- APP Manager
- APP Director
- Chief of Advanced Practice,
- VP of APPs
- Executive Director of Advanced Practice

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Respect and Value

Education and Training

Onboarding

Onboarding Resources

- Orientation
- Appropriate clinical training before expecting to be on shift
- Education to help transition APPs from school to practice

APP Utilization

Clinical practice

- Ability, education, and training to allow APPs to work to the highest level of care possible
- Utilize APPs to drive value and success to the business

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Alignment

- C-suite

- Clinical Leaders

- Hospital Administration

Identify your allies and know your resources!

Embody a Strategic Mind

Uncover the Barriers and Break them Down

Company culture and sometimes Loss of Physician Control

Financial concerns

Quality Concerns

Regulations

Don't forget Quality and Review

Recognition is IMPORTANT

Learning is the key to Success

And....so is growing other leaders.

Embrace the Leadership Journey

Why? Healthcare is changing

APPs are needed in Leadership Roles…..Respond

Actions in flight

- Increase **education and training**

- **Advance APP Scope of Practice**

Realized outcomes

Better Patient Experience

- APPs help improve **patient throughput**

- **More clinicians** allows us to evaluate more patients

Lower Cost

- Utilize APPs to the **"top of their licenses"** enables cost-effective care **to patients**

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Leadership During a Global Pandemic

- APP specialty to APP skill set mentality

- Cross train APPs to provide care where needed

- Telemedicine expansion

- Loss of patient volume, then increased volume

- Compensation and Benefits changes

- APP landscape has changed

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Take Home Points

- Always start with why.

- Remember the 4 pillars of what an APP leader brings to an organization.

- Start building your career ladder to becoming an APP leader.

- Write your story, build your brand, and key relationships.

- You will have challenges and you will have successes!

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Above all….

- APP Leadership is HARD.

- Every time you grow as a leader, you change…always remember Change is Good….if you don't change, then you won't grow.

- Network as often as you can.

- Find a mentor and a sponsor.

- Connect with me, I would love to help you!

- Be Passionate. Love what you do.

Questions

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