

The Leadership Journey

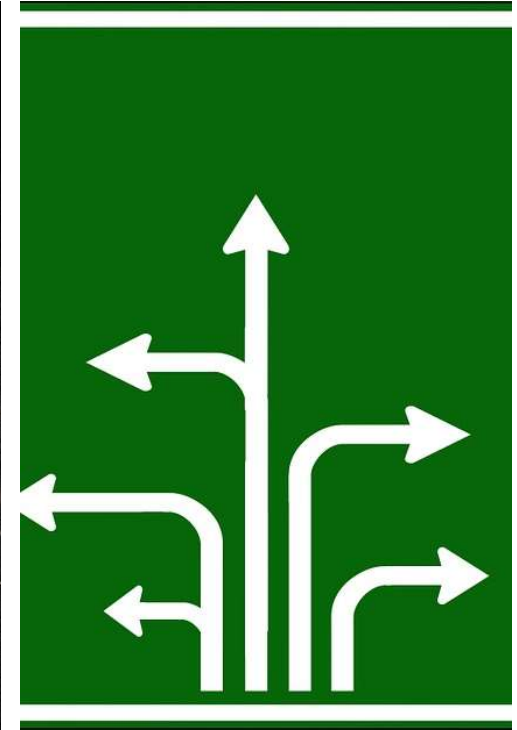
From Here to There and Critical Conversations with the C-Suite

Todd Pickard, MMSc, PA-C, DFAAPA, FASCO

Executive Director, Advanced Practice

Agenda

- The Leadership Journey
- PA and NP Leadership
- Values
- Vision
- Professionalism
- Critical Conversations
- Workshop – the 2-minute pitch



What is the Leadership Journey?

Vertical - Path - Growth - Multidirectional



Leslie Clayton DMSc, PA-C, DFAAPA

- Program Director for Advanced Practice
- Responsible for:
 - PA/APRN care model design and review
 - Top-of-license analysis for PA and APRN utilization
 - Policy navigation and modification for an academic health system
 - Combined over 1200 PAs and APRNs across two employment homes
- Family medicine clinical practice for the majority of my 26 years as a PA
- Academic faculty for a PA program since 2014
- Editor-in-Chief for Family Medicine division of an online CME resource
 - Content creator and host of a recurrent panel discussion on pharmacologic topics in family medicine



Emilie T. Davis, PA-C

- AVP, Advanced Practice Providers
- Hospital Medicine PA
- Administrative Responsibility for 1,600+ APPs
 - APP Utilization and Scope
 - Credentialing and Privileging
 - 18 APP Regional and Service Line Directors
 - Total Rewards and Benefits
 - System Integration
- 10+ years with Ochsner Health in New Orleans, Louisiana



Todd Pickard, MMSc, PA-C, DFAAPA, FASCO

- Executive Director of Advanced Practice
- Shared Administrative Oversight of 1,200 APPs
 - Scope of Practice
 - Policy & Compliance
 - Privileging
 - Professional Development
- Practicing Oncology PA for over 25 years
- MD Anderson for over 25 years

This is NOT where I began

A personal story



The First PA Job



Challenging the status quo



"Volunteering"



Awareness of the bigger picture



Understanding where the pieces fit



Professional Development



Opportunities



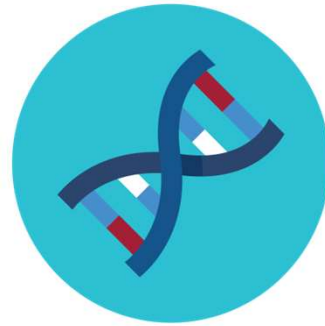
A close-up photograph of a person's hands operating a boat's winch. The person is wearing a dark, possibly navy blue, jacket. The winch is a polished metal device with a white rope with blue stripes wrapped around it. The background shows the blue ocean and a bright sky with some clouds. The text "Physician Associates and Nurse Practitioners" is overlaid in white on the center of the image.

Physician Associates and Nurse Practitioners

We ARE Team Based Care

- Critical providers and team members
- Bring value, safety, and quality
- We Know the system
 - Billing
 - Productivity
 - Regulatory Compliance
 - Scope of Practice
 - Patient Experience
 - Clinical Operations
 - Policy






Leadership is in our DNA

So where do we go from here?



Clarifying Values

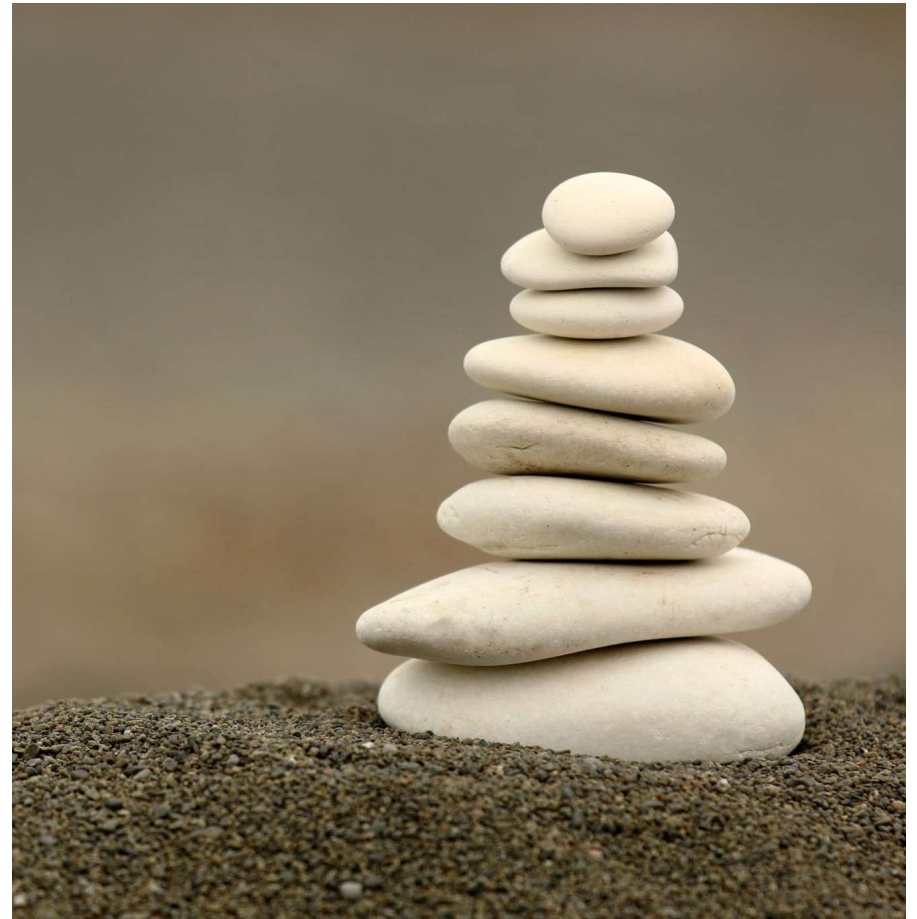
What matters to you?



Its about the things that move you

- Something intrinsically desirable
- Underlying priorities that guide your decisions
- Shaped by beliefs
- Meaningful guidelines
- Consistency between values and actions equals motivation and credibility

- Achievement
- Adventure
- Aesthetics/Beauty
- Authenticity
- Bliss/Serenity
- Caring
- Challenge
- Charity
- Commitment
- Contribution
- Creativity
- Dignity
- Elegance
- Equality
- Empowerment
- Faith
- Family
- Freedom
- Friendship
- Fun
- Generosity/Giving
- Growth
- Harmony
- Health/Wellness
- Honesty
- Honor
- Hope
- Humility
- Humor
- Independence
- Integrity
- Joy
- Justice
- Kindness
- Knowledge
- Leadership
- Learning
- Love
- Loyalty
- Mastery
- Nobility
- Nurturing
- Orderliness
- Originality
- Passion
- Peace
- Personal Expression
- Potential
- Power
- Productivity
- Recognition
- Relationships
- Respect
- Results
- Risk-taking
- Romance
- Safety
- Self-worth
- Service
- Simplicity
- Sharing
- Spirituality
- Success
- Tradition
- Trust
- Wealth





Getting to know you

Who or what influenced your values?

What do these values say about you?

How do they affect your relationships? Your Drive? Your Professional Passion?

Are any of your values in conflict? Do they add or detract from your career development?

Are your values consistent with your behavior?



Creating a Vision

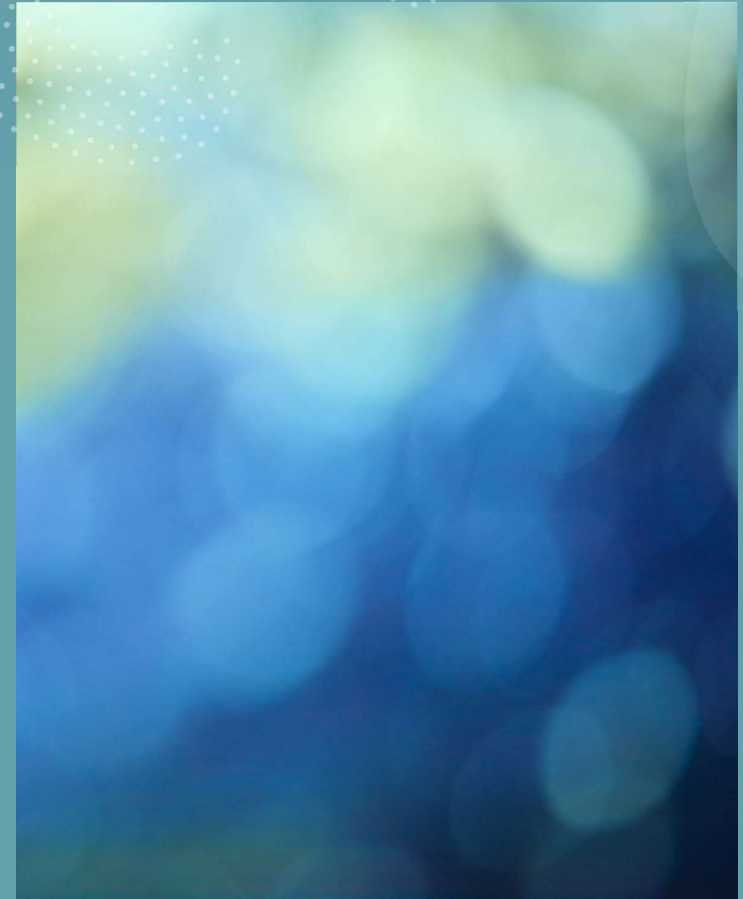
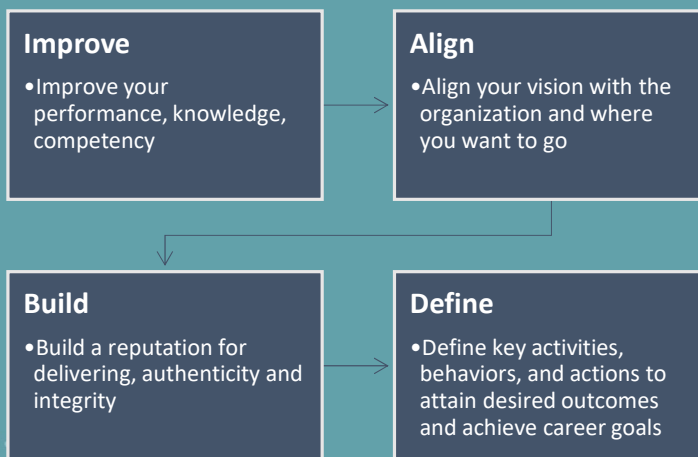
What do you see for yourself?



Self-Reflection

- Who do you want to impact?
- What is important about your role? The next role?
- What activities or challenges create energy and excitement for you?
- What are your unique talents and abilities?
- What key attributes do you want to be most recognized for?

Its about aligning values with actions





Vision: An Inspirational Future

To be a recognized and trusted leader that empowers PAs and APRNs to provide top-of-license care, engage in leadership, and develop into professionals that will transform medicine.

Todd Pickard



Professional Commitment

Some Practical Suggestions for your professional
and career development

Embrace the Professional Culture

- Belonging & Identity
- Responsibility
- Accountability
- Fiduciary Role
- Service



Have a Growth Mindset



YOUR MISSION



IT IS A SIGNIFICANT
TIME COMMITMENT



IT REQUIRES EFFORT
OUTSIDE OF YOUR DAY
JOB



STRETCHING
YOURSELF



COLLABORATE WITH
EXISTING
STRUCTURES/PEOPLE



Demonstrate Leadership

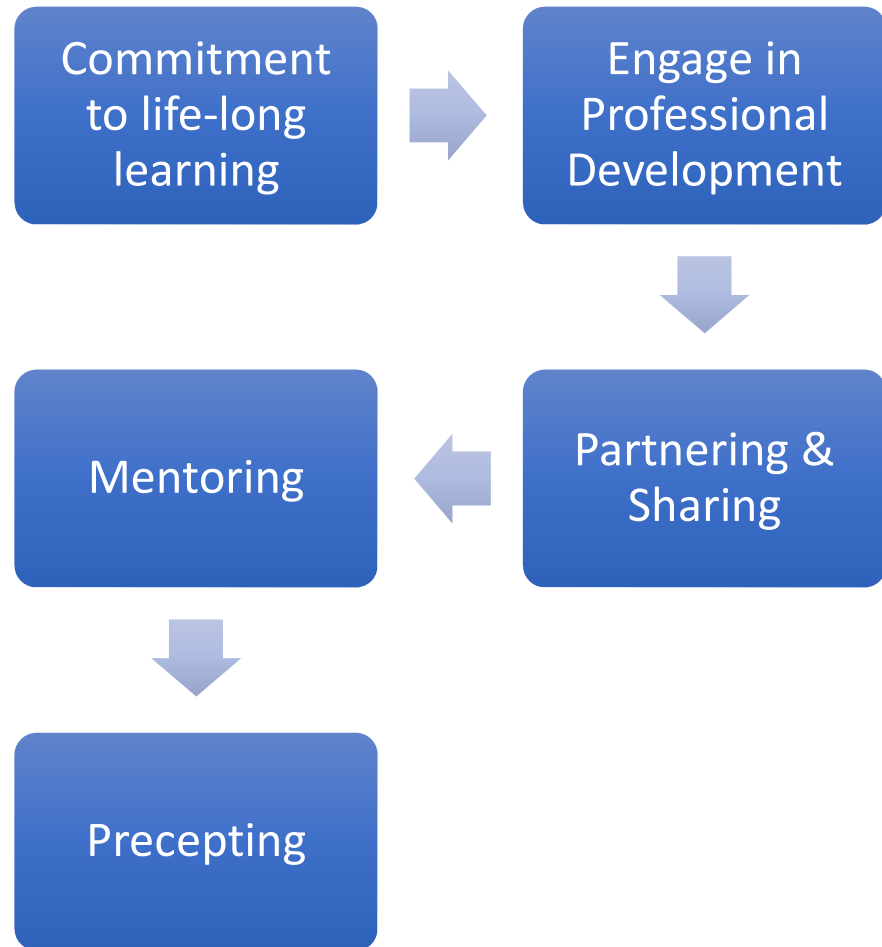
- Vision
- Communication
- Commitment to the many
- Modeling the way
- Hearing not Hijacking
- Capacity Building
- Emotional Intelligence

Advance the PA & NP Profession

- Inform and Educate about who we are
- Be a Model of Professionalism
- Share Success and be Gracious
- There is such a thing as bad PR
- Deliver with Integrity




Develop
yourself and
others



Seek The Fundamentals

- Frank discussion regarding leadership, management, responsibility, authority and personal advancement
- Identification of key players
- Review of opportunities
- Step up when asked
- Leverage your network





Unlock Your Potential

- Establish Credibility with Performance & Knowledge
- Know that you have something to offer
- Promote Trust
- Professionalism vs. Personalization
- Collaboration vs. Dictating
- Focus on the Team
- Be Ready! Show up! Work Hard! Play Fair!



Keep It Real - Authenticity

- Set goals
- Hold regular review/coaching sessions
- Get feedback from Physicians and APP colleagues
- Deal with failures immediately
- Follow-up
- Recognize and celebrate success
- Identify and resolve failures



Professional and the Leadership Journey is NOT:

- A finish line
- A competition
- About vertical accension

Professional and the Leadership Journey IS:

- Clarifying personal Values and putting them into action through a Vision of who we want to be and what we want to accomplish
- Otherwise, its just work!



Changing Topics.....

Critical Conversations with the C-Suite



KNOW THE
STAKEHOLDERS



KEEP IT FOCUSED



BE ABLE TO
ARTICULATE RETURN
ON INVESTMENT (ROI)



ENSURE ALIGNMENT
WITH THE STRATEGY



KNOW THE CULTURE



NAVIGATE THE
POLITICS

Who is in the room...alphabet soup

- CEO – mission, viability, the board, the community, the reputation
- CMO – delivery of medical care, the physician staff, the science
- CNO – delivery of nursing care, the nursing staff, magnet status
- CFO – the bottom line, revenue, billing, bad debt
- COO – the operations, access, time to next appointment, patient experience, regulations
- CIO – the medical record, the technology, data, reporting
- CAO – the academics, trainees, accreditation

All of these translate into non-academic, non-hospital settings

Speak to what matters to them...back it up with data

Access

Revenue

Cost-Effective

Safety

Value

Patient
Experience

Top of License
Practice for the
entire workforce

Regulation and
Accreditation
Compliance

Keys to Success

- Know the priorities – align with them or perish
- Understand the decision-making style
- Keep it short and sweet – they can ask for more
- Tailor your message – be flexible and ready to pivot to follow the flow
- Create a call to action – otherwise who cares



Activity #1
Stakeholders

7 Min

What are the goals,
needs, supports and
obstacles

- Operations
- Nursing
- Physicians
- HR

Activity #2 Value Map

7 Min

What are the
products, services,
needs

- Clinical
- Operations
- Staff
- Patients

Activity #3 PAINS &
GAINS

7 Min

- Opportunities
- Obstacles
- Needed Actions

Final Activity:
The 2-minute pitch

20 Min

- Set the Scene/Context
- Current State
- Value Proposition
- Decisions
- Implementation
- Obstacles
- The ASK



Report Out...lets hear your pitch