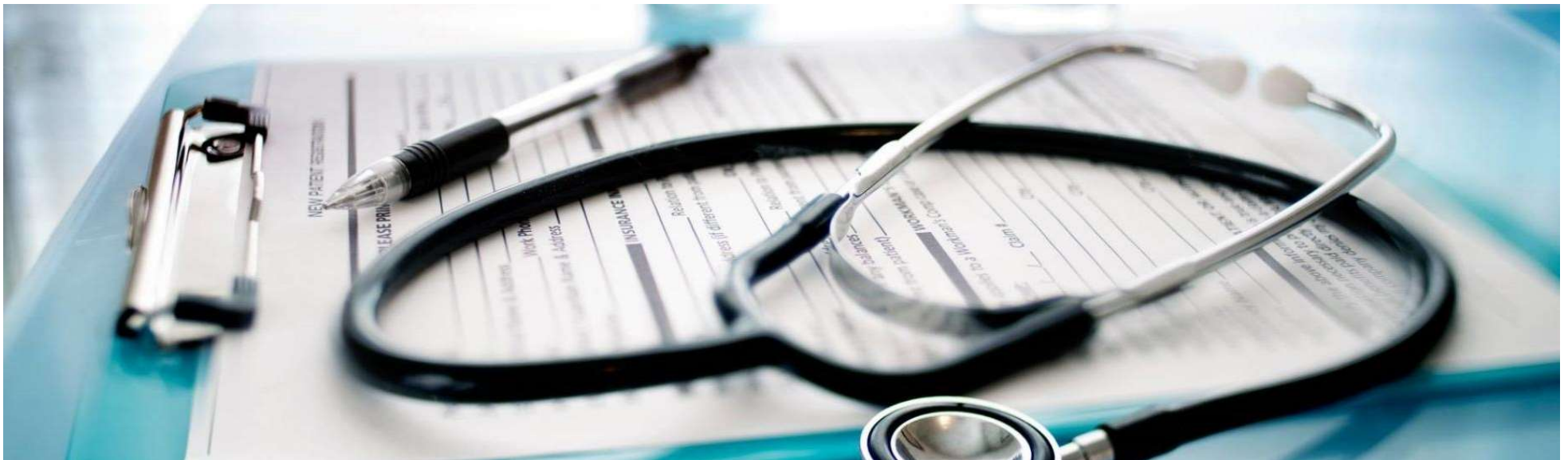

KARMA IS THE LEADER UNPREPARED

Swift Remedies to Tailor Your Management Journey

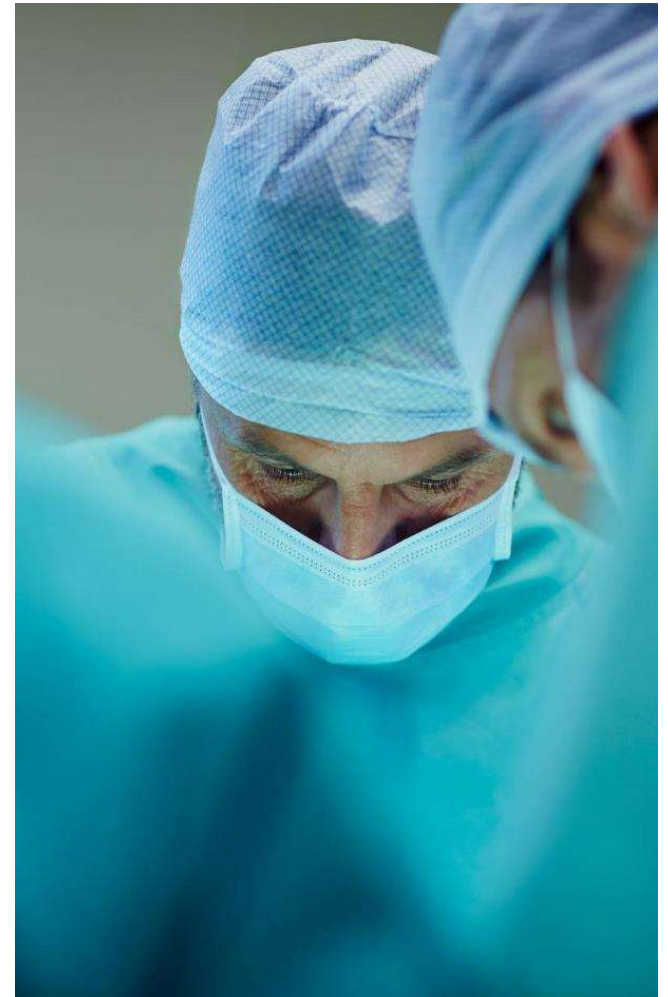
Joe Ciavarro Jr, PA-C, MBA

AAPA Executive Leadership Conference 2024



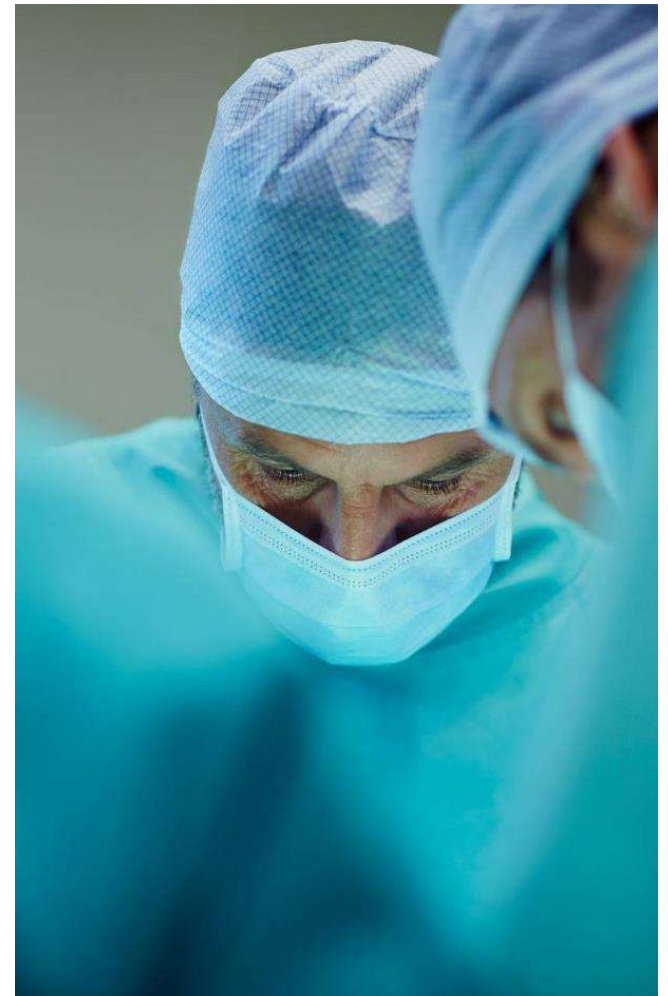
OBJECTIVES

- Compare and contrast conflicting priorities for clinicians and managers
- Identify major changes associated with transitioning into management
- Develop a self-improvement strategy plan for ongoing management career development



AGENDA

- Intro
- Why Are We Here?
 - Leadership Review
- Healthcare Leadership Changes
- Mentoring Growth



INTRODUCTION

Director of PA Services
New York-Presbyterian Brooklyn Methodist

President-Elect
New York State Society of PAs

*No financial relationships to disclose

How did I get here?



PRE-PA

- 2007 Respiratory Technician
- 2008-2012 Respiratory Therapy



PA

- Northeastern University
- 2012-2020 Staff PA (Hospitalist, Pediatrics, IR)
- 2020-2021 Site Director
 - Mount Sinai West
- 2021- Director of PAs
 - NYP Brooklyn



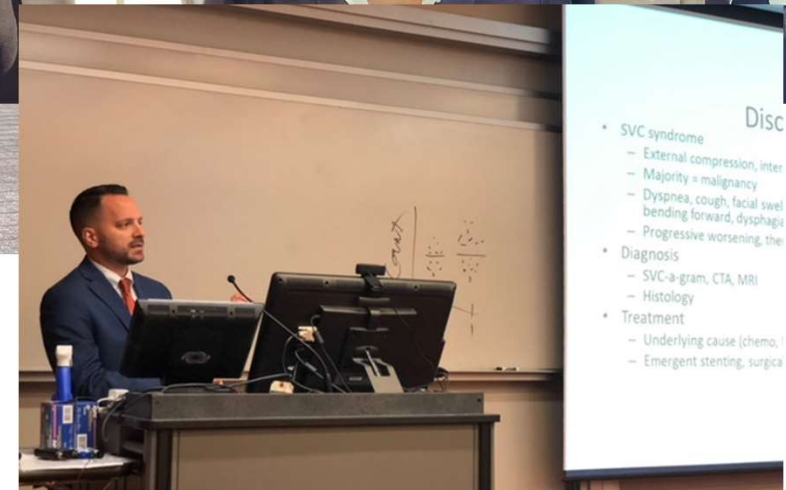
EDUCATION

- MBA 2019
- DMSc 2024
 - Hopefully



PROFESSIONAL

- NYSSPA BOD
- AAPA, HLNy Leadership Lecturer
- Adjunct Instructor
 - Mercy College PA Program (NY)
 - Sacred Heart PA Program (CT)



PERSONAL



AAPA ELC FEBRUARY 2024



PLAYBILL®

CURRENT

**NewYork-
Presbyterian**

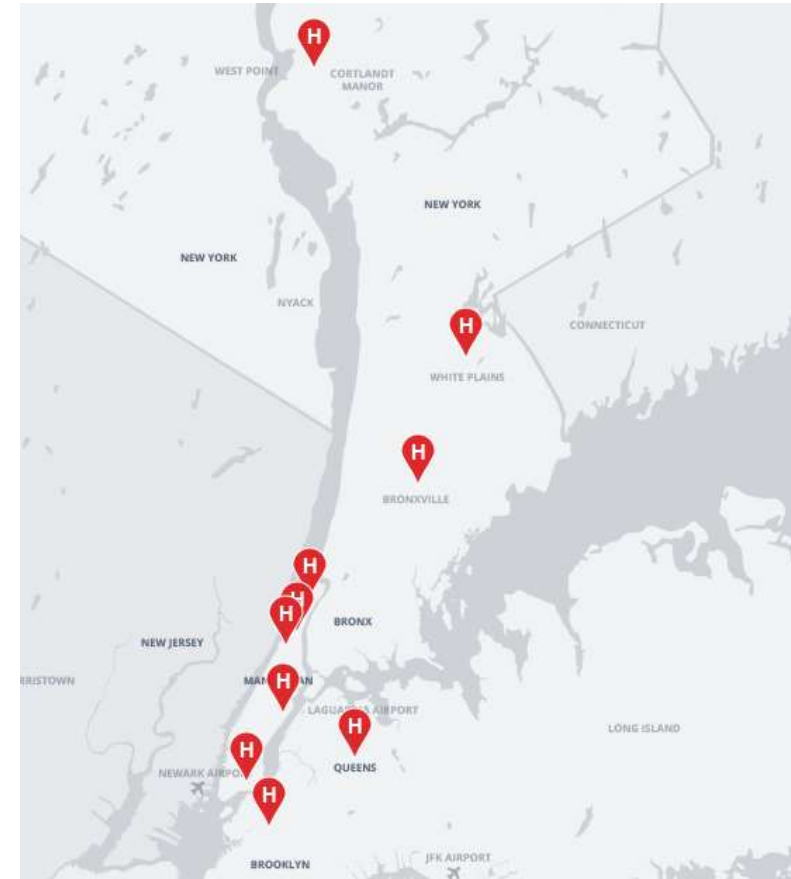
WITH WORLD-CLASS DOCTORS FROM



COLUMBIA



**Weill Cornell
Medicine**



CURRENT

- 146 PAs total
 - 110 FTEs
 - 1199 SEIU
- 3 Chief PAs
- 7 PA Supervisors
- 1 Coordinator

- Report to CMO



WHY ARE WE HERE?



To become better leaders



To better prepare the next generation of leaders

WHY ARE WE HERE?



If you're here, you are prepared!



How are you preparing the next generation?

LEADERSHIP

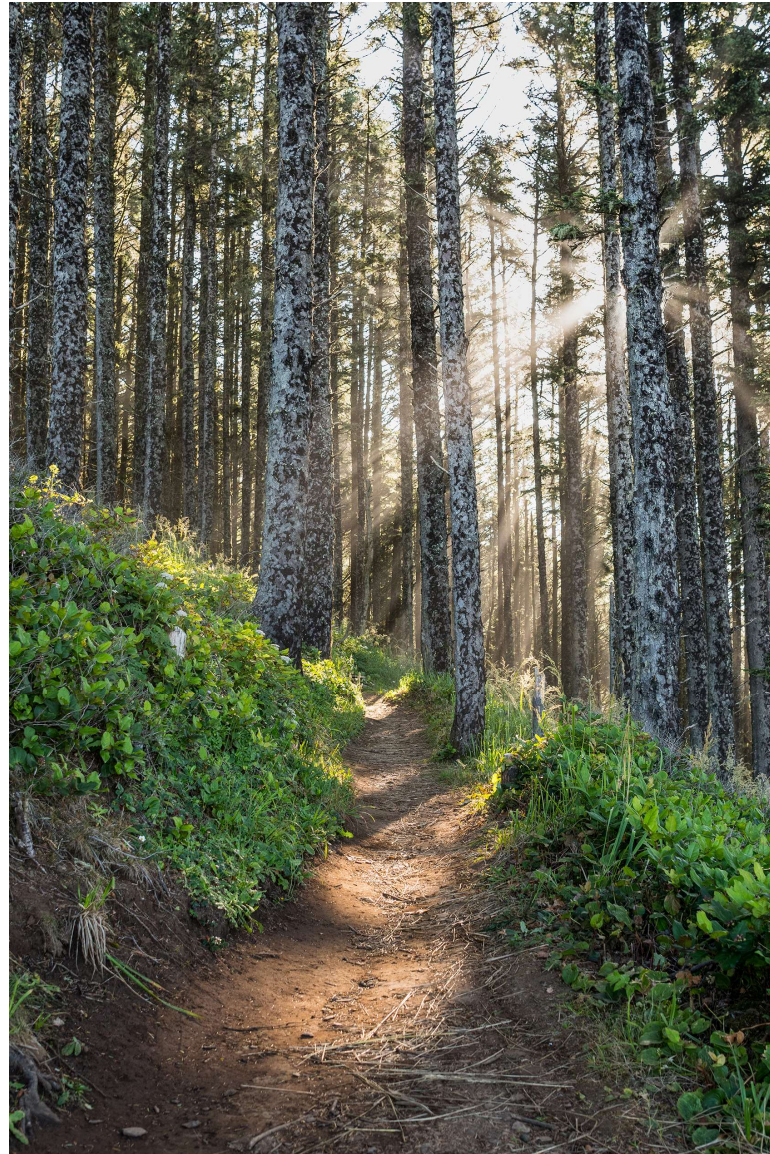
What is leadership?

- “The *behavior* of an individual when directing the activities of a group toward a shared goal”
 - Al-Sawai



LEADERSHIP

Leadership is a journey



LEADERSHIP

Leadership is a journey



LEADERSHIP

- How do we teach leadership behaviors?
 - Evidence-based practice?
 - Mentorship?
 - Watch and learn?
 - Case studies?
 - Trial and error?



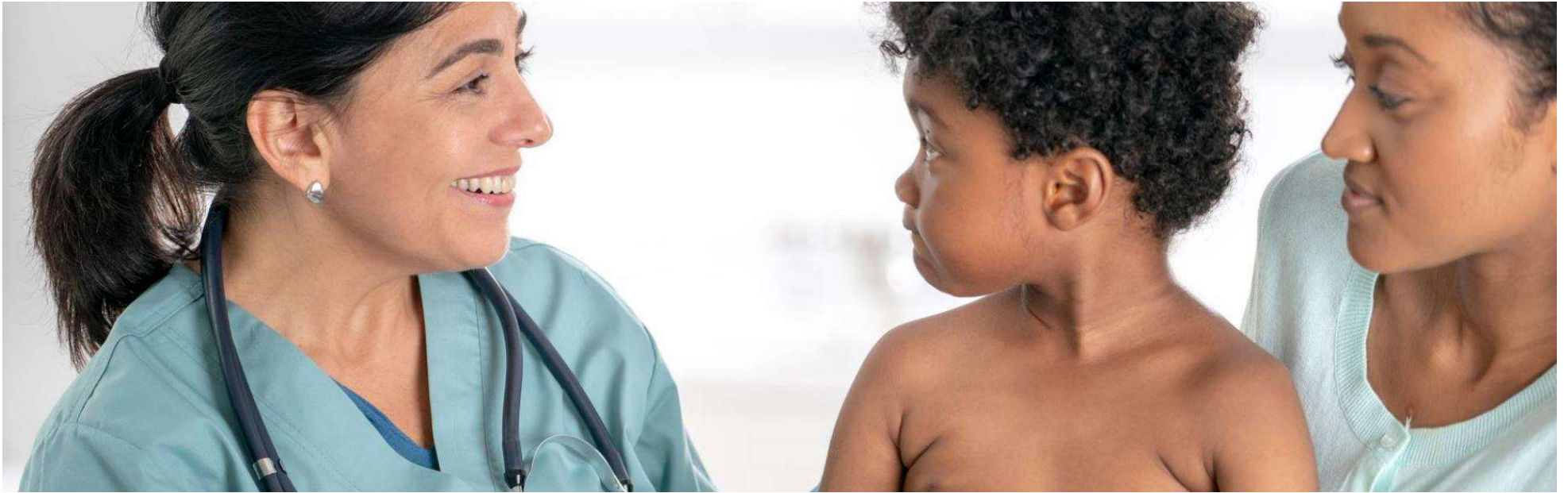
LEADERSHIP

- How has leadership changed over time?

LEADERSHIP

- Historical Context
 - Great Man Theory
 - Authoritarian
 - Post WWI
 - Influencer



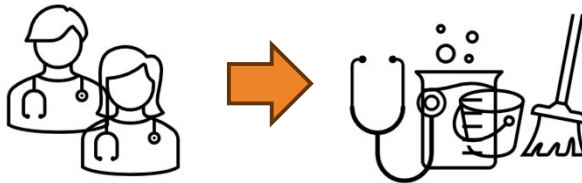


HEALTHCARE AND HOSPITAL LEADERSHIP

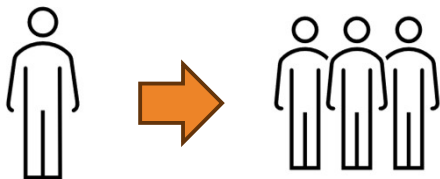
How has it changed?

HEALTHCARE LEADERSHIP

Largely physicians, now
others represented



Paternalistic to
collaborative



Previously isolated to
community, now
impacted by national
and international
variables



HEALTHCARE LEADERSHIP

- Varying skill sets between clinicians and ranking members of leadership
- Leadership skills need to be developed early in the journey
 - Are you preparing new leaders?



HEALTHCARE LEADERSHIP

- Skills start with understanding different mindsets

Clinical	Manager	Senior Leader

HEALTHCARE LEADERSHIP

- Skills start with understanding different mindsets

Clinical	Manager	Senior Leader
<ul style="list-style-type: none">• Independent thinker, local expertise• Task/action oriented• Detail oriented		

HEALTHCARE LEADERSHIP

- Skills start with understanding different mindsets

Clinical	Manager	Senior Leader
<ul style="list-style-type: none">• Independent thinker, local expertise• Task/action oriented• Detail oriented	<ul style="list-style-type: none">• Analytical• Resource distribution• Project management	

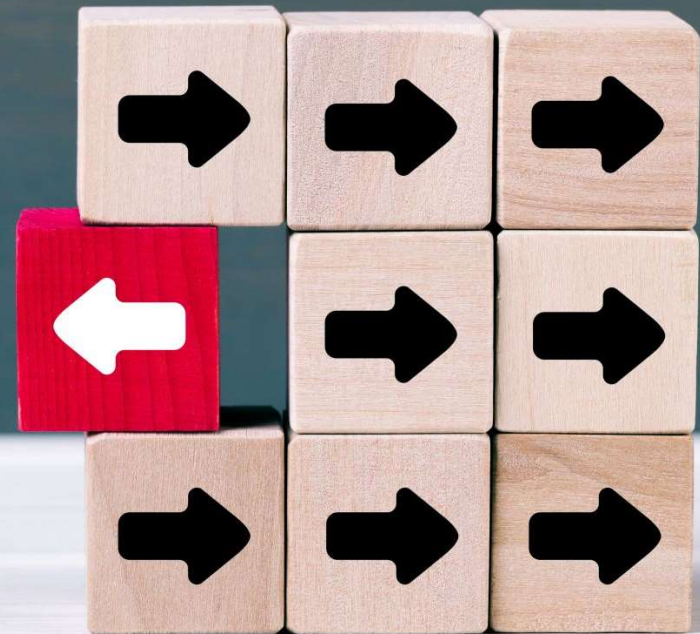
HEALTHCARE LEADERSHIP

- Skills start with understanding different mindsets

Clinical	Manager	Senior Leader
<ul style="list-style-type: none">• Independent thinker, local expertise• Task/action oriented• Detail oriented	<ul style="list-style-type: none">• Analytical• Resource distribution• Project management	<ul style="list-style-type: none">• Future growth• Threats to services• Infrastructure and market changes

HEALTHCARE LEADERSHIP

Priorities conflict between
levels of management



HEALTHCARE LEADERSHIP

- Real-life example NYC flash flood
 - Sept 2023 during morning commute
 - Remnants of Tropical Storm Ophelia, low pressure area stalled its movement over the Northeast
 - Up to 9.8 inches of rain in Park Slope neighborhood, Brooklyn, NY in ONE day



Photo by Steve Kastenbaum, New York Gritty Podcast from weather.com

HEALTHCARE LEADERSHIP

- What were the conflicting priorities?



MENTORING GROWTH

- How do we mentor the next round of leaders?
 - What do we need to teach?

MENTORING GROWTH

- Emerging healthcare leadership competencies



Task Skills



Industry Skills



People Skills

MENTORING GROWTH

- Task Skills
 - Largely internal resources
 - How to do job *here*
 - Heavy reliance on current team, self to train new leaders

MENTORING GROWTH

- Industry Skills
 - Largely external resources
 - Can outsource training
 - Market and regulatory changes

Executive Leadership Conference

FEBRUARY 19 - 21 | LA JOLLA, CA

AAPA

LinkedIn Learning

TED

BECKER'S
HEALTHCARE
PODCAST



HARVARD
ManagementMentor®

Project Management

Why Big Projects Fail — and How to Give Yours a Better Chance of Success

Five pitfalls to avoid.
Te Wu and Ram B. Misra

AAPA ELC FEBRUARY 2024

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Coaching Real Leaders

with Muriel
Wilkins



HEALTHCARE LEADERS
of NEW YORK

Your official ACHE chapter



American College of
Healthcare Executives
for leaders who care®

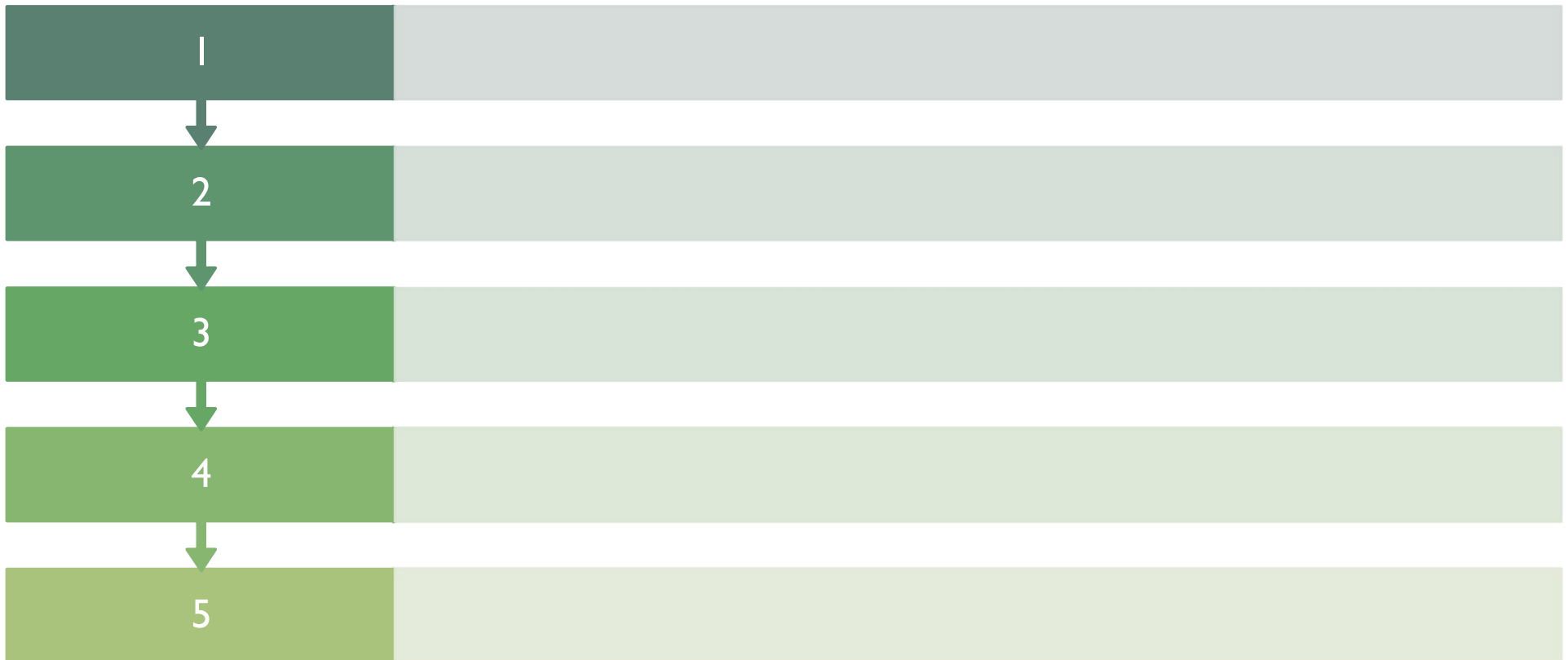
MENTORING GROWTH

- People Skills
 - Largely exposure and experience
 - Feedback

MENTORING GROWTH

- Major changes in transitioning from clinical to leadership roles
 - How do we prepare mentees/new leaders?

LEADERSHIP MINDSET



LEADERSHIP MINDSET

Work Relationships

From friends to manager of staff, Favoritism, Bias

↓
2

↓
3

↓
4

↓
5

LEADERSHIP MINDSET

Work Relationships

From friends to manager of staff, Favoritism, Bias



Professional Identity

Affiliated with employer, public behavior scrutinized



3



4



5

LEADERSHIP MINDSET

Work Relationships

From friends to manager of staff, Favoritism, Bias



Professional Identity

Affiliated with employer, public behavior scrutinized



Work Priorities

Resource scarcity



4



5

LEADERSHIP MINDSET

Work Relationships

From friends to manager of staff, Favoritism, Bias



Professional Identity

Affiliated with employer, public behavior scrutinized



Work Priorities

Resource scarcity



Expertise

Not an expert anymore, Rely on others with special knowledge and skills



5

LEADERSHIP MINDSET

Work Relationships

From friends to manager of staff, Favoritism, Bias



Professional Identity

Affiliated with employer, public behavior scrutinized



Work Priorities

Resource scarcity



Expertise

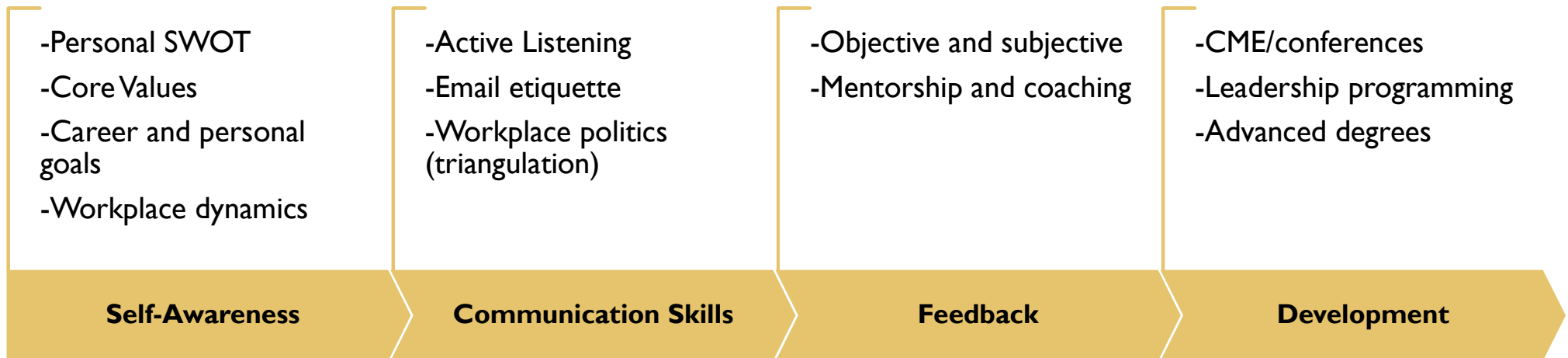
Not an expert anymore, Rely on others with special knowledge and skills



Responsibilities

Stakes are higher, Failures will happen

LEADERSHIP JOURNEY: THE SWIFT REMEDIES



LEADERSHIP JOURNEY: THE SWIFT REMEDIES

- Personal SWOT
- Core Values
- Career and personal goals
- Workplace dynamics

Self-Awareness

- Emerging leaders need a vision of the future career they desire
 - What do they want from their career?
 - What can they contribute?
 - What motivates them?
 - Who do they idolize?
- What are their strengths and weaknesses?
- Where does their role fit into the organization's mission and vision?
- How do they set priorities?

LEADERSHIP JOURNEY: THE SWIFT REMEDIES

- Active Listening
- Email etiquette
- Workplace politics (triangulation)

Communication Skills

- Learning active listening techniques and conflict resolution
- Email etiquette:
 - How/when to respond?
 - Who to include?
 - How to bring someone into a long thread?
- What are the office politics? Who is in charge?
 - How to avoid triangulation and exclusion

LEADERSHIP JOURNEY: THE SWIFT REMEDIES

- Objective and subjective
- Mentorship and coaching

Feedback

- Should be continuous, not annually
- Provide insight into performance
- Correct errors
 - Find out motivations
- Ask open-ended questions
 - Listen to their story



LEADERSHIP JOURNEY: THE SWIFT REMEDIES

- CME/conferences
- Leadership programming
- Advanced degrees

Development

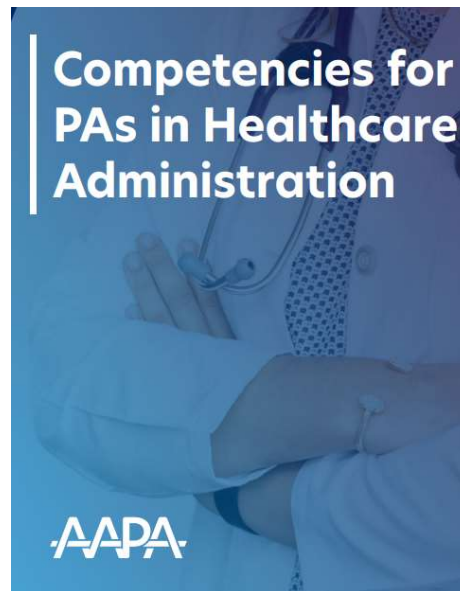
- Very personalized needs
- Staying up to date on regulatory, reimbursement
- Other hot topics
 - Health equity and justice
 - Value based care
 - Patient experience
- Local/regional issues
- Neglecting to learn can lead to early failures.

CHALLENGES

- How is success measured for emerging leaders?
 - Promotions?
 - Salary increase?
 - Quality/performance metrics?
 - Self-perception?

CHALLENGES

- What is the source of truth for leadership performance and competency?
 - Are training programs sufficient for advancement?



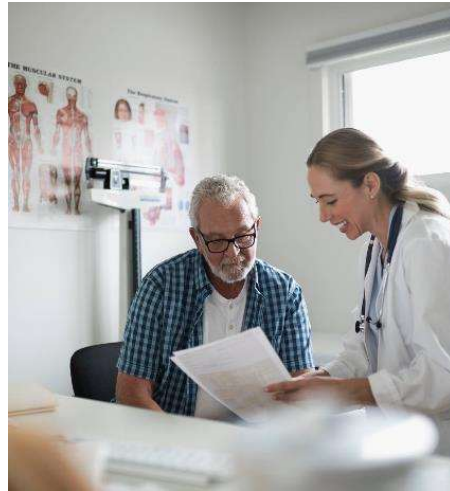
AANP Executive Leadership Program

Applications for the 2024 American Association of Nurse Practitioners® (AANP) Executive Leadership Program Are Now Closed!



School of Nursing
THE GEORGE WASHINGTON UNIVERSITY

AANP American Association of
NURSE PRACTITIONERS®



SUMMARY

Leadership, like the sprouting of a pine tree, is a journey requiring the right mindset, tailored training, and mentored growth. Whether a young sapling or one with firmly planted roots, swift remedies can be applied to tailor that journey for personal benefit and to plant seeds for future leaders.

THANK YOU

Joe Ciavarro Jr, PA-C, MBA
Jciavarro85@gmail.com



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