

Advancing Health Equity: A Guide for Leaders

PA leaders must be intentional in embedding health equity within their organizations. They can demonstrate how it can positively impact the organization's bottom line. PAs should use their access to the C-suite to make a business case for stakeholders to understand the importance of embedding equity throughout the organization. Relegating health equity and antiracism work to the human resources department is insufficient. A study released by Accenture on March 15, 2022, showed that 93% of healthcare executives believe health equity is important and 86% believe it is a core part of their business strategy. However, only 36% have dedicated budgets for health equity work. Our job as leaders within the profession is to push our organizations to increase equity by establishing a system of accountability with measurable outcomes of health equity. This presentation will explore the steps PA leaders should take to make this dream a reality.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Identify how health equity positively impacts the organization's bottom line
 - Create a business case for stakeholders' buy-in
 - Apply health equity frameworks to embed equity within the organization's structure
 - Establish a system of accountability with measurable outcomes in health equity
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Better Together: The Power of the PA and NP Collective Voice

The current healthcare landscape is full of challenges, from a growing workforce shortage to an increasing aging population, to a rise in chronic comorbidities. As two of the leading healthcare professions, PAs and NPs will be vital in solving these problems and improving patient access to team-based, patient-centered care. During this session, which included time for questions, the American Academy of Physician Associates (AAPA) and American Association of Nurse Practitioners (AANP) discuss how their organizations are working together to advocate for changes that prioritize patients – and how every PA and NP can participate.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Describe the current challenges facing the healthcare system
 - Explain the changes for which AAPA and AANP are advocating
 - Discuss the importance of team-based care
 - Explain the importance of PA and NP leadership
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Conscious Communication: Mindful Navigation of Difficult Conversations

In this session, different leadership and communication styles and how they impact effective communication will be defined. A leader's style of communication and leadership can be a reflection of the leader's background, experience, and/or training. Defining Diversity, Equity, and Inclusion (DEI) principles and how they impact our individual communication, particularly in challenging dialogues will be reviewed. As well as, exploring relationship-centered communication techniques to help guide leaders through various dialogues with team members.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Define communication styles and their impact in dialogue
 - Describe leadership styles and their relationship to communication styles
 - Identify tools to navigate challenging interactions in the workplace using DEI principles and relationship-centered communication techniques
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Day in the Life of a Healthcare Entrepreneur: Lessons Learned From Growing a Company From Zero to Unicorn Status

Explore the entrepreneurial journey of establishing and scaling a healthcare company, offering insights into overcoming challenges and driving innovation in healthcare. This presentation will dive into the lessons learned as a physician associate entrepreneur to evolve a startup into a unicorn company in the healthcare industry.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Apply lessons learned to enhance your own entrepreneurial endeavors or leadership roles within the healthcare sector
 - Recognize the challenges and opportunities inherent in healthcare entrepreneurship and develop approaches for effective problem-solving and innovation in their respective fields
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Demonstrating PA/APRN Impact Through Care Model Design

Centers for Medicare and Medicaid Services (CMS) postponed proposed billing changes to shared visits, however, the impetus for change in PA/APRN care models still remains. This session will strategize ways to leverage PA/APRN roles to advance patient-centered health



system goals. In a value-based model, the patient is best served in an optimal team-based care environment.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Discuss innovative strategies to leverage patient access through PA/APRN care models
 - Review the value of uncoupling shared visits
 - Strategize the elevation of PA/APRN contributions to health system goals
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Demystifying Healthcare Finance: A CFO's Perspective

Spend time with a healthcare Chief Financial Officer (CFO) explores key concepts such as reimbursement models, financial reporting, and economic factors impacting financial sustainability. After this session, learners will have gained insights into the financial aspects of healthcare and how PAs contribute.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Summarize the economics of healthcare
 - Explain the differences between for-profit and not-for-profit organizations
 - Describe what encompasses healthcare finance, drivers of financial results and challenges
 - Demonstrate the impact APPs have on a healthcare organization's financial performance
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Enhancing Collaborative Care and Driving Policy Change

This presentation explores the importance of Advanced Practice Providers (APPs) on medical boards. It provides an overview of the current challenges APPs face in obtaining representation and influence on medical boards. The presentation emphasizes the significance of including APPs on the board for fostering collaborative care models, improving patient outcomes, and enhancing healthcare delivery. The presentation outlines strategies to empower advanced practice providers to actively participate on medical boards, such as leadership development, interdisciplinary relationships, and advocacy.

Learning Objectives

At the conclusion of this session, participants should be able to:



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- Provide an overview of the current landscape of APPs serving on medical boards barriers and challenges
 - Discuss the importance of including APPs on the medical board in order to promote collaborative care models and improve patient outcomes
 - Outline strategies to participate on medical boards: leadership skills, fostering interdisciplinary relationships, and engaging in advocacy
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Emerging Leader: Patient Experience: Person-Centered Care, Empathy, and Inclusion

Participants will learn about the foundations of an optimum consumer and patient experience, as well as best practices proven to improve patient satisfaction. There will be a focus on reconnecting with our sense of purpose in healthcare in a post-COVID climate and how to rebuild employee engagement in a patient-centered framework.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Provide an overview of consumer and patient experience
 - Discuss patient experience best practices
 - Reconnect with your sense of purpose
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From Lab Tech to Chief PA: Lessons in Leadership

This session will provide an understanding of the varied leadership opportunities within medicine and the path to becoming a chief PA.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Describe the role of Advanced Practices Providers (APPs) and leadership opportunities within the medical team
 - Explain the role of national organizations within a medical specialty and APP leadership opportunities within them
 - Describe opportunities within a hospital system for APP leadership
 - Discuss leadership skills, resources available, and the value of mentorship
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How To Have The Tough Conversation

This session will help leaders learn how to have tough conversations with their employees. The right way to address performance issues, how to create a continuous feedback loop with your



team, and what to do when performance management doesn't work and you need to terminate an employee will be reviewed.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Describe how having tough conversations makes you a better leader
 - Explain what to say, what not to say, and when and where to say it
 - Illustrate what a termination conversation looks like
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Investigations and Relevant Laws

The prevention of healthcare fraud and abuse is the responsibility of every member of the healthcare team. This session explores relevant healthcare laws that every PA and NP leader must know to administer a compliant team successfully. Even with prevention, fraud can occur. When allegations of fraud and abuse arise, leaders may be the first person notified of the concern. Understanding how to receive this information, investigate, and report is a crucial skill every leader must know.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Identify federal laws enacted to assist in mitigating healthcare fraud and abuse
 - Discuss techniques for conducting an internal investigation
 - Describe different techniques for conducting an internal investigation related to fraud and abuse allegations
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It Takes Two to Tango: Partnering With Academic Institutions to Solve Administrative Problems

In this session, the participant will learn about the benefits of a strong academic and healthcare practice or system partnership that supports the needs of both parties. They will be able to identify gaps and form a novel partnership that strategically plans and implements innovative solutions that benefit both the university and the healthcare practice or system.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Analyze the needs of a healthcare practice or system and identify potential academic partners



- Partner with academic institutions to strategically plan solutions to healthcare practice or system needs
 - Coordinate the implementation and quality improvement of continuing education and other programming to achieve strategic goals
 - Describe behavior change management - leading change
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Karma Is the Leader Unprepared: Swift Remedies to Tailor Your Management Journey

Switching from a clinical to a management position is arguably harder than any other career change. Clinical PAs and NPs may find themselves with new priorities and unexpected changes. Learn how to prepare yourself or your staff for their first transition from a clinical to a management position.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Compare and contrast conflicting priorities for clinicians and managers
 - Identify major changes associated with transitioning into management
 - Develop a self-improvement plan for ongoing management career development
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Leading by Values: Strategies for Seamless Work-Life Integration

Feeling stretched as a PA Leader, balancing professional demands with personal life? You're not alone. This session, will help to discover the role values play in creating harmony within your professional and personal worlds. This session creates a shared space for how values shape your leadership style and decisions. Listen to engaged genuine discussions about work-life integration and unravel the benefits and challenges of blending personal and professional lives. This session will identify core leadership values like flexibility and empathy, which are essential for integration. Learn actionable strategies rooted in these values for a seamless life blend. Understand the leader's role in promoting a supportive workplace culture and navigate potential challenges with value-driven insights. Learn to lead and inspire your team, showing them balance is not just possible but sustainable.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Describe the significance of values in leadership
- Define the concept of work-life integration
- Identify core leadership values beneficial for integration
- Implement value-based strategies for integration
- Illustrate how to develop a culture that supports work-life integration



Leading Through Influence

Advanced Practice Provider (APP) leaders can often find themselves in the backseat around decisions that impact their role and being reactive to change. It can be frustrating...or it can be empowering! To survive, first, you have to understand yourself and your own change readiness. The goal of this session is to share my perspective on how to effectively influence change to be more inclusive of APPs and find your joy in the process.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Appreciate yourself
 - Align with the big picture of your institution
 - Influence results toward better overall outcomes
 - Create and maintain a growth mindset
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Leveraging Technology: When the Hours and RVUs Don't Match

While healthcare is increasingly becoming a team sport, the reimbursement models and productivity attribution logic don't always recognize the collaborative approach of our provider care teams. Understanding how to unlock the hidden work of non-billable data within our systems can be a valuable tool to support care model, incentive, and ROI discussions when the reimbursement models might tell a different story.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Describe the chasm of Advance Practice Provider (APP) clinical contribution and pay-for-service financial models
 - Recognize opportunities to make hidden work visible from the electronic health record (EHR)
 - Identify emerging technologies to assist with clinical productivity and billing accuracy
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Rapid Fire Ask the Experts Panel

In-person attendees were encouraged to ask panelists any questions they had regarding executive leadership based on the day's sessions or other questions they may have.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Discuss executive leadership amongst their peers



- Describe opportunities in executive leadership
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Stepping Up and Sharing the Load: Advanced Practice Provider (APP) Shared Leadership and Career Ladder Advancement

This session will review the development of an APP Shared Leadership Council (SLC) to expand upon programs and initiatives relevant to APPs. An SLC fosters an environment of inclusive leadership, collaboration, and professional growth to adapt to the ever-changing landscape for advanced practice providers in various fields of healthcare. APPs can gain leadership experience outside of their areas of clinical practice and can contribute to areas that affect APPs throughout the organization. This session also focuses on one SLC committee that has targeted the attrition felt by APPs and fostered an environment for increased engagement. The work of the Career Ladder SLC committee has given APPs a platform to advance in clinical expertise, professional contributions, and institutional citizenship and leadership. Through empowerment within the SLC structure, APPs have shown increased engagement which ultimately enhances patient care and professional fulfillment.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Describe the development, growth, and structure of an Advanced Practice Provider (APP) Shared Leadership Council
 - Explain the advantages and outcomes of APP Shared Leadership/Inclusive Leadership
 - Identify the characteristics of a successful APP Shared Leadership Career Ladder Committee
 - Review the benefits of a career ladder program led by a shared leadership committee
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The Healthcare Value Conundrum Explained

The cost of healthcare in the U.S. accounts for roughly 18.3% of the nation's gross domestic product (GDP). As healthcare providers and leaders, PAs and NPs have a responsibility to improve the value of the healthcare we deliver by improving quality, reducing cost, and delivering excellent patient experience.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Define the healthcare value equation
- Identify actionable plans to improve healthcare value
- Describe the way in which PAs and NPs contribute to value in healthcare

The Importance of Data Literacy for Advanced Practice Leaders

In today's data-driven healthcare landscape, advanced practice leaders must possess strong data literacy skills to succeed in their roles. Data literacy is the ability to understand, analyze, and interpret data to inform decision-making processes. Advanced practice leaders play a critical role in driving quality improvement initiatives, optimizing patient outcomes, and enhancing healthcare delivery. However, without strong data literacy skills, these leaders may struggle to effectively leverage data to inform their decision-making processes.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Describe practical strategies to create a data culture including training programs, data visualization tools, and collaboration with data analysts
 - Discuss the significance of data interpretation, analysis, and visualization in identifying trends, patterns, and opportunities for improvement
 - Identify the benefits of data-driven decision-making and the role of data in driving quality improvement initiatives
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The Room Where It Happens

This session will discuss the importance of having an Advanced Practice Provider (APP) leader among the senior leadership team of an organization and how to pitch the case to executive leadership.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Discuss strategies to help elevate the APP Leader role to the Executive Team
 - Review techniques in creating an executive presence
 - Review the importance of focusing on the strategic vision of the organization
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Triple Threat: Owning Powerful Metrics Alongside Our Physician and Nursing Colleagues

Centers for Advance Practice will become more accountable to engagement, quality, and productivity metrics as the APRN and PA professions further integrate with physician and nursing leadership structures. Deploying A3 strategic planning methodology is necessary to develop action plans and key performance indicators to successfully build a glide path for progress reporting.



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Learning Objectives

At the conclusion of this session, participants should be able to:

- Describe a strategic planning framework and common tools for planning
 - Identify and action plan provider engagement opportunities using A3 problem-solving
 - Develop aligned quality improvement initiatives to reduce length of stay using A3 problem-solving
 - Increase access to care by standardizing minimum work expectations using a policy/procedural method
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Use Your Clinical Expertise to Become a Healthcare Executive

This session will provide strategies and tactics that purely clinical PAs can use to assist in their transition to a role that is more strategic and systems-based. Learning methods to leverage clinical expertise while changing healthcare delivery systems and processes can offer a new career trajectory. Increasing PA presence in executive healthcare leadership roles beyond traditional hospital team leaders is critical to advancing the PA profession.

Learning Objectives

At the conclusion of this session, participants should be able to:

- Develop an appreciation of the broader healthcare landscape to advance in executive leadership while promoting the delivery of high-quality care and representing the PA profession
 - Recognize the stakeholders and leadership skills needed to be successful
 - Appreciate the value of creating a personal leadership strategy and developing key relationships to advance an executive career
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