



American Academy of
Physician Associates

Defining Competencies for PAs in Healthcare Administration

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Disclosures

- None

Objectives

Summarize	Summarize the PA administrative leadership domains and competencies.
Discuss	Discuss individual experiences using the PA administrative leadership domains and competencies.
Illustrate	Illustrate opportunities to apply the PA administrative leadership domains and competencies to build future PA administrators in the PA profession and within organizations.

THE FACTS:

Over 168,000

Number of PAs
represented by
AAPA

6.5%

Average yearly
growth from 2013-
2023

26.5%

Estimated growth
from 2022-2032

Ranked #2

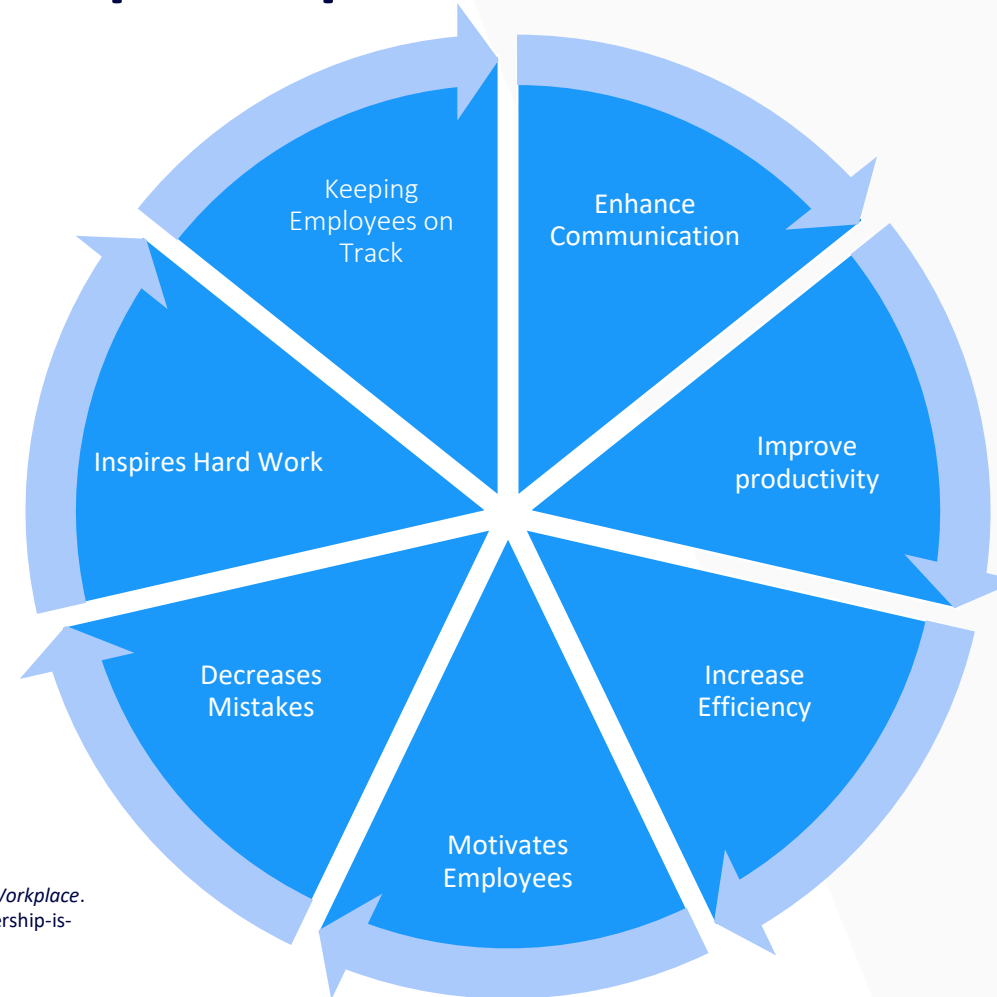
US News and
World Report Best
Healthcare Jobs

Ranked #5

US News
and World Report
Top 100 JOBS



Why is Leadership Important for an Organization?



Masse, J. (2023, December 8). *10 Reasons Leadership is Important in the Workplace*. Siena Heights University. <https://www.sienaheights.edu/10-reasons-leadership-is-important-in-the-workplace/>

Why are PA Leaders Important?



Align
Workforce



Scope of
Practice



Compliance

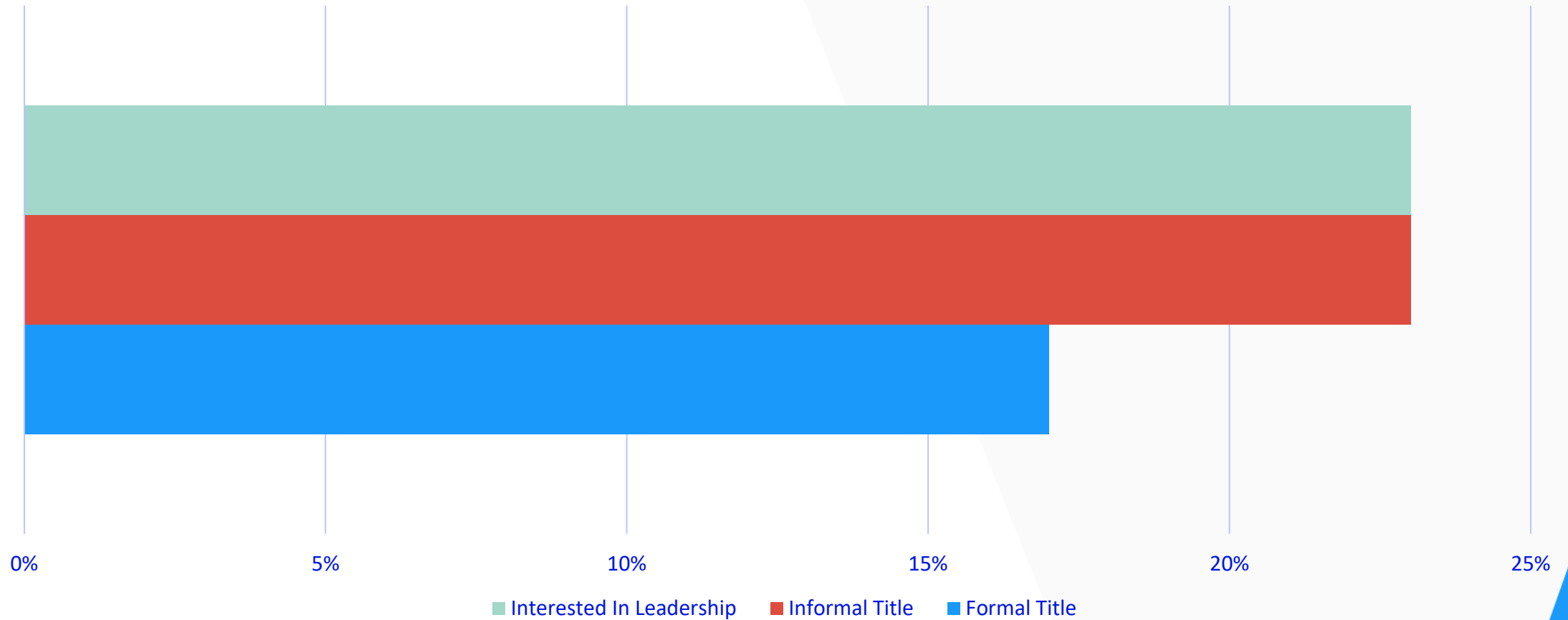


Retention



Enhance
Workflow

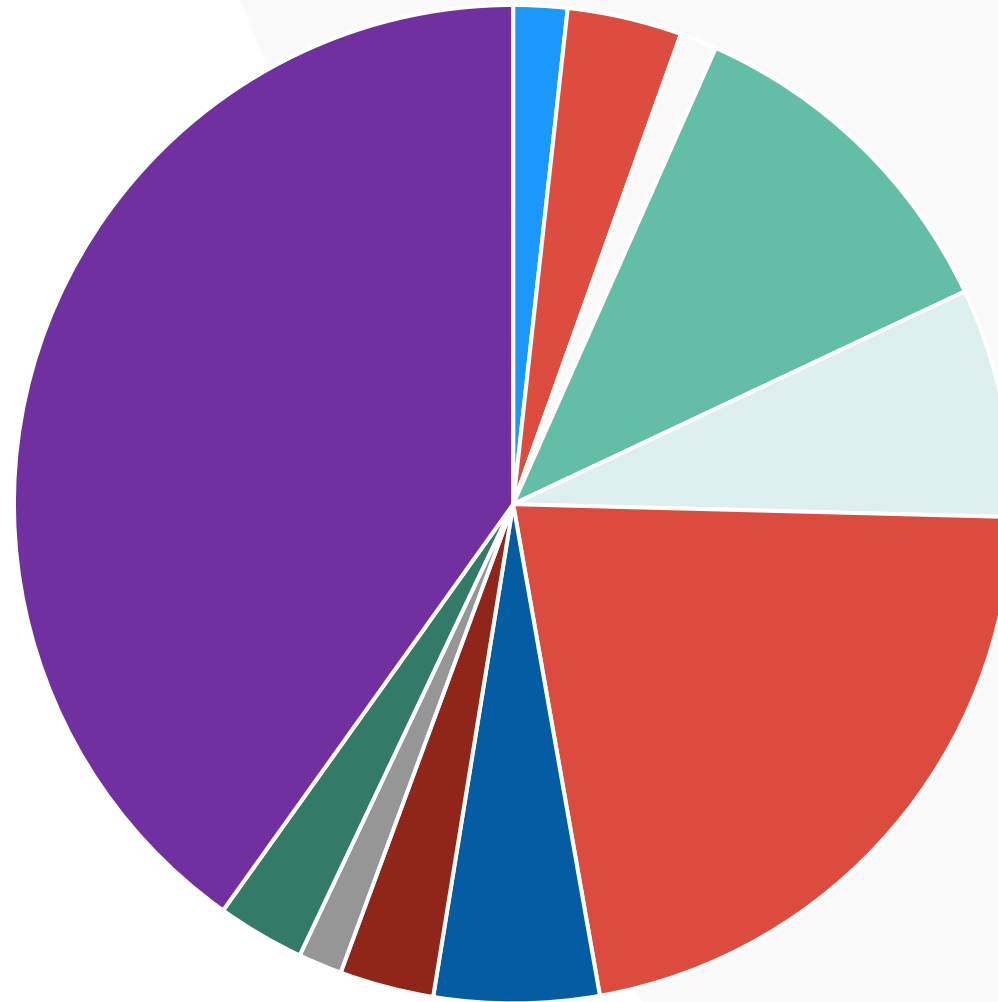
PAAs and Leadership



PAAs in Leadership: Who are they? 2022 A Report from the 2022 Practice Survey

Job Title by Leadership Role

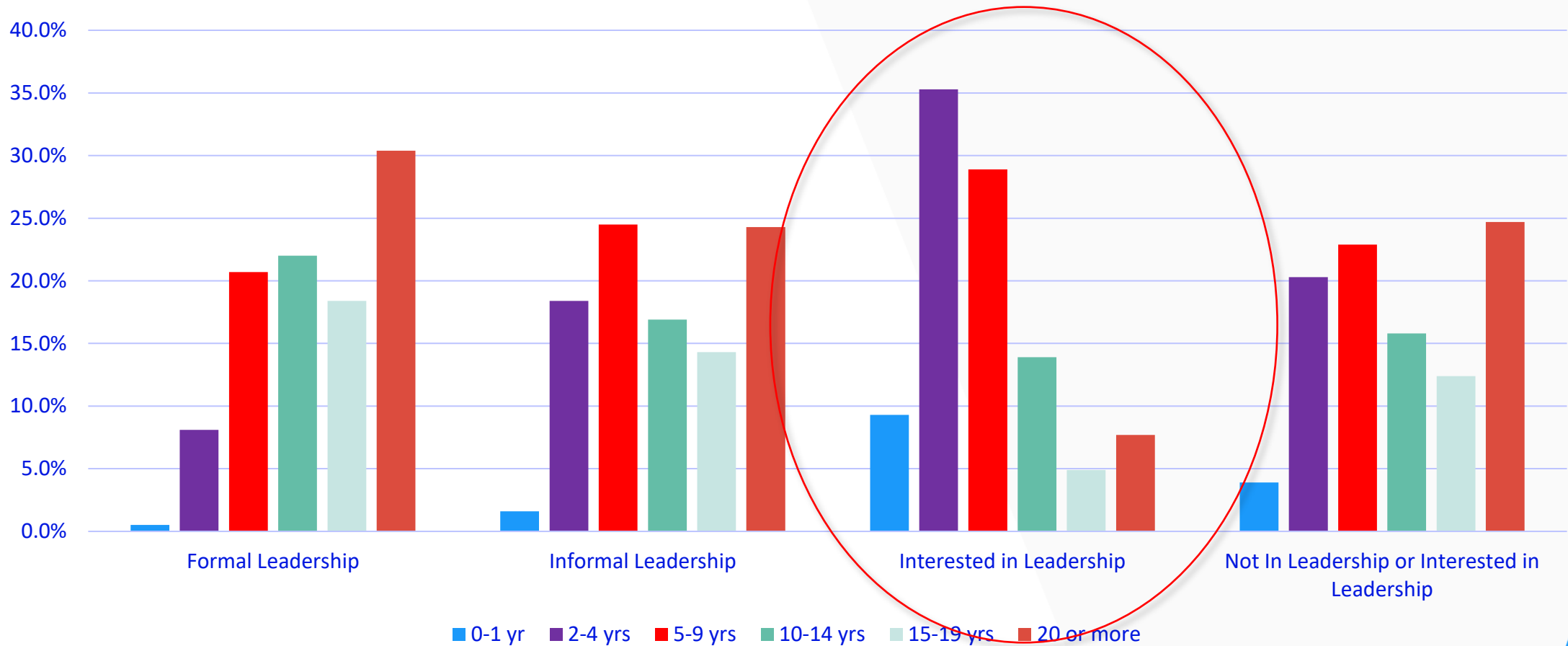
Which of the following job titles best fits your primary role?



- Executive Level (C Suite)
- Chief APP
- VP/Senior VP
- Director
- Manager/Supervisor
- Lead APP
- Assistant Professor
- Associate Professor
- Full Professor
- Department Chair
- APP/PA

PAs in Leadership: Who are they? 2022 A Report from the 2022 Practice Survey

Leadership Role by Years of Experience



Physician Associates and Leadership





American Academy of
Physician Associates

HOD B-05 Task Force 2022-2024

AAPA strongly encourages PAs to become active leaders in administrative roles of their practice. To enhance the preparation of future PA Administrators,

AAPA shall create a task force to identify **core leadership skills and competencies** required for **entering an administrative clinical role** and **develop learning modules** containing such **skills to be available as part of PA's continual leadership development**

AAPA PA Administrator Task Force Task Force Chairs

- Sarah Vanderlinden, DMSc, PA-C, DFAAPA
- Risa Zimmerman, MBA, MPAS, PA-C, DFAAPA

Task Force Members

- Jennifer L. Barnett, MPAS, PA-C, CAQ-HM, DFAAPA
- Gayle B. Bodner, DHSc, PA-C, DFAAPA
- Scott Cackler, MBA, PA-C
- Michelle Dean, MBA, MS, PA-C
- Melissa Dunlop, MS, PA-C, MBA, FACHE, DFAAPA
- Emily Epling, MA, PA-C
- Steven Hunter, DMSc, MBA, PA-C, CPAAPA
- Diana Mendoza, MPAS, PA-C
- Rev. Josanne K. Pagel, M.Div., MPAS, PA-C, DFAAPA, C-EBS
- Scott Sadler, PA-C
- Jamie Silkey PA-C, MPAS, MBA, MHA, DFAAPA
- Sondra DePalma, DHSc, PA-C, CLS, CHC, FNLA, AACC, DFAAPA (Staff Advisor)

Taskforce Members

First Meeting



So how are we going to move this task forward?

Achieve consensus on what we are here to accomplish:



Clarification of “leadership” versus “healthcare administrative PAs”



Who is our target audience?



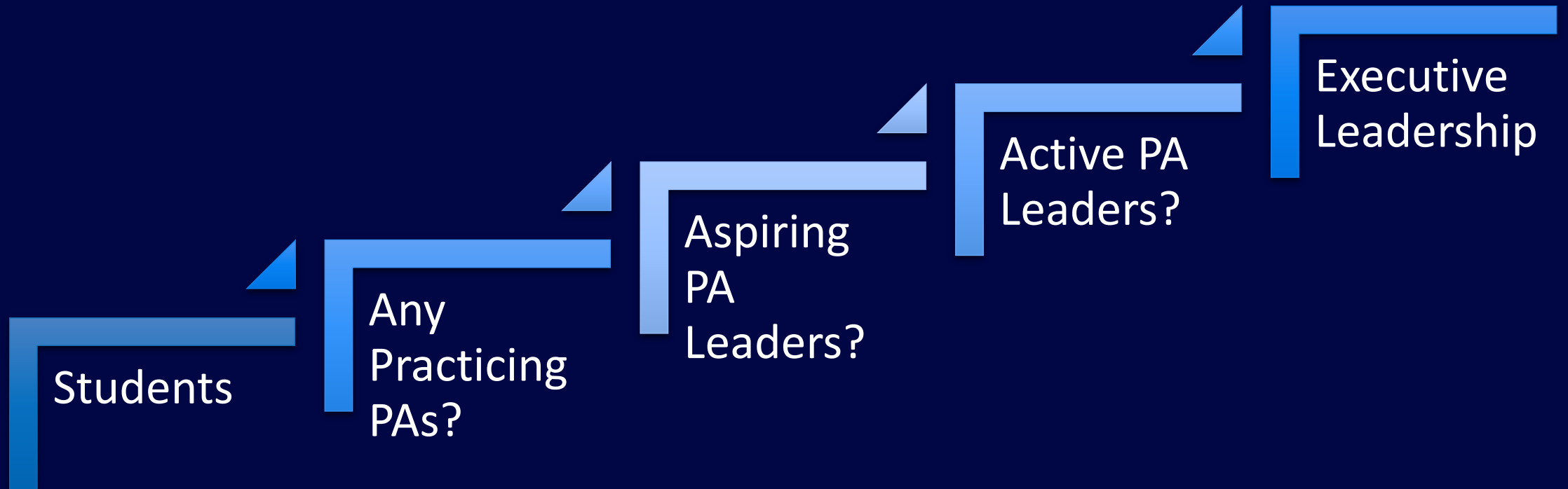
Project Scope



“Leadership”
versus
“Healthcare Administration PAs”

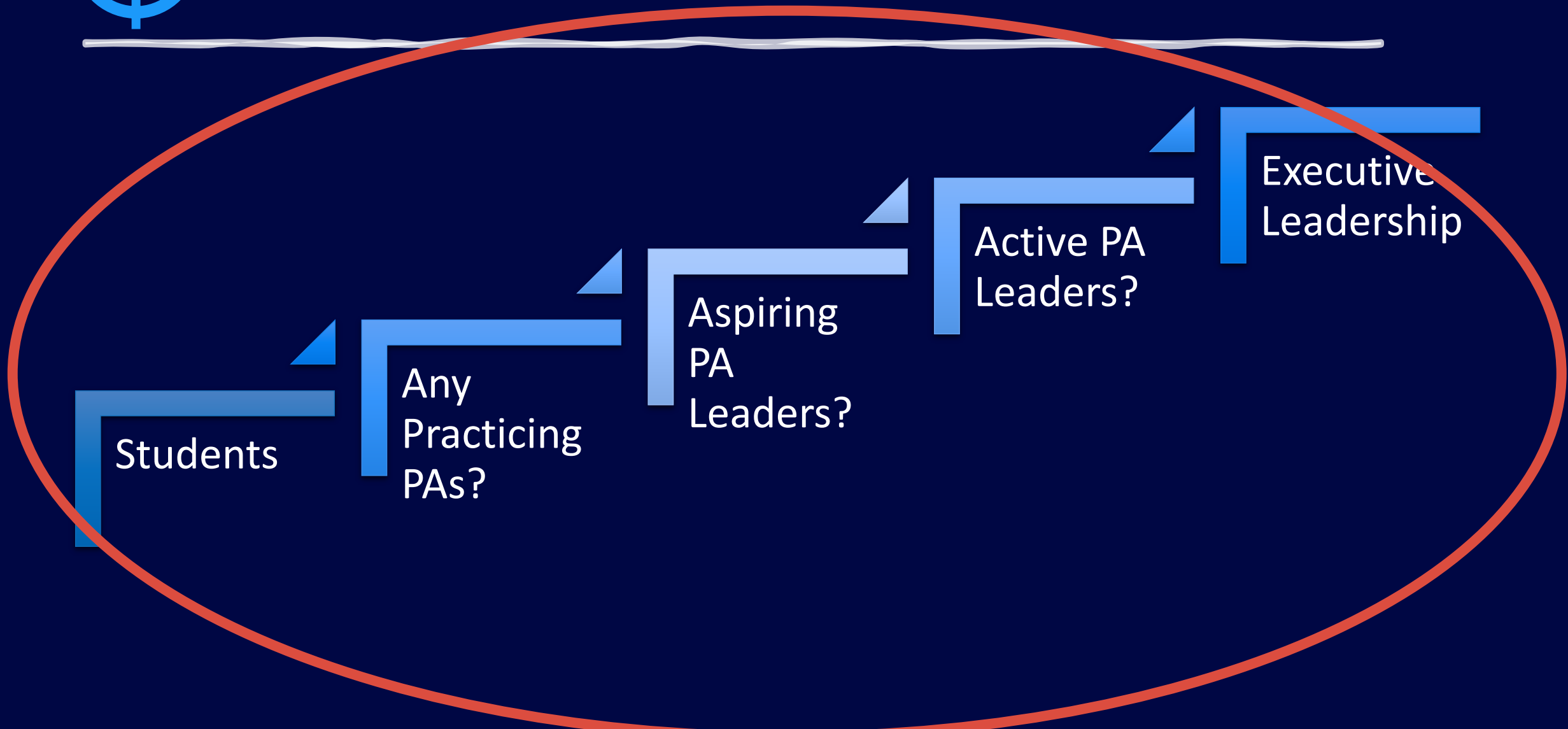


Who is our Target Audience?





Who is our Target Audience?



Students

Any
Practicing
PAs?

Aspiring
PA
Leaders?

Active PA
Leaders?

Executive
Leadership

Project Scope



In Scope

Government Advocacy

Core leadership skills

Competencies needed for entering
administrative, clinical role

Identification of leaders

Different leadership avenues in administration
(Research, education, administration specialties)



Out of Scope

Nothing

Advanced skills/degrees or special certifications

Doctorate Programs

PA education and fellowships

A 3D maze background with white text overlaid. The maze is composed of dark grey walls and paths, creating a complex, winding structure. The text is centered and reads: "Starting with competency development..."

Starting with competency
development...

How are we going to accomplish
this task?

Job Description Review



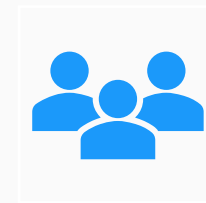
Collection of 22 Job Descriptions



Range of local clinical leader to executive roles



Reviewed for themes



Gap? - informal leaders

Common responsibilities and skills



Other
recommendations
by the taskforce
members based on
experience



Additional Decisions

Do we need to define roles?



Who is most likely to use the competencies and modules?

- Pre-administration
- Early Administration
- System Administration
- Executive Administration

Review of Healthcare Competency Frameworks

Competency Frameworks

Physician Assistant Educator Competencies

Joseph Zaweski, MPAS, PA-C; Betsy Quick Melcher, MHS, PA-C; Mona Sedrak, PhD, PA-C; Mary Von, DHEd, MS, PA-C; Sara Fletcher, PhD

Competencies for the Physician Assistant (PA) Profession

Originally adopted 2005; revised 2012; revised 2020

JUNE 5, 2020

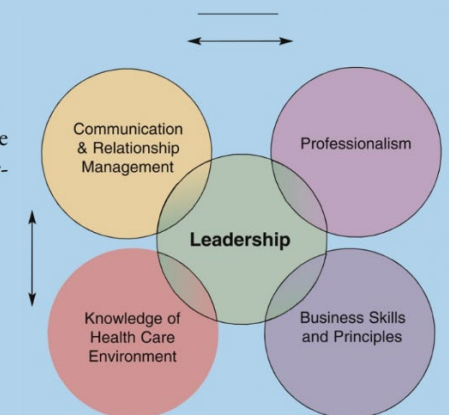


Leadership Competencies for Health Services Managers

AONE Nurse Executive Competencies



Ten years ago, the American Organization of Nurse Executives (AONE) published its paper on the role and function of nurses in executive practice. This document outlined the transitions occurring in healthcare leadership and the dimensions and processes that were instrumental in executive success. Last year, the AONE Board of Directors determined that it was time to update this work with a more in-depth description of the competencies integral to the practice of nurse executives.



The Clinician Educator Milestone Project

A Joint Initiative of

- The Accreditation Council for Graduate Medical Education
- The Accreditation Council for Continuing Medical Education
- The Association of American Medical Colleges
- The American Association of Colleges of Osteopathic Medicine



August 2022

Crosswalk of related healthcare competency domains

Domains	ACHE	AONE	AAPA	PA Healthcare Educator Leadership	ACGME
Leadership	X	X		x	
Business	X	X			
Healthcare Systems	X	X	X (AKA Patient-Centered Care AND Practice-Based Learning and Quality Improvement)	x Program evaluation (Quality improvement, Evaluation, Outcome metrics)	x practice based learning and improvement; System-based practice
Communication & Collaboration	X (AKA Communications & Relationship Management)	X (AKA Communication and Relationship-Building)	X (AKA Interpersonal and Communication Skills AND Interprofessional Collaboration)	x	x
Professionalism & Ethics	X	X	X	Professionalism and role modeling)	x professionalism
Healthcare Practice (medical knowledge, patient care)			X Knowledge for practice; Patient centered care;		
Mentorship				x Professionalism and role modeling	x role modeling
Scholarship Development				x	
For administrative roles that involve training and education (onboarding, CME, students, etc.) Teaching/Program/ Curriculum Design				x	x (ACGME clinical educator competencies)

General Overview

Taskforce members responded with ranks

33 Competencies ranked

178 sub-competencies ranked

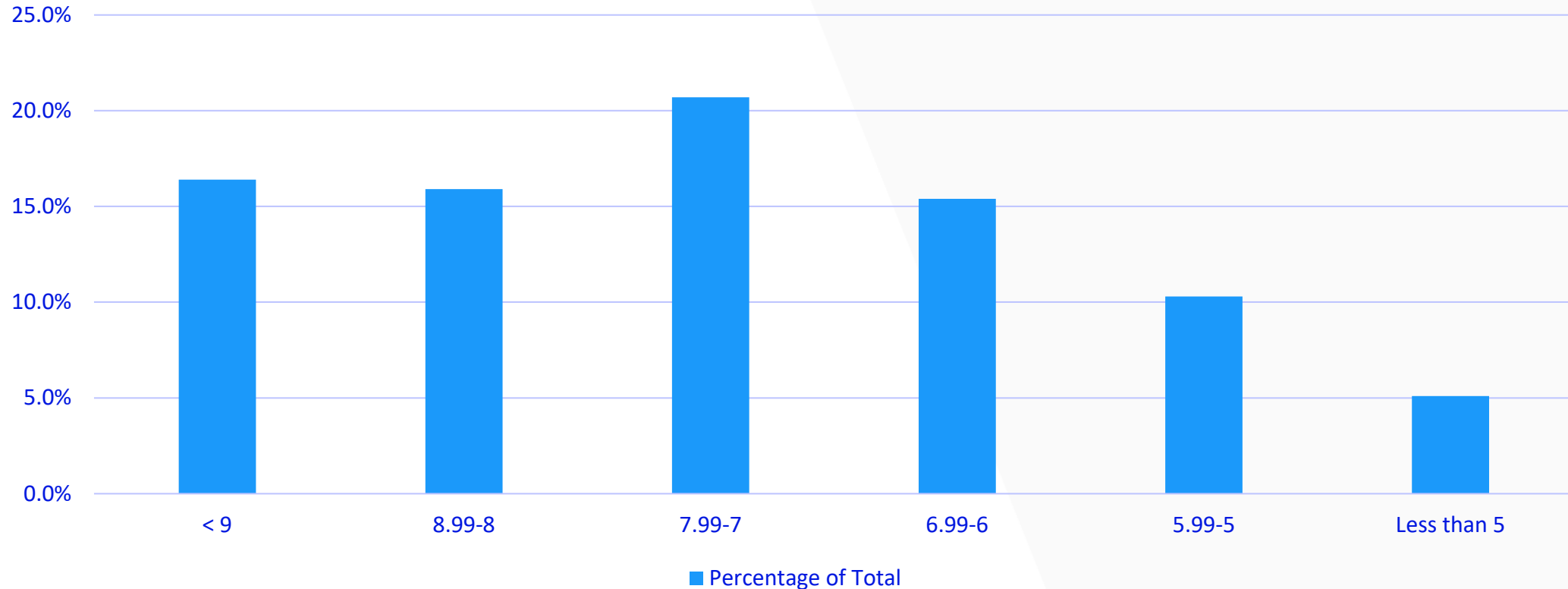
Highest Ranked Competency with 9.33 average

- Professional Standards

Lowest Ranked Competency with 2.72 average

- Supply Chain Management

Distribution of average sub-competency ratings 10-high priority and 1-low priority



Overall Competency Rankings

Professional Standards.	9.33	Teaching and continuing education	6.98
Ethical Conduct and Social Consciousness	9.24	Evaluate education program outcomes	6.80
Professional Development and Ongoing Learning	9.13	Risk Management & Quality Improvement	6.74
Collaboration & Relationship Management	9.04	Program development	6.58
Communication Skills	8.93	General Management	6.56
Self-Awareness and Accountability	8.90	Students and Academics	6.42
clinical Practice	8.81	Contributing to new innovations and knowledge	6.39
Health Systems, Organizations, and Governance	8.17	Change Management	6.38
Foundational Skills and Behaviors	8.10	Mentor and develop educators	6.20
Wellness and self-care	8.08	Public Health	6.17
Stakeholder Management	7.92	Strategic Planning	6.13
Succession Planning	7.92	Information Management & Technology	5.47
Conflict Resolution & Negotiations	7.88	Financial Management	5.33
Advocacy and Contributions to the Profession	7.72	communication and sharing innovations, scholarship and research	5.33
Patient Safety	7.52	Marketing	3.96
Human Resource Management	7.30	Supply Chain Management	2.72
mentoring others	7.17		

First Draft Domains Representing the Competency Rankings



Timeline for Domain & Competency Refinement

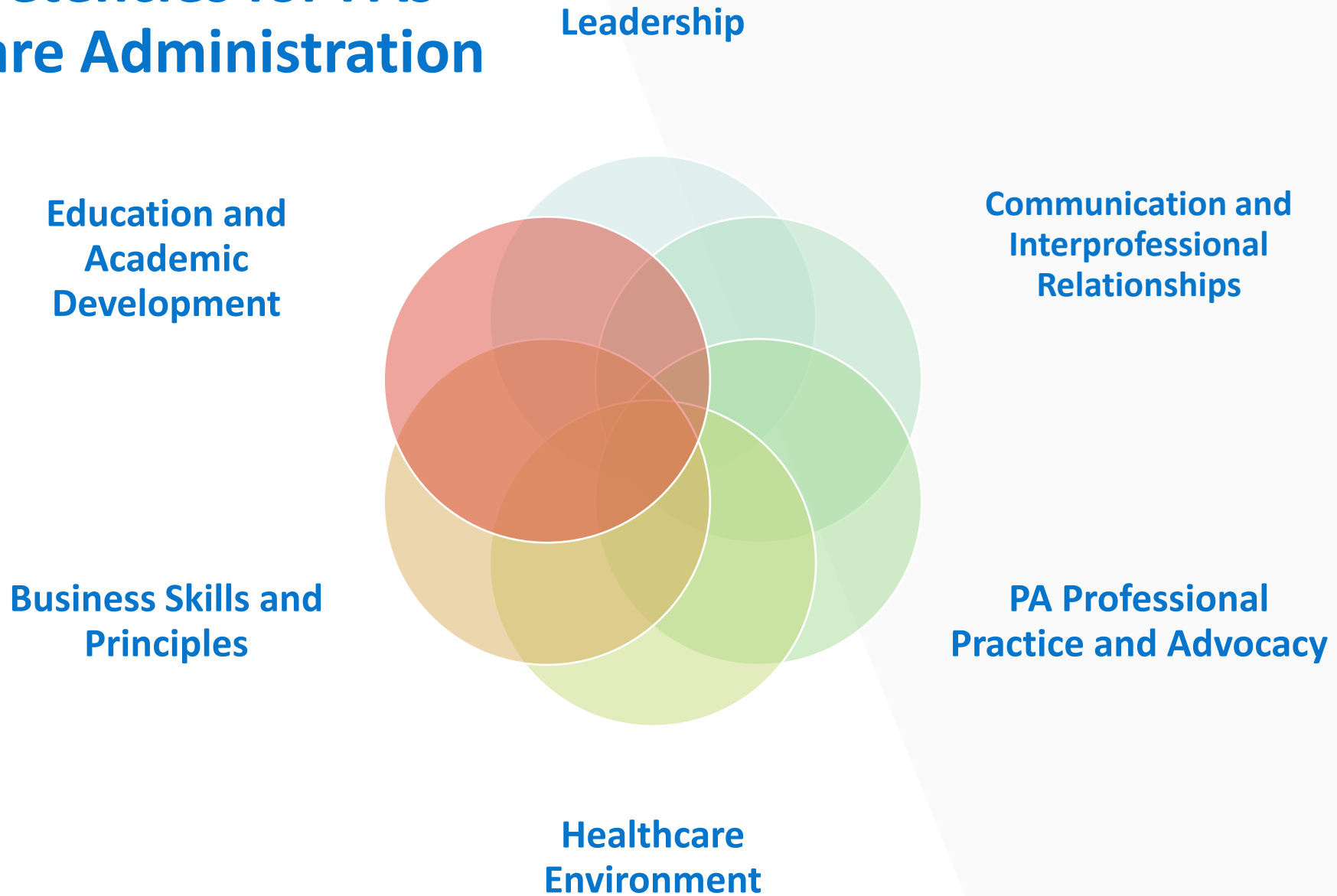




Competencies for PAs in Healthcare Administration

AAPA

Final Competencies for PAs in Healthcare Administration



Incorporates growth mindset and self-assessment into professional role and development plans.

- Acts with self-awareness of knowledge, skills, and behavioral strengths and limitations.
- Assesses one's personal biases, both explicit and implicit.
- Initiates performance feedback with adaptability and humility to address gaps in knowledge, skills, and behaviors.
- Applies development tools to assess one's personal and professional values and goals and integrates them into a career plan.
- Demonstrates professional accountability to patients, colleagues, the organization, and society.

Integrates strategies into personal and professional life to support personal resiliency and well-being.

- Incorporates personal wellness strategies into daily work.
- Recognizes stressors that may impact personal and professional well-being.
- Incorporates appropriate resources to support wellbeing. Facilitates professional growth in others.
- Establishes relationships, including mentor relationships, coaching, and sponsorship.
- Provides support, encouragement, and necessary skills for individual development through collaboration and feedback.
- Applies individualized development strategies.
- Communicates personal and team accomplishments and achievements.
- Identifies individuals for development and succession planning.

Develops effective teams that support diversity and innovation.

- Models innovation, creativity, and continuous improvement.
- Creates diverse teams and processes to sustain team effectiveness and success.
- Facilitates team development by recognizing strengths, weaknesses, and opportunities.
- Recognizes successes to promote positive culture and engagement.
- Supports and rewards behavior norms, including professional expectations.
- Assesses inappropriate behaviors and implements policies and procedures to promote professional expectations and equity.

Integrates ethical and social consciousness into healthcare.

- Models compassion, integrity, and respect for others.
- Integrates ethical principles related to healthcare and business.
- Supports compassion, integrity, and respect. » Prioritizes good judgment and responsibility when utilizing resources and finances.
- Defends the rights of all community members, including patients, their families, and the entire healthcare team. » Supports diversity, equity, and inclusion.
- Recognizes and manages conflicts of interest.

Communication and Interprofessional Relationships

Uses effective interpersonal communication skills and behaviors.

- Communicates professionally and with cultural sensitivity.
- Adapts communication and interactions with the audience and stakeholders.
- Demonstrates proficient communication, including verbal, written, and electronic methods.
- Demonstrates skills in proposal writing and communication.
- Incorporates active listening to include empathy and curiosity.
- Facilitates consensus-building in group discussions by encouraging ideas and opinions from others.
- Communicates and receives viewpoints with respect, inclusivity, and a perspective that begins with assumptions of good intent and without judgment.
- Develops collaborative relationships and works effectively with other health professionals.

Develops interprofessional relationships to promote effective healthcare teams.

- » Demonstrates leadership skills that enhance team based delivery.
- » Contributes to shared governance structures to support interprofessional vision and values.
- » Incorporates diversity and inclusion principles in professional relationships.
- » Creates professional environments that recognize and value differences in healthcare team members, patients, and communities.

Integrates conflict resolution strategies.

- » Incorporates problem-solving and critical thinking skills in conflict management.
- » Integrates dispute resolution techniques such as consensus building and mediation.
- » Recognizes risk and liability actions and areas.
- » Facilitates dialogue and understanding during times of conflict.

PA Professional Practice and Advocacy

Participates in professional advocacy through professional societies and in practice modernization.

- Participates in professional societies and networks with peers.
- Supports effective advocacy for the PA profession by supporting the modernization of laws, regulations, and policies that promote optimal team practice.

Demonstrates professional responsibilities.

- Maintains appropriate professional licensure, certification, and credentialing.
- Represents the PA profession in one's leadership journey.
- Supports lifelong learning among colleagues and others.

Incorporates knowledge for practice and patient-centered care in administrative leadership and clinical patient care.

- Demonstrates knowledge of medical practice and promotes evidence-based medicine.
- Facilitates evidence-based, patient-centered care.
- Integrates standards established by regulatory, accreditation, and quality agencies.

Healthcare Environment

Incorporates regulatory and professional processes in healthcare systems, organizations, and governance.

- Assesses compliance with professional practice laws, regulations, and policies.
- Communicates with stakeholders on reimbursement, legislative, and regulatory changes.
- Incorporates accreditation standards into the healthcare system.
- Establishes professional processes to maintain minimal professional standards, including credentialing, privileging, maintenance of certification, etc.
- Develops, assesses, and incorporates care delivery models and the roles and responsibilities of healthcare workers.
- Analyzes workflows and workforce to achieve standards of care.
- Supports PA and other healthcare professionals in committees and meetings.

Supports a patient-centered culture promoting shared accountability, social responsibility, and healthcare safety.

- Assesses and implements processes that promote and comply with patient safety requirements, federal and state laws, accreditation requirements, and industry standards.
- Facilitates staff education on patient safety, risk management, and compliance.
- Implements measures promoting ethical standards and the protection of patient rights, including safety in clinical research.
- Supports an organizational culture that focuses on patient safety, while including a non-punitive safety reporting system and proactive identification of safety concerns.
- Appraises qualifications and competencies of staff.

Participates in public health strategies, including PA profession integration.

- Utilizes vital statistics and health data to guide decisions and strategic plans.
- Implements plans for disasters, public health emergencies, and other threats.
- Models the PA profession in the community and with non-healthcare constituents and integrates that community perspective in organizational decision-making.
- Collaborates with community partners and participates in public service as a leader in the community.

Business Skills and Principles

Integrates change management strategies into leadership and business practice.

- Applies principles of change management.
- Identifies and engages with internal and external stakeholders and sponsors.
- Supports a culture that values change and continuous improvement.
- Supports problem-solving and innovation. Creates collaborative strategic initiatives reflective of organizational goals and the healthcare environment.
- Creates operational strategies and proposals to achieve the organizational mission, vision, and/or strategic plan.
- Incorporates key performance metrics in strategic planning and initiatives.
- Applies knowledge of governance structure to achieve outcomes.

Incorporates fiscal management, budgets, and forecasting into operations.

- Interprets financial statements.
- Manages budgets and capital expenditure plans.
- Determines key financial indicators and their impact on operating margin.
- Identifies opportunities for operational efficiencies and quality improvement to support fiscal responsibility.

Business Skills and Principles

Creates staffing models that align with fiscal responsibilities and budgets.

- Develops and implements staffing models.
- Compares and contrasts the budget impact of staffing models.
- Evaluates billing and reimbursement processes and models for healthcare teams.
- Assesses productivity of individuals and teams.

Uses information management systems, technology, and data to assess trends and outcomes.

- Uses data and technology to assess performance, monitor trends, and inform decisions.
- Demonstrates adoption, implementation, and optimization of information systems.

Facilitates human resource management practices and workforce planning.

- Develops long-term and short-term workforce plans.
- Creates standard roles and responsibilities with defined career advancement pathways.
- Develops programming with tools and resources for staff recruitment and onboarding, development, and retention.
- Understands compensation principles and philosophy of FTE allocation, incentives, and fringe benefits.

Education and Academic Development

Supports the education of the next generation of PAs and other healthcare professionals.

- Supports the learning of pre-PA and other healthcare professions.
- Establishes partnerships with educational programs for collaboration and community engagement to support a qualified healthcare workforce.

Promotes professional advancement through evidence-based practices and scholarship.

- Demonstrates subject matter expertise to transfer knowledge and promote skill development in learners.
- Recognizes and accommodates diverse learning styles. » Incorporates diversity, equity, and inclusion in the learning environment.
- Supports PAs and other healthcare professionals to engage in research, innovation, and scholarly contributions.
- Summarizes research, innovations, and published literature.
- Participates in research, innovation, and scholarly contributions.

Develops sustainable education programs to support PAs and patient care.

- Performs educational development assessments relevant to the target audience.
- Applies curriculum design and continuing education standards to program and curriculum development.
- Designs learning objectives and educational resources to achieve program standards.
- Constructs effective assessments to measure objectives and learning outcomes, either to ensure competency or to provide graduated responsibilities and increased autonomy.
- Establishes effective feedback techniques.
- Creates interprofessional educational opportunities.
- Enhances the growth of learners, educators, and mentors.
- Identifies barriers to educational design, implementation, and sustainability.
- Identifies educational stakeholders and collaborators

Appendix

Examples of education topics and learning opportunities by Domain.

LEADERSHIP	<ul style="list-style-type: none"> • Accountability of self and others • Adaptability and flexibility • Address limits of knowledge by using appropriate resources in dealing with uncertainty • Bias assessments • Boundary setting • Building resiliency • Career planning • Change management 	<ul style="list-style-type: none"> • Coaching • Culture development • Customer service • Emotional intelligence • Equity • Mentorship • Feedback • Motivation management • Personal goals • Professional identity development • Psychological safety • Recognizing limits of 	<ul style="list-style-type: none"> personal knowledge • Reflective leadership • Self-assessment • Self-care • Sponsorship • Stakeholder management • Succession planning • Team building • Value assessment • Wellness assessments
COMMUNICATION AND INTERPROFESSIONAL RELATIONSHIPS	<ul style="list-style-type: none"> • Active listening • Assessment of communication content, audience, and timing • Audience-aware communication • Body language control • Boundary setting • Build collaborative relationships 	<ul style="list-style-type: none"> • Communication with patients and families • Emotional intelligence • Program development • Policy creation • Presentations skills • Professional electronic communications • Professional presence • Public speaking 	<ul style="list-style-type: none"> • Research inclusion • SBAR (Situation, Background, Assessment, Recommendation) • Social intelligence • Writing in appropriate administrative, education, and research formats
PA PROFESSIONAL PRACTICE AND ADVOCACY	<ul style="list-style-type: none"> • Foundational PA education and practice standards • Involvement with professional organizations 	<ul style="list-style-type: none"> • Knowledge of state laws and regulations • Participation in advocacy sessions and state legislative advocacy efforts 	<ul style="list-style-type: none"> • Reimbursement policies and principles • Understanding of regulatory agencies
KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT	<ul style="list-style-type: none"> • Accreditation organizations (e.g., The Joint Commission) • Assessment of safety events • Community engagement • Competency assessment (e.g., focused professional 	<ul style="list-style-type: none"> practice evaluation (FPPE) and ongoing professional practice evaluation (OPPE) • Emergency and disaster response • Ethics • Healthcare law • Healthcare organization 	<ul style="list-style-type: none"> principles • Healthcare quality tools and principles (e.g., Kaizen, Gemba, Lean, Six Sigma, etc.) • Human research standards • Knowledge of practice laws, policies, and rules/bylaws

Examples of education topics and learning opportunities by Domain

Competencies for PAs in Healthcare Administration Website



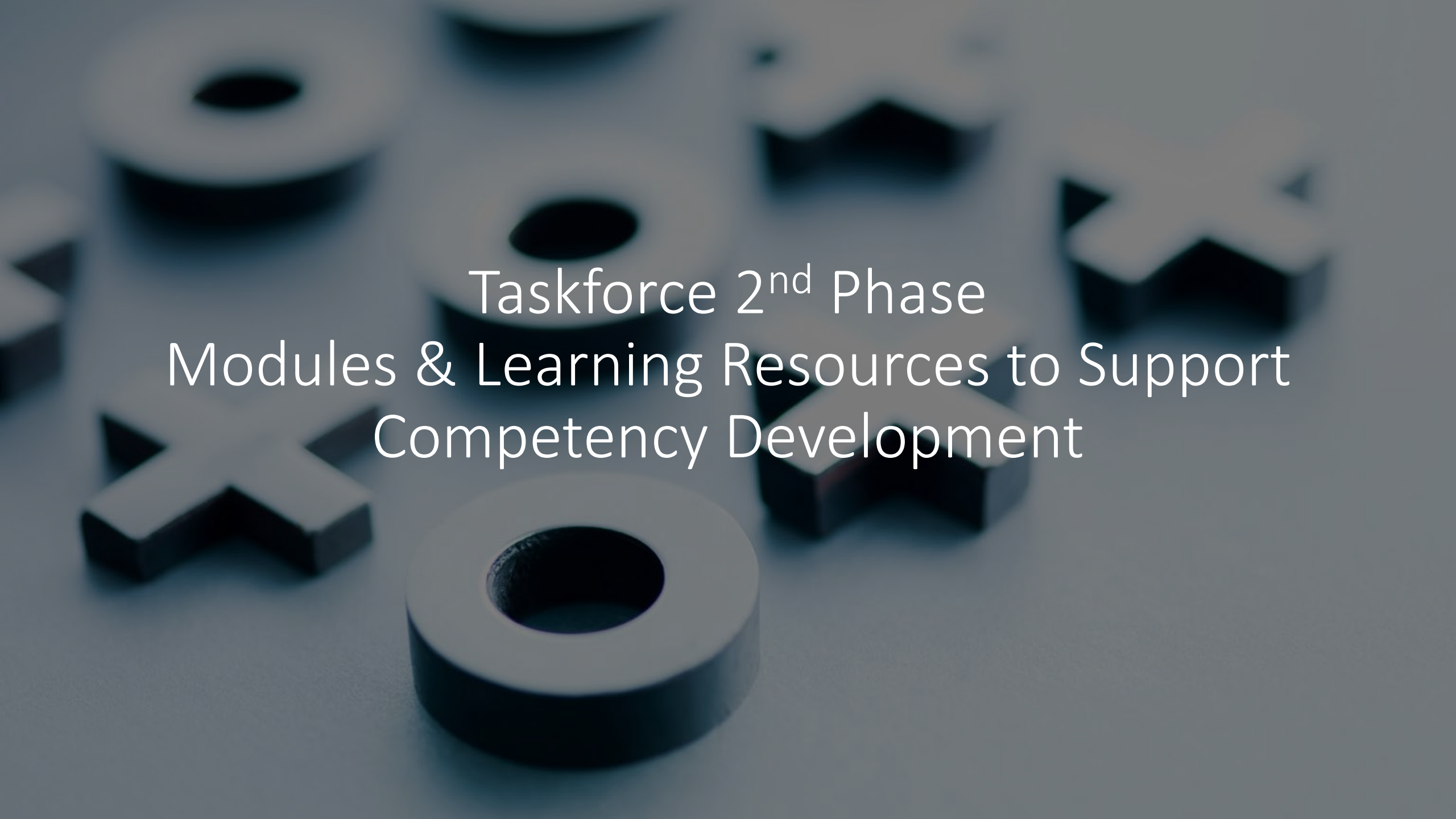
- The AAPA [PA Administrator web page](#) is live!



Competencies for PAs in Healthcare Administration

- [Competencies for PAs in Healthcare Administration](#)
- Competency domains include:
 - Leadership
 - Communication and Interprofessional Relationships
 - PA Professional Practice and Advocacy
 - Healthcare Environment
 - Business Skills and Principles
 - Education and Academic Development





Taskforce 2nd Phase
Modules & Learning Resources to Support
Competency Development

What should these resources look like?



Split into workgroups based on interest



Types of resources (pod casts, books, presentations, courses, etc.)



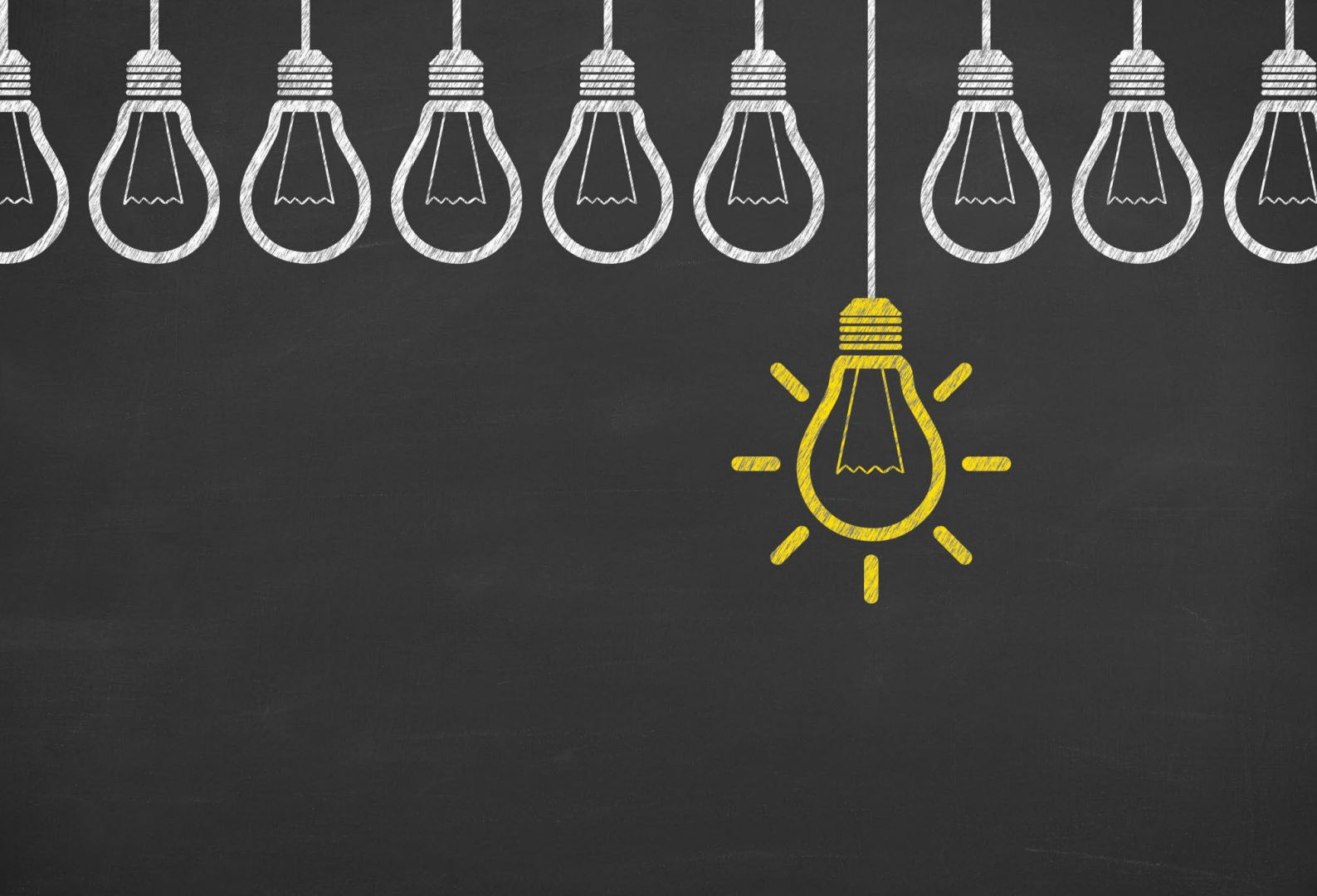
How should we organize this content?



What is the best way to identify connections to outside sources or organizations?

Website & Resource Design

- To be filled when website is completed in April.



Lean into our administrative and education knowledge...and, most importantly, our knowledge of PAs.

There is value in our diverse experiences and journeys.

Stay on track with your goals...clarify often.

Task Force Lessons Learned



American Academy of
Physician Associates

Implementation & Next Steps

Implementation & Sustainability



COMMUNICATION
& DISSEMINATION



TARGET AUDIENCE



ONGOING
DEVELOPMENT



LEARN FROM
EACH OTHER

How to use:

UWH Leader Competency “LEAD AND DEVELOP PEOPLE”

Using AAPA Leadership Competencies:

Incorporates growth mindset and self-assessment into professional role and development plans

Integrates strategies into personal and professional life to support personal resiliency and well-being

Facilitates professional growth in others

Develops effective teams that support diversity and innovation

Integrates ethical and social consciousness into healthcare

Topic	Objectives / Outcome	Learning	Leader
Goal setting for continuous improvements	Use UWHW management techniques	NLO	Cohort leader
Employee performance reviews (PRG)	Complete cycle of PRG for staff Evaluate SMART goal Respond to peer evaluations	CBT (PGR for leaders)	
Promote continuous improvement	Use UWHW management techniques A3 thinking Develop Value Stream	NLO	Cohort leader
Interviewing skills	Tailor standard interview packet to practice area Develop interview timeline and process Develop feedback mechanism for interviewers		Manager
Recruitment Process	Understand recruitment package Complete offer to candidate Complete New Provider checklist	Jazzy Posting template	Recruiter APP Prog Mgr value stream
Give and receive feedback			
Use coaching when mistakes are made	Successfully use coaching document and have conversation with team member Understand progressive discipline and where to use coaching vs discipline	Policy 9.55 1:1 with Provider Services	Manager
Use communication tools for effective results	Coaching through email communication (BLUF, SBAR) Personally develop regular communication with team Develop consistent practice for managing responses when clinically working	DISC assessment	Manager Mentor Program team

Key Take Aways



The Competencies for PAs in healthcare administration target the administrative development for PAs at all levels.



Promote the development of PAs in healthcare administration for all PAs



Visit Career Central for the PA administrator competencies



Check back for new resources

Next Steps- Subject Matter Experts Needed.





Questions?

Thank you to the AAPA HOD B-05 Taskforce!

- Sarah Vanderlinden: svanderl@mcw.edu
- Risa Zimmerman: msrisaz.pac@gmail.com



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