

TRANSITIONING FROM UNOFFICIAL LEADER TO TITLED LEADER – WHAT DO YOU NEED TO KNOW?

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OBJECTIVES

At the end of this session, participants will:

- **Define unofficial and official leader**
- **Expand knowledge on how to transition from clinician to leader**
- **Review training and onboarding for new leaders**

MY STORY

- Hospital-based PA at a large oncology/hematology group x 15 years
- During this time, became the “unofficial” chief PA
- President of the Florida Academy of PAs (voluntary position)
- Recruited to be a PA program director, part-time clinical PA
- Recruited to return FT to the heme/onc practice as the Director of APPs for start-up cancer center
- Recruited to be the Chief Operating Officer of Heme Onc Call



WHO ARE U?

- ✓ A PA wanting to stay within clinical practice
- ✓ A PA wishing to explore the possibility of a leadership position
- ✓ A PA who is an unofficial leader - responsibility but no title
- ✓ A PA who holds current leadership position

STATISTICS



- Growing numbers of physician assistants and nurse practitioners wishing to “do more”.
- NPs have been more successful than PAs
- 31% of PAs reported serving in informal or formal leadership roles (AAPA Salary Survey Data, 2017)
- 36% of respondents indicated that their title did not reflect their management responsibilities (AAPA Salary Survey Data, 2017)

STATISTICS



- **PAs were most likely to serve in a leadership capacity when employed by the government (50%) or colleges/universities (59%).**
- **Among PAs who were not in a leadership position, 36% were interested in attaining a level of leadership, most commonly Chief PA (55%)**

HEALTHCARE TRENDS

New Ambitions Straining Core Clinical Workforce

Changes to Care Delivery Require Additional Clinical Resources

Enhanced Responsibilities for the Integrated Medical Group



Expand Access to Care



Manage Patients with Chronic Disease



Facilitate Care Plan Compliance



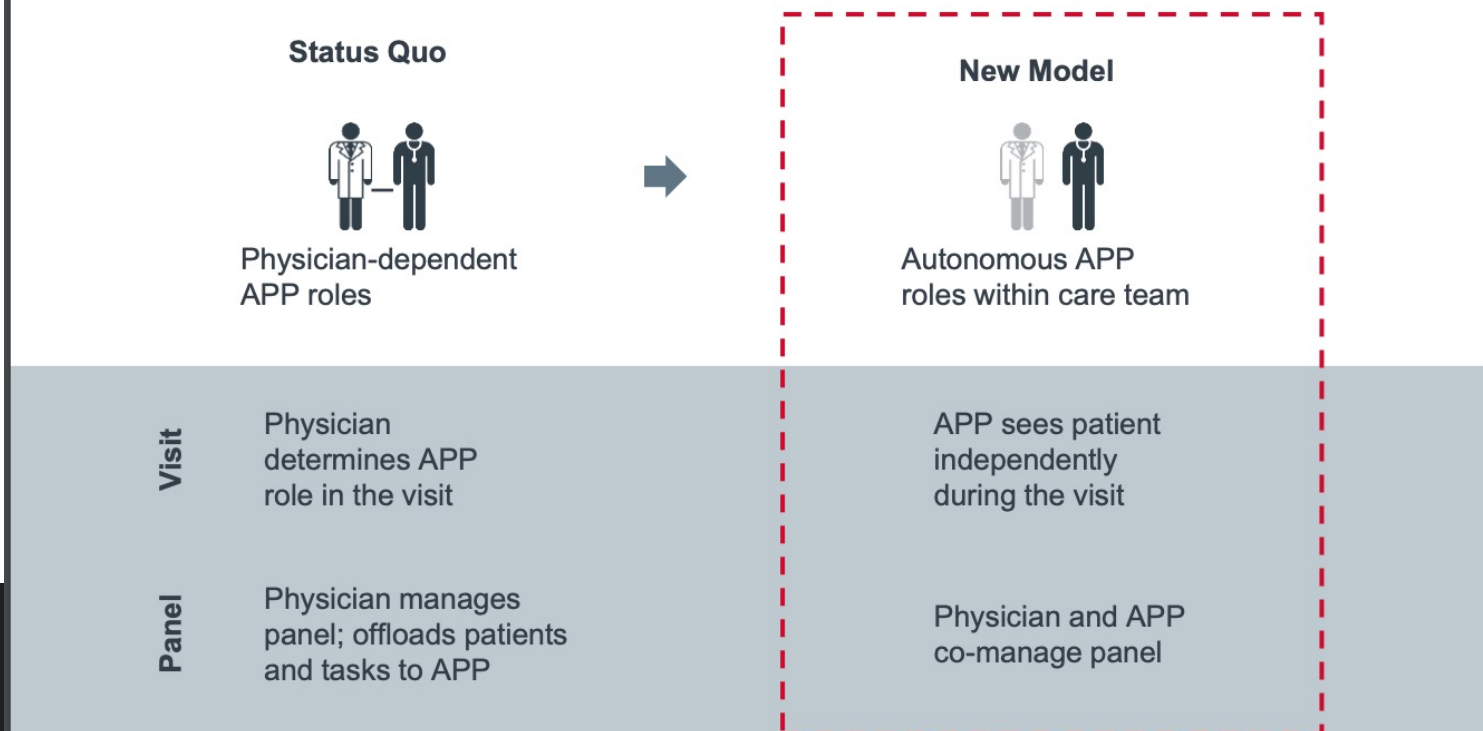
Feeling the Pinch

92%

Percentage of hospital executives who said they expect to experience a **deficiency of clinicians within the next 10 years** that will “hamper their ability to deliver high-quality care”

Must Evolve APP Role to Unlock Value

APP Autonomy Key to Scalability



HEALTHCARE TRENDS

APPS NEED A SEAT AT THE TABLE

Leadership

17

Create a Structured Voice for APPs

Scalable Model Incomplete Without APP Governance

Problems Facing Groups Without APP Governance



APPs have **unique concerns** that group has no means, bandwidth to address



Group **lacks APP buy-in**, perspective on important strategic initiatives

Best Practice Solutions



APP **self-governance**



APP **seat in group leadership**

COMMON MISTAKES



Under-utilize the PA or NP in clinical roles



Not fully understanding the scope of the PA or NP



PA or NP not fulfilled leads to dissatisfaction



Hospital bylaws restricting the practice of PAs and NPs

IDEAL SITUATION FOR APPS

- **APPs report to APPs**
- **Advanced Practice Council**
- **Director of APPs hired reporting to CMO, CNO, Chief physician**
- **All APPs report to the Director of APPs**
- **Medical Staff voting privileges with Director on MEC**

WHO IS AN UNOFFICIAL LEADER?



UNOFFICIAL ROLES

- Participating in education within the practice/Preceptor (most common start)
- Hospital/Practice Committee participant/chair
- Leading quality or process improvement initiatives
- Serving on the APP Council
- Peer Review committee
- Nurse Governance Council
- Information Technology (IT) super user
- Rapid Response leader

Put in your time
in silence

Attend
meetings/gatherings
with access to
executive leaders

Be noticed

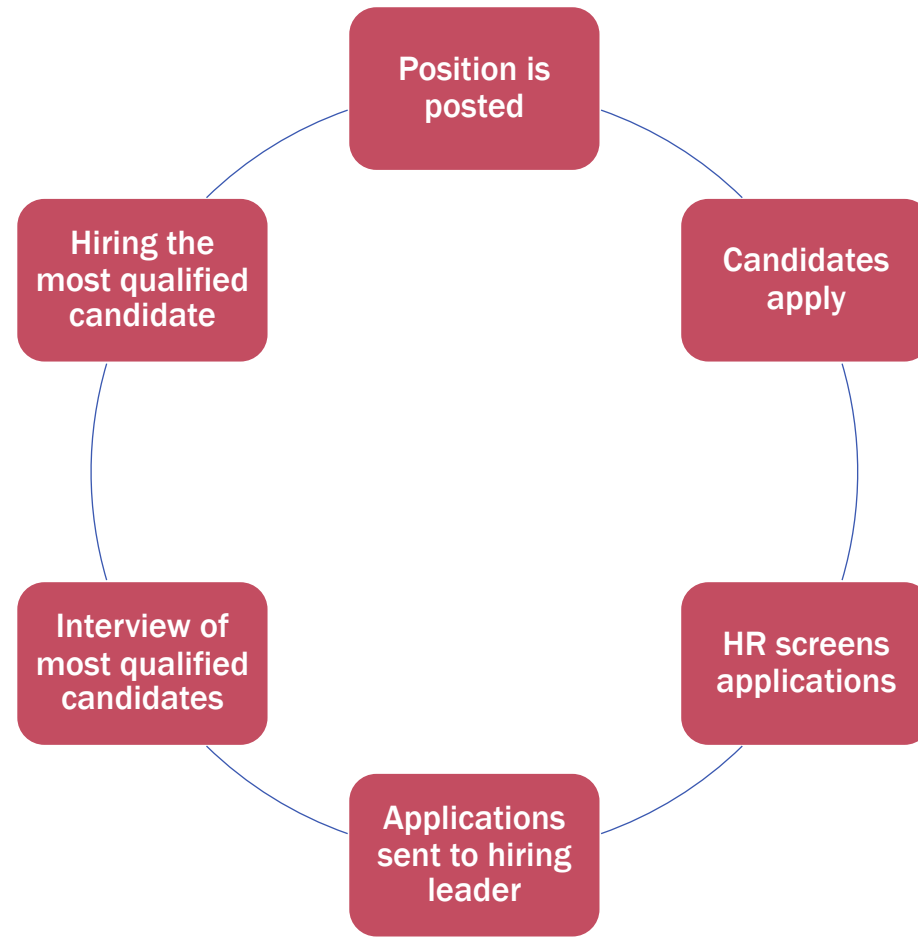
Speak up during
brainstorming
sessions

Additional training,
formal or informal

Express interest to
your direct leader

HOW TO ACHIEVE OFFICIAL ROLE

PROCESS FOR HIRING INTO A LEADERSHIP POSITION



INTERVIEW PROCESS

The interview process depending on the organization can vary :

Candidate → APP Director

Candidate → APP Director/Manager → APP Supervisors

Candidate → APP Director/Manager → APP Supervisors → Direct Reports

Final Interview with Executive Team.

OFFICIAL ROLES

Chief PA

Supervisor
of PAs or
APPs

Manager of
PAs or APPs

Director of
PAs or APPs

Executive
Director or
C-Suite

CEO/COO

FORMAL LEADERSHIP TRAINING

**Only 15% of
all PAs have
any formal
leadership/ma
nagement
training**

PRIOR TO HIRING

Create

Create an onboarding/leadership development process that targets APP leaders and their roles

Provide

Provide practical knowledge (i.e. onboarding manual/orientation manual)

Assign

Assign a mentor

Establish

Establish touch points to review acclimation process

BASICS

Job description vetted by executive leadership and APP leaders

Organizational chart – reporting structure

TRAINING AND DEVELOPMENT OF THE NEW APP LEADER



PHASE 1 - FIRST 30 DAYS

- **Prepare for new role to ensure successful entrance into the organization**
- **Learn about the culture organization**
- **Identify key resources and support**
- **Learning system processes and protocols**
- **Obtain clarification of expectations and competencies**
- **Engaging timely and accurate communication with peers and employees**

PHASE 2 – FIRST 60 DAYS

- **Expand relationships**
- **Build your team**
 - **Understand their capabilities**
- **Examining and considering improvements in the department**
- **Observe strengths and weaknesses of team members (schedule rounds)**
- **Build the vision collaboratively**
- **Setting clear boundaries, clarify roles**
- **Set short and long-term goals**

PHASE 2 - FIRST 60 DAYS

- **Building credibility and trust**
- **Keep your commitments**
- **Communicate honestly**



PHASE 3 – FIRST 90 DAYS

Understand the expectations of the job and those you lead

Maintain focus on your department goals

Attend learning programs and meetings

Get involved in collaborative projects with your department

Maintain regular communication with direct reports and staff

PHASE 3 – FIRST 90 DAYS

- Know your leadership potential - strengths and weakness
- Continue to build your relationships
- Getting the right people in the right roles
- Understand your limitations and ask for help
- Master engagement strategies to build your team
- Attend any leadership development sessions offered by your organization

CASE STUDY

AN EXAMPLE

- **Multi-specialty start-up cancer center**
- **Every physician paired with an APP partner**
- **APP leadership structure embraced by executive leadership team from the inception**
- **Hired Director**
- **Expectation: Recruit, hire, credential, train and “operationalize” over 200 APPs in over 15 departments**

PROS



**Creation of a robust APP
leadership structure**



**Recognition and support
of APPs**



**Employee satisfaction
was over 90%**

CHALLENGES

Utilization of APPs was not well understood by collaborating physicians

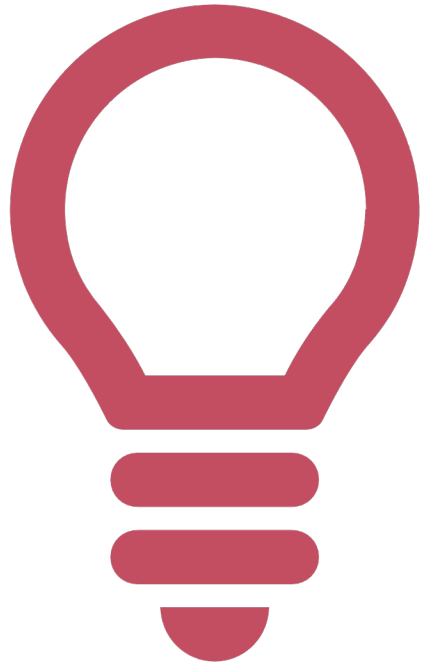
RVU model was detrimental to APP-MD relationship

Executive leadership buy-in for the standardization of APP practice

The physicians did not understand the role of the APP leader (i.e. supervisor, manager, or director)

LESSONS LEARNED

- Achieve buy-in and involvement from collaborating physicians regarding the APP leadership structure **prior** to implementing the program
- Educate the physicians and other stakeholders regarding the purpose and goals of the APP leadership structure
- Train and onboard APP supervisors to deal with MD/APP related issues prior to starting their official role.



**THE FUTURE
IS BRIGHT**

SOME IDEAS

- **Global:** Incorporate management and leadership training in PA programs
- **Organizational:** Healthcare organizations to develop APP specific development programs to “grow their own”
- **Departmental:** APP departments to establish processes for identification of future leaders
- **Personal:** PAs take an active role in pursuing leadership roles

LEAD THE WAY

Leadership is not about YOU, its not about the TEAM, its about inspiring and enabling others to do their absolute best together to realize a meaningful and rewarding shared purpose



REFERENCES

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QUESTIONS?