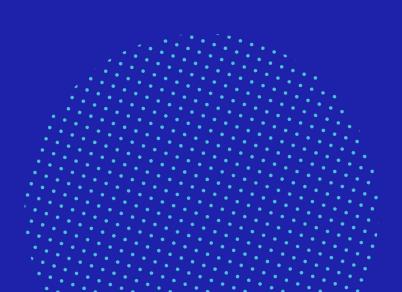


Becoming a Leader

Greg Nielsen





Meet Our Speaker

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Today's Objectives

- Understand the competencies of an effective leader
- Apply ideas that help you transition into your first leadership role
- Describe challenges and opportunities in leading in healthcare today
- Illustrate ways to position yourself for increased leadership responsibility



- You are hired to do your boss's work- have ultimate clarity on what's important to your boss
- Tune into your boss's radio frequency- what's important to him/her, how to communicate, what results are critical



- Leader = influencer
- Leader ≠ manager
- Leader achieves results through other people
- Reward, recognize, motivate, develop, retain



- Cutting through the headwinds (staffing, regulations, reimbursement, medical staff issues) and still achieving results
- Listening
- Ability to give and receive candid feedback



- Set out to become a "true executive"
- Root of "executive" is to execute
- What are you executing?
 - Quality, service, profitability, productivity, satisfaction
 - o How do you know?
 - Need to objectively measure
 - o Examples: sepsis mortality, HCAHPs, EBITDA, staffing ratio, employee engagement



What is an effective leader - what are you known for?

- Should only be 1 thing (2 at most)
- Has to be measurable
- Look at past evaluations



What is an effective leader - who knows you (and your brand)?

- How deep and wide is your network?
- Do they know your brand?
- Is the relationship one-sided?



What is an effective leader - how do you improve your brand?

- Identify what you're known for
- Network (the right way)
- Communicate your brand
- Help others



- Do your boss's work- that's why you were hired
- Stay close to your boss- ask for feedback regularly
- Monitor results daily- know where your department is operating at all times (example: staffing, volume)



- Be intentional- know where you are going
- Remember- you are not a leader without followers
- Don't overuse your position of authority- strive to be an influencer vs. "the boss"



Communication is vital

- Email is not communication!!! Only use for follow up or reminders
- o 1 on 1 is always the best, especially for important messages
- Meet regularly with your employees and stick to it (monthly or weekly)
- Ask, "From 1-10, how is your experience working here?" Then ask, "What's keeping it from being a 10?" You will get great feedback.



- Realize you will never have all the answers- no one expects you to so don't pretend
- Ask others for their advice- let them know you will make the decision,
 however you value their feedback and input



Leadership challenges and opportunities today

- Doing more with less- we are in an era of declining reimbursement. Don't fight it- accept it.
- Employees have options- create (you as the leader) the best environment possible to retain them
- Don't be a victim- realize challenges exist that are outside of our control and do what you can (control what you can control)



Leadership challenges and opportunities today

- Regulatory environment- get involved (local, state, national)
- Uninsured and underinsured population- less \$\$ for health systems
- Competition- for patients and employees



Leadership challenges and opportunities today

"Do something, expect nothing, and blame nobody"

-- Bill Parcells



Positioning yourself for increased leadership responsibility

- Be known for achieving results
- Be trustworthy
- Be able to take candid feedback
- Be a learner



Positioning yourself for increased leadership responsibility

- Be part of the solution- don't just point out problems
- Be loyal
- Be known for telling the truth- don't be a pleaser
- Be coachable



Q&A

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