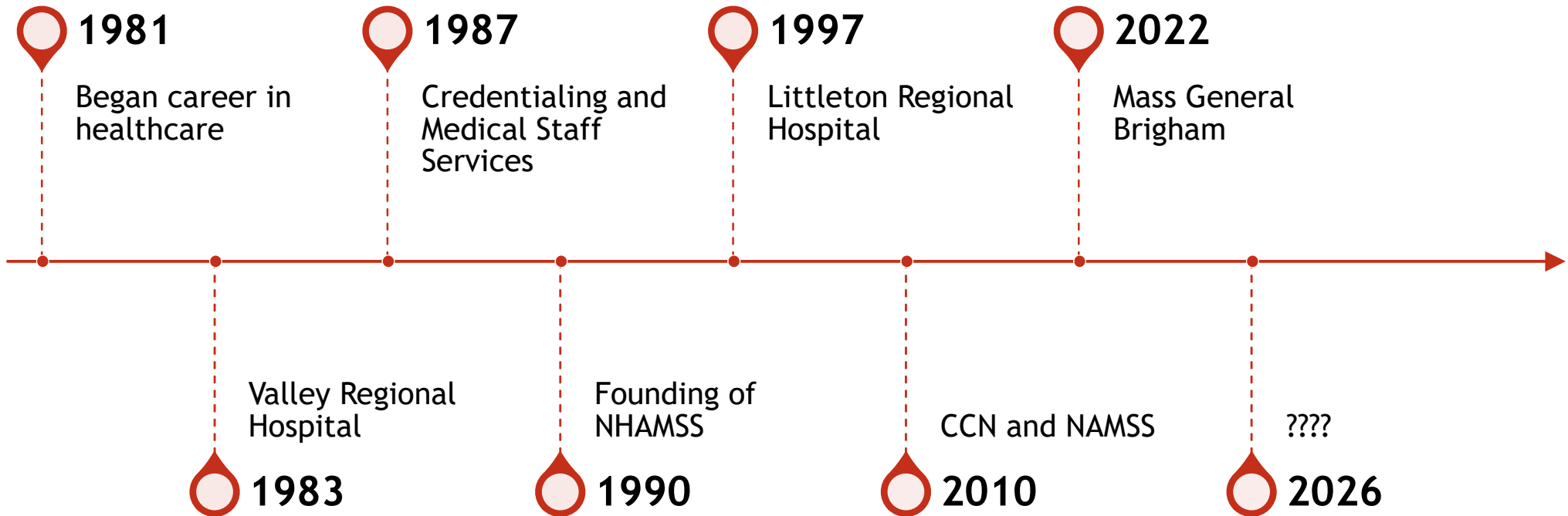




The Long and Winding Road

Lessons learned from over 35 years of
credentialing and three years of hiking

Career Background



Hiking Background

- ▶ Hiking in the White Mountains of New Hampshire
 - ▶ Why
 - ▶ “What number is this for you?”
- ▶ The White Mountain Four Thousand Footers
 - ▶ Cost
 - ▶ Rules
 - ▶ Let’s do this

Setting a Goal

- ▶ Big goals/tasks - Daunting
- ▶ Analysis Paralysis
- ▶ Manageable steps/tasks - Less Overwhelming
- ▶ Bird by Bird
- ▶ Embrace Imperfection

Setting the Goal

HIKING

- ▶ Appalachian Mountain Club
NH 4,000 Footers
- ▶ Climb to the summit of 48
peaks
- ▶ “Peak by Peak”
- ▶ Embrace imperfection (your
pace is the right pace)
- ▶ There is beauty in struggle

MSP

- ▶ Certification? Promotion?
Leadership?
- ▶ Smaller goals
- ▶ Planning and Execution
- ▶ Timelines and deadlines
- ▶ Resources







How do lessons of hiking compare to our role as MSPs

HIKING

- ▶ Every hike was unique
- ▶ Every hike provided a lesson
- ▶ Many of these lessons provided insight to my career
- ▶ Challenging, disappointing, frustrating, rewarding

MSP

- ▶ No two applicants are the same
- ▶ Lessons learned from applicants
- ▶ Lessons provide career insights
- ▶ Challenging, disappointing, frustrating, rewarding

Every goal/project has a “driver” (i.e. When push comes to shove....)

- ▶ On Time
- ▶ On Budget
- ▶ Perfect

What's your driver?

HIKING

Scenario:

Mt. Isolation

8 miles/8 hours

Back to trailhead by dusk

What's the driver?

MSP

Scenario: Small Critical Access Hospital with 2 OB providers. One is taking time off (son's wedding) in a week, the other becomes ill and cannot work for a period of time. You need to credential a locum tenens. If there is no coverage, the OB unit will close, and patients will need to travel over an hour to another facility to deliver with an unknown provider.

What's your driver?

Budget/Expense?

Quality/Perfection?

On time?

Be prepared

Hiking

- ▶ Safety first
- ▶ Prepare for the worst
- ▶ Don't overpack!
- ▶ Map
- ▶ Fuel

MSP

- ▶ gatekeepers of patient safety
- ▶ Never assume, verify!
- ▶ “Value-added” activities
- ▶ Checklists
- ▶ MSP Fuel

Challenges

Anything worth having, is worth working for.

Certification

Fellow

State/National Office



North Twin and Galehead

- ▶ What these peaks have in common
- ▶ Lessons learned
 - ▶ Planning?
 - ▶ Weather?
 - ▶ Prepared?
- ▶ Perfect storm

- ▶ Dr. Robert Berry
- ▶ Dr. Christopher Duntsch
- ▶ Dr. Michael Swango

Failure

- ▶ Incapacitated
- ▶ Weakened
- ▶ Humiliated
- ▶ Disgraced
- ▶ Indignant
- ▶ Guilty
- ▶ Remorseful
- ▶ Hurt
- ▶ Embarrassed
- ▶ Ashamed
- ▶ Anxious
- ▶ Sad
- ▶ Angry
- ▶ Uncomfortable
- ▶ Defeated

Bouncing back from failure:

- ▶ Why we avoid failures
- ▶ Why we should embrace failures
- ▶ How to make a comeback

All or nothing thinking:

- ▶ I failed once, so I'm not capable
- ▶ I failed at this, so I must be a failure
- ▶ I failed this time, so I will always fail

Positive Reframing

- ▶ Focus on factors within your control
- ▶ Reflect and evaluate where you can take action
- ▶ Think like a friend
- ▶ Empower yourself

Fail Forward

- ▶ What do you gain from a failure
 - ▶ Experience
 - ▶ Knowledge
 - ▶ Resilience
 - ▶ Growth
 - ▶ Value

Developing Resiliency

- ▶ Adapting to adversity
- ▶ Not a trait, it's a skill
- ▶ Growing and improving
- ▶ Resiliency is a muscle

IMPOSTER SYNDROME

- ▶ Definition
- ▶ Syndrome?
- ▶ Different Perspective
- ▶ RBF
- ▶ Bicycle Face
- ▶ DEI
- ▶ Solutions



Workplace Martyr

- ▶ Martyr
- ▶ Workplace Martyr
- ▶ Go to person
- ▶ Teamwork
- ▶ Respected





TEAMWORK

Who's on your team?

HIKING

- ▶ Partner
 - ▶ Muscle
 - ▶ Cheerleader
- ▶ Planner
 - ▶ Route
 - ▶ Reservations
 - ▶ Time
- ▶ Strengths/Weaknesses
- ▶ Resource (Guide to the NH White Mountain 4,000 Footers)

MSP

- ▶ Colleagues
- ▶ Family
- ▶ Friends
- ▶ MAMSS
- ▶ NAMSS

The Croo





07/18/2016



07/18/2016



MT. WASHINGTON
SUMMIT
4300 FT 1317 M

07/18/2016



NAMSS Leadership Career Path

| Element | Entry Level | Experienced | Leadership |
|---|--|---|--|
| Experience | •0 – 4 Years | •5-14 Years | •15 and above |
| Education | •Associates or Undergraduate Degree | •Undergraduate Degree | •Masters or Doctorate Level |
| Certifications | •CPCS® | •CPCS® and/or CPMSM® | •CPCS® and CPMSM® and other healthcare related certifications (Quality, Risk Management) |
| Training/Ongoing Education | •Medical Services Professional Education | <ul style="list-style-type: none"> •NAMSS Leadership Institute •Education on Accreditation/Regulations •Patient Safety and Quality •Risk Management •Six Sigma •Budgets •Finance •Legal •Leadership | •Participate in NAMSS Virtual Round Table |
| Skills, Knowledge and Responsibilities | <ul style="list-style-type: none"> •Credentialing •Meeting Preparation | <ul style="list-style-type: none"> •Liaison between Administration and Medical Staff Leaders •Supervision of Employees •Meetings Management •Education and Training of Staff •Onboarding Process •Meets Regulation and Accreditation Standards •Quality and Peer Review •Leadership | <ul style="list-style-type: none"> •Governance and Org Structure •Human Resources •Finance •Collaborate with Legal Counsel •Healthcare Technology and Information Management •Quality and Performance Improvement •Laws and Regulation •Professionalism and Ethics •Healthcare Industry •Team Development •Vision •Contract Management •Business Planning |

NAMSS Leadership Career Path (Continued)

| Element | Entry Level | Experienced | Leadership |
|---|---|---|---|
| <p>Skills, Knowledge and Responsibilities (Continued)</p> | | | <ul style="list-style-type: none"> •Marketing •Compliance •Recruitment •Service Line Development •Project Management •Shared Services •Affiliation Agreement – Medical Institutions, Corporate Responsibilities •Product Development •Culture Change |
| <p>Servant Leadership</p> | <ul style="list-style-type: none"> •Volunteer in Community •Volunteer in Local Chapter or State Association | <ul style="list-style-type: none"> •Volunteer in Local Chapter, State Association and National Association Medical Staff Services | <ul style="list-style-type: none"> •Volunteer in Healthcare Related Associations and Community Services |
| <p>Professional Contributions</p> | <ul style="list-style-type: none"> •Local Chapter Medical Staff Services Newsletter •Medical Staff Newsletter | <ul style="list-style-type: none"> •State or national medical staff services publication or web content •Editor of Newsletter •Peer Review Publications •Book Contributor •Serve as an Expert Witness •Presentations for Professional and/or Healthcare Organizations | <ul style="list-style-type: none"> •Serve on National Healthcare Related Interest Groups •National Association Medical Staff Services Publication and/or other Healthcare Organizations •Fellow designation in NAMSS and/or related professional organizations |

NAMSS Volunteer Path

| | Entry Level | Intermediate | Advanced |
|-----------------------------------|--|---|---|
| Support of Medical Staff Services | <ul style="list-style-type: none"> Joins State/Local Association Joins NAMSS Becomes a NAMSS Volunteer Promotes value of NAMSS to non-member Attends State/Local Association Meetings Volunteers to be on State/Local Association Team | <ul style="list-style-type: none"> Establishes formal mentor relationships with novice MSPs Supports NAMSS | <ul style="list-style-type: none"> Advanced support of the professional occurs through achievement of credentials, publishing/research, MSS advocacy, education and NAMSS services and leadership. |
| | Entry Level | Intermediate | Advanced |
| Credentials | <ul style="list-style-type: none"> Prepares for and achieves CPCS and/or CPMSM Actively promotes NAMSS to other MSPs | <ul style="list-style-type: none"> Contributes potential CPCS/CPMSM exam questions or serves on Task Force regarding credentials | <ul style="list-style-type: none"> Serves on Certification Task Force or Committee |

NAMSS Volunteer Path (cont.)

| | Entry Level | Intermediate | Advanced |
|--|---|---|---|
| Publishing and Research | <p>Contribute to NAMSS E-News</p> <p>Submits articles for State/Local Association Newsletter</p> <p>Assists with management of State/Local Association website</p> <p>Serves on State/Local Association or Communication Team</p> | <p>Published in Synergy</p> <p>Published in another Peer reviewed journal</p> | <p>Published research that advances the profession</p> <p>Author/Editor of healthcare text/resource</p> |
| | Entry Level | Intermediate | Advanced |
| Medical Staff Services Advocacy | <p>Responds to call for input from NAMSS</p> <p>Responds to requests for support for State/Local Association advocacy efforts</p> | <p>Leads/coordinates State/Local level advocacy efforts</p> | <p>Leads/coordinates NAMSS advocacy efforts</p> |

NAMSS Volunteer Path (cont.)

| | Entry Level | Intermediate | Advanced |
|------------------------------------|--|--|---|
| Education | <p>Attends NAMSS Annual Conference</p> <p>Attends State/Local educational events</p> <p>Assists with conference planning for State/Local</p> <p>Begins enrolling in NAMSS Leadership Development</p> | <p>Presenter at State/Local association conferences</p> <p>Presenter at other national-level conference</p> <p>Serves on NAMSS Conference Committee</p> <p>Continues NAMSS Leadership Development Training</p> | <p>Presenter for NAMSS educational event</p> <p>Named to NAMSS Speaker Bureau</p> <p>Listed as approved faculty for "NAMSS educational programs.</p> <p>Completed NAMSS Leadership Development Training</p> |
| | Entry Level | Intermediate | Advanced |
| Association Service and Leadership | <p>Serves on State/Local Association team</p> <p>Serves on NAMSS standing team or task team</p> <p>Serves as State/Local association board member</p> | <p>Serves as an officer for the State/Local Association</p> <p>Serves as a NAMSS Committee member</p> | <p>Serves as Chair of NAMSS Committee</p> <p>Serves on NAMSS Board of Directors</p> <p>Serves as NAMSS Officer</p> |