



Lessons in Leadership

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Take Care of You

In order to be an effective leader you have to take care of yourself

- Take care of physical and mental health
 - Set boundaries
 - Give yourself grace
- Continued Growth
 - What are you doing to grow in your career
 - Who do you turn to as a resource

If you don't look back at yourself and think. "Wow how stupid I was a year ago, then you must not have learned much in the last year."

- Be self-aware
 - What are your strengths/weaknesses
 - What are your blind spots

If we can't lead ourselves it's unlikely we will be able to lead others.



Leadership is Intentional

Great leadership is not reached by accident it requires intentional effort

- Growth
- Empowerment
- Appreciation
- Culture
- Communication
- Results

How are you planning on improving these areas?



Strategic Vision

What happen when you lead a team with no vision?

Everyone ends up working and often working quite hard but important goals are never achieved.

Where are we going and how do we get there:

- What is the Organization's strategic plan
 - How do my division/responsibilities fit into this
- How will we achieve it
 - Set small wins – new set of downs
- How will you measure progress
 - Set measurable goals
 - **You can't improve what you don't measure**
- How are you communicating vision to the team
 - Tie it to their everyday tasks
- Check-in on progress



Communication

You can never communicate enough!

- What ways are you communicating?
 - What is effective within your organization?
- What is the cadence of communication?
- Communicate the why?
 - Be transparent
- Communicate expectations & promote accountability
- Communication should be two ways
 - Ask for feedback



Developing Your Team

Team development requires nurturing, intention and inclusive leadership

- Invest in your team
 - What growth opportunities have you identified/how are you helping them achieve this
 - Do they have opportunities to attend education events
 - Do they need a mentor
- Meetings with your team
 - Team building to create cohesiveness & trust
 - Recognition
 - Growth
 - Communicating strategy
 - Tracking progress
- One on One Meetings
 - Two-way communication
 - Focus on tasks/projects to complete goals
 - Problem solving –What do you need from me



Culture of Recognition

Creating a culture of appreciation/gratitude is key to a successful teams

- What are ways your organizations are recognizing employees?
- Understand what motivates employees
- Celebrate small & BIG wins
- Recognition should be part of culture
 - Peer-to-peer
 - Manager/employee
- Recognition doesn't have to be monetary
 - Thank you notes
 - Birthdays/anniversaries
 - Traveling trophies
- Create an opportunity for employees to celebrate success
 - Toot your own horn



Think Again!

What works today might now work tomorrow!

Learn to recognize when it is time to PIVOT

- Are you evaluating what is and isn't working
- Solicit feedback
- Change course when needed
- Take responsibility and be authentic





Importance of Collaboration

- Silos don't facilitate success
 - Build teams that thrive together
- Poor culture
- Education and cross-training
 - Staff development and satisfaction
 - Succession planning
 - Process improvement
- Vision and direction



Role of a Collaborative Leader

- Facilitator, Not Director
- Motivator and Coach
- Conflict Resolver



Challenges in Collaboration

- Personalities and personal situations
 - Stress/Burnout
- Environment
 - Lack of Accountability
- Priorities
- Communication
- Complexity of the problem



Difficult People

- The Dominator
- The Complainer
- The Unreliable
- The Resistant to Change
- The Know-it All



Managing Conflict

- Stay calm and objective
- Active listening
- Clarify and ask questions
- Focus on solutions, not problems
- Compromise and prioritize



Emotional Intelligence

- Self-awareness
- Empathy
- Self-regulation
- Social skills



Conflict Resolution

Address issues early

- Fear of conflict
 - Negative consequences
 - Emotional discomfort
 - Fear of rejection or criticism
- Lack of confidence
 - Self-doubt
 - Imposter syndrome
- Fear of repercussions
 - Power dynamics
 - Retaliation
- Mediation/Coaching
- Problem-solving
 - Don't down play the problem
- Negotiate?



Internal/External Leader Collaboration

- Clinical Leaders
- Physicians
- Accounting/Finance
- Revenue Cycle
- Supply Chain
- Human Resources
- IT
- Vendors
- Other Organizational Leaders



Collaboration Leadership

- Collaboration thrives on communication, trust accountability and common goal
- Difficult people are often a reflection of underlying challenges
- Fostering an inclusive and respectful environment, even difficult team dynamics can be managed



Coaching



Mentor/Mentee Benefits

- Guidance and knowledge
- Skill development
- Career advancement
- Perspective and advice
- Personal fulfillment
- Fresh perspectives
- Improved listening and communication skills
- Legacy and influence



HFMA



HFMA

Your Future is Here

- The diverse HFMA community has more than 122,000 members, including healthcare finance leaders and professionals from hospitals and health systems, provider organizations, physician practices, business partners and payer markets.
- The Healthcare Financial Management Association (HFMA) helps its members—both individuals and organizations—achieve optimal performance by providing the practical tools and solutions, education, industry analyses, and strategic guidance needed to address the many challenges that exist within the US healthcare system.



HFMA Statements

Vision

HFMA will bring value to the industry as the leading organization for healthcare finance.

Mission

Leading the financial management of health care.

Diversity

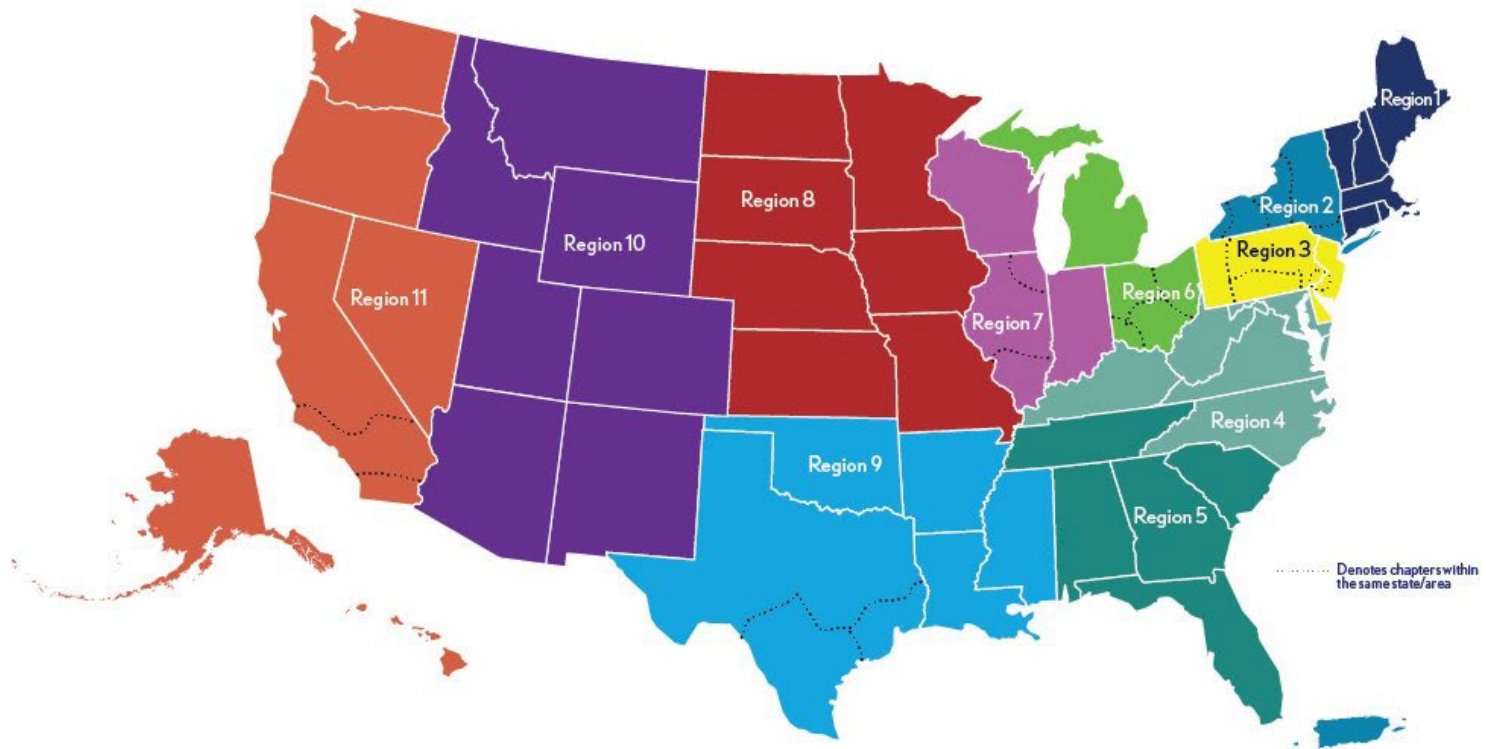
HFMA values and respects diversity. Individual differences are viewed as assets that promote the growth and success of HFMA and its members.

In principle and in practice, HFMA encourages and supports diverse individual viewpoints and contributions. HFMA believes that a diverse membership is a quality membership.

Region 8

Comprised of 7 chapters

Hosts an annual conference called Mid-America Summer Institute (MASI)



Greater Heartland Chapter



One of the largest chapters in the nation with over 5,400 members (approx. 5,000 enterprise members)

Our membership:

- Healthcare Executives
- Finance
- Revenue Cycle
- Payors
- Physicians
- Business Partners
- Students

Enterprise Members:

- Ascension
- BJC
- BKD
- Cerner
- Commerce
- Cox Health
- Mercy
- SSM

Why HFMA

Take advantage of the
benefits of membership



CERTIFICATIONS



LEADERSHIP
OPPORTUNITIES



CONTINUING
EDUCATION



NETWORKING
OPPORTUNITIES



GUIDANCE/MENT
ORING/SUPPORT



EARLY CAREERISTS



PHILANTHROPY

Certifications

- Certified Healthcare Finance Professional (CHFP)
- Certified Revenue Cycle Representative (CRCR)
- Certified Specialist Accounting & Finance (CSAF)
- Certified Specialist Business Intelligence (CSBI)
- Certified Specialist Payment & Reimbursement (CSPR)
- Certified Specialist Physician Practice Management (CSPPM)
- Fellow of the Healthcare Financial Management Association (FHFMA)
- Career Self-Assessment Tool





Mentor/Mentee Benefits

- Guidance and knowledge
- Skill development
- Career advancement
- Perspective and advice
- Personal fulfillment
- Fresh perspectives
- Improved listening and communication skills
- Legacy and influence



Questions?

Thank you!