

CORE COMPETENCIES

- ❖ Revenue Cycle Management
- ❖ Coding Services
- ❖ Consulting – RHC, CAH
- ❖ Contract Negotiations
- ❖ Credentialing
- ❖ EHR & Practice Management Systems
- ❖ RHC Certification and Recertification
- ❖ RHC Program Evaluation
- ❖ Rural Health Cost Reporting
- ❖ Practice Management Support
- ❖ Billing Support
- ❖ Cash Management Support
- ❖ Coding Audits



Providing your practice with a comprehensive experience,
unmatched detail, and precision.



CLIENT AND CERTIFICATIONS



Cage Codes: 67RA5, 897G0
NAICS Codes: 621999, 541219,
541611, 561110, 622110

REVENUE INTEGRITY

- | | |
|---------------------------------|--|
| ❖ Interim RCM Leadership | ❖ Chargemaster Reviews |
| ❖ Remote Billing Staff Services | ❖ Clinic Fee Schedule and Pricing Analysis |
| ❖ Coding Analysis | ❖ Compliance Audits |
| ❖ Leadership Mentoring | |

OPERATIONAL EXCELLENCE

- | | |
|---|--|
| ❖ Operational Assessment | ❖ Productivity Assessment and Benchmarking |
| ❖ Leadership Mentoring | ❖ Strategic Plan Implementation |
| ❖ RHC Policy and Procedure Assessment and Development | ❖ Quality/Performance Improvement |
| ❖ Referral Analysis | |

PROFESSIONAL DEVELOPMENT IN HEALTHCARE LEADERSHIP

HFMA GREATER HEARTLAND FALL CONFERENCE 2025



Michael Burcham, MBA, RRT, FACHE

Chief Strategy Officer

Learning Objectives

1. Learn the necessary communication skills for effective collaboration in healthcare
2. Describe how mentoring, formal training, and practical experience play a role in career and leadership development
3. Describe areas that can assist in enhancing your business acumen and financial understanding in healthcare
4. Develop a comprehensive career ladder/pathway for future growth and success



Which stage of your career are you currently in?



What comes to mind when you hear 'healthcare leadership'?



What is your biggest challenge in your leadership journey?



WHY IS PROFESSIONAL DEVELOPMENT CRITICAL IN HEALTHCARE TODAY?

Professional development in healthcare leadership has never been more critical as the industry faces unprecedented challenges and opportunities. As we move through 2025, healthcare leaders must navigate complex environments that require a sophisticated blend of traditional leadership skills and emerging competencies to drive organizational success and improve patient outcomes.



CURRENT HEALTHCARE LEADERSHIP LANDSCAPE

The healthcare leadership environment has evolved dramatically, requiring leaders to adapt to new paradigms. According to the latest research, **technological proficiency, data-driven decision-making, adaptive leadership, emotional intelligence, interdisciplinary collaboration, and a commitment to continuous learning** are all essential for healthcare leaders aiming to navigate the complexities of 2025 and beyond.



- [American College of Healthcare Executives \(ACHE\)](#)
- [Bureau of Labor Statistics - Medical and Health Services Managers](#)
- [Healthcare Financial Management Association \(HFMA\)](#)
- [American Hospital Association \(AHA\)](#)
- [Research.com Healthcare Management Salary Guide](#)

Top 5 Healthcare Leadership Trends Shaping 2025

1. Digital Transformation & AI in Healthcare

- AI and digital tools are reshaping healthcare by reducing administrative tasks and improving workflows
- Leaders must integrate AI across departments to enhance physician productivity and operational efficiency

2. Value-Based Care Models

- Shift from fee-for-service to outcome-based care
- Requires strong data systems and coordinated, physician-led care delivery

3. Workforce Well-being and Optimization

- Addressing physician, nurse, and staff shortages and burnout
- Creating positive work environments with mental health support and flexible work models

4. Affordable Care and Consumer Demand

- Balancing cost reduction with high-quality care delivery
- Emphasizing transparent pricing and user-friendly platforms

5. Health Equity and Expanded Access

- Reducing health disparities through community partnerships
- Leveraging telehealth to improve access for underserved populations

Essential Skills for 2025 Healthcare Leaders

Emotional Intelligence: The Foundation

Research consistently shows that **emotional intelligence (EI) is becoming increasingly recognized as a critical component of effective leadership in healthcare**. EI encompasses five key components:

- 1. Self-awareness** - Recognizing and understanding your own emotions
- 2. Self-regulation** - Managing emotions and impulses effectively
- 3. Internal motivation** - Interest in learning and self-improvement
- 4. Empathy** - Understanding others' emotional reactions
- 5. Social skills** - Managing relationships and building networks

Studies indicate that **when technical skills, IQ, and emotional intelligence were compared as ingredients of excellent performance, emotional intelligence proved to be twice as important as the others for jobs at all levels** [PMC Research](#).

Essential Skills for 2025 Healthcare Leaders

Adaptive Leadership

Adaptive leadership involves the ability to respond swiftly to new challenges, whether from regulatory changes, public health crises, or shifts in patient expectations. Key characteristics include:

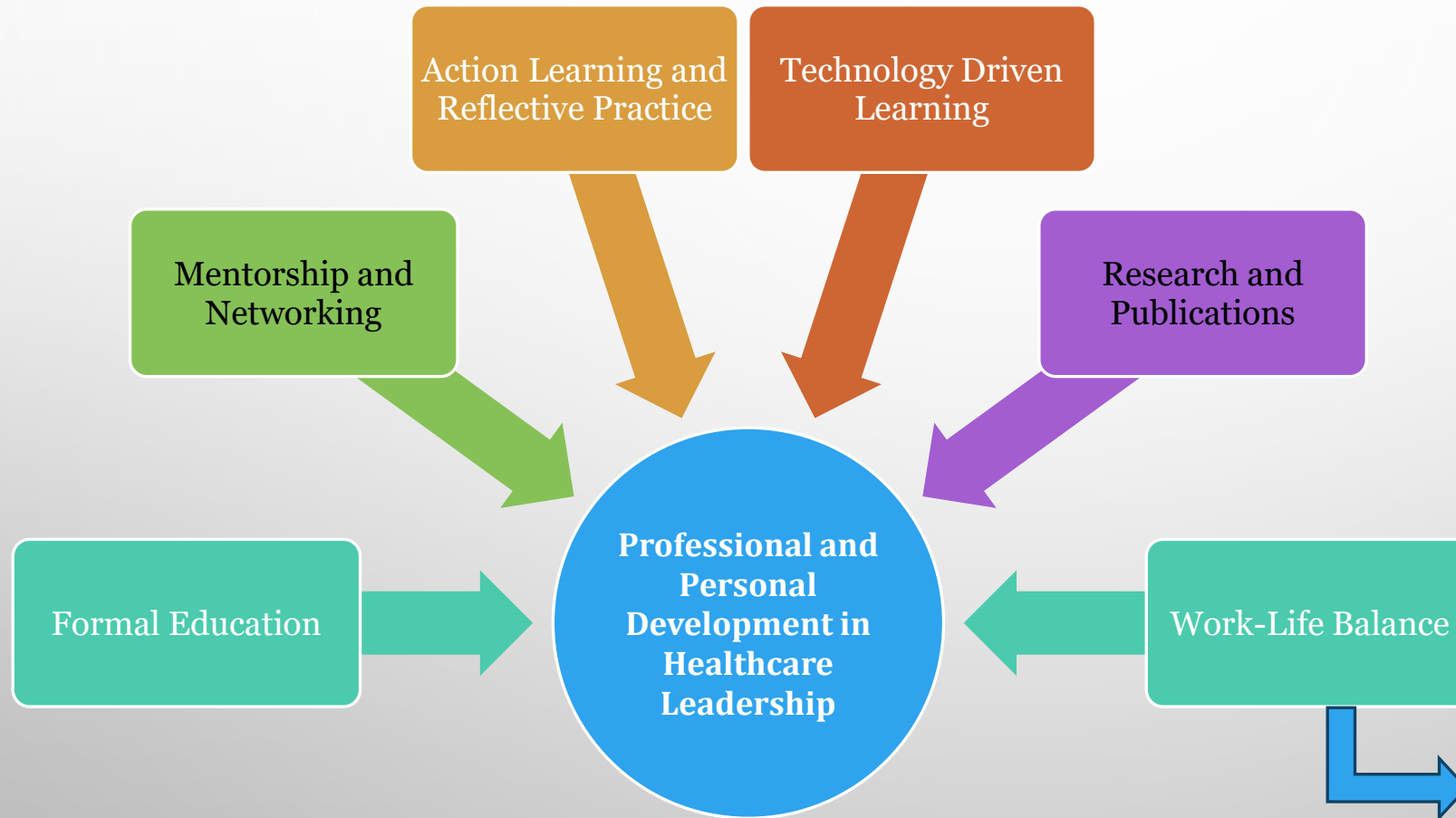
- **Flexibility and creativity** in problem-solving
- **Willingness to embrace change** and uncertainty
- **Encouraging innovation** and learning from failure
- **Guiding teams through transitions** effectively

Data-Driven Decision Making

Healthcare leaders must possess strong data literacy skills to:

- Analyze vast amounts of healthcare data
- Identify trends and measure performance
- Make evidence-based choices that enhance clinical outcomes
- Optimize resource allocation and strategic initiatives

TRANSFORM YOUR LEADERSHIP WITH PROVEN DEVELOPMENT STRATEGIES



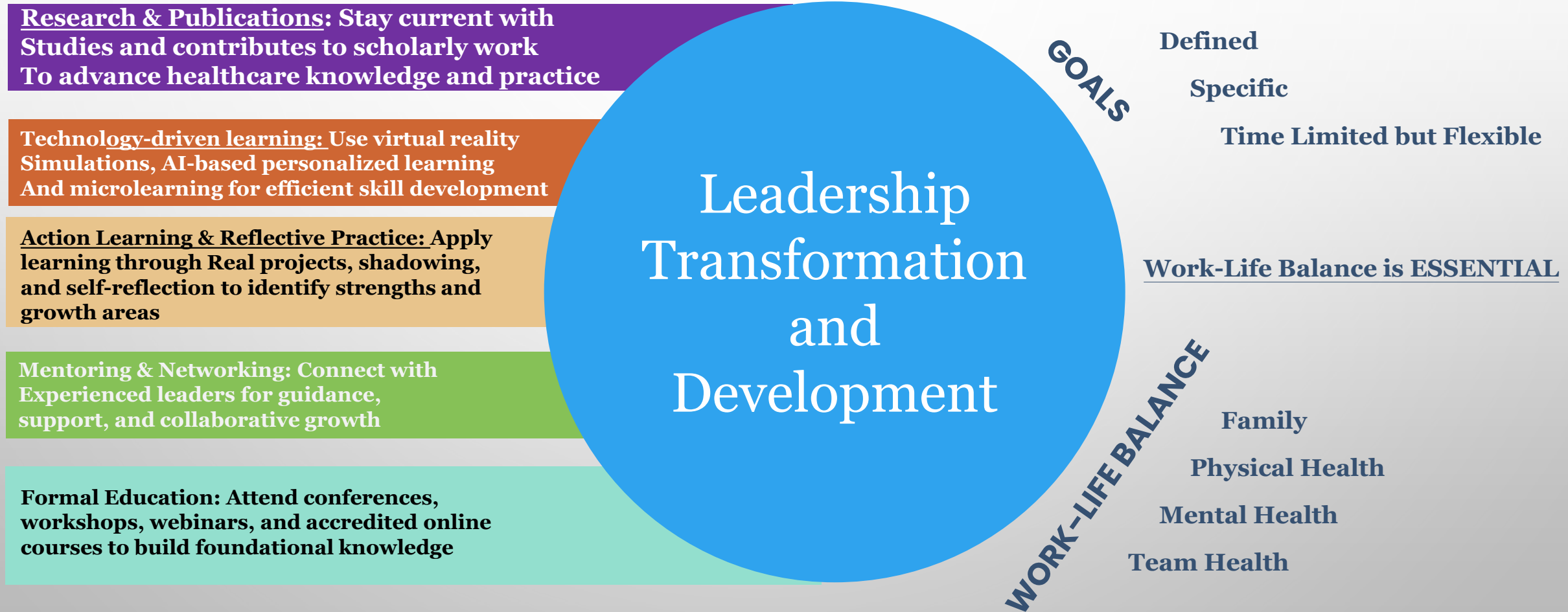
Research shows that **coaching is commonly used to facilitate leadership development among healthcare managers**, focusing on:

1. Self-awareness development
 2. Sustained behavior modification
 3. Broadening of interpersonal skills
 4. Conflict management and consensus-building
-

Important to Remember:

1. Establish habits supporting personal well-being
2. Create work climates supportive of team health
3. Model healthy practices and monitor environmental factors

TRANSFORM YOUR LEADERSHIP WITH PROVEN DEVELOPMENT STRATEGIES

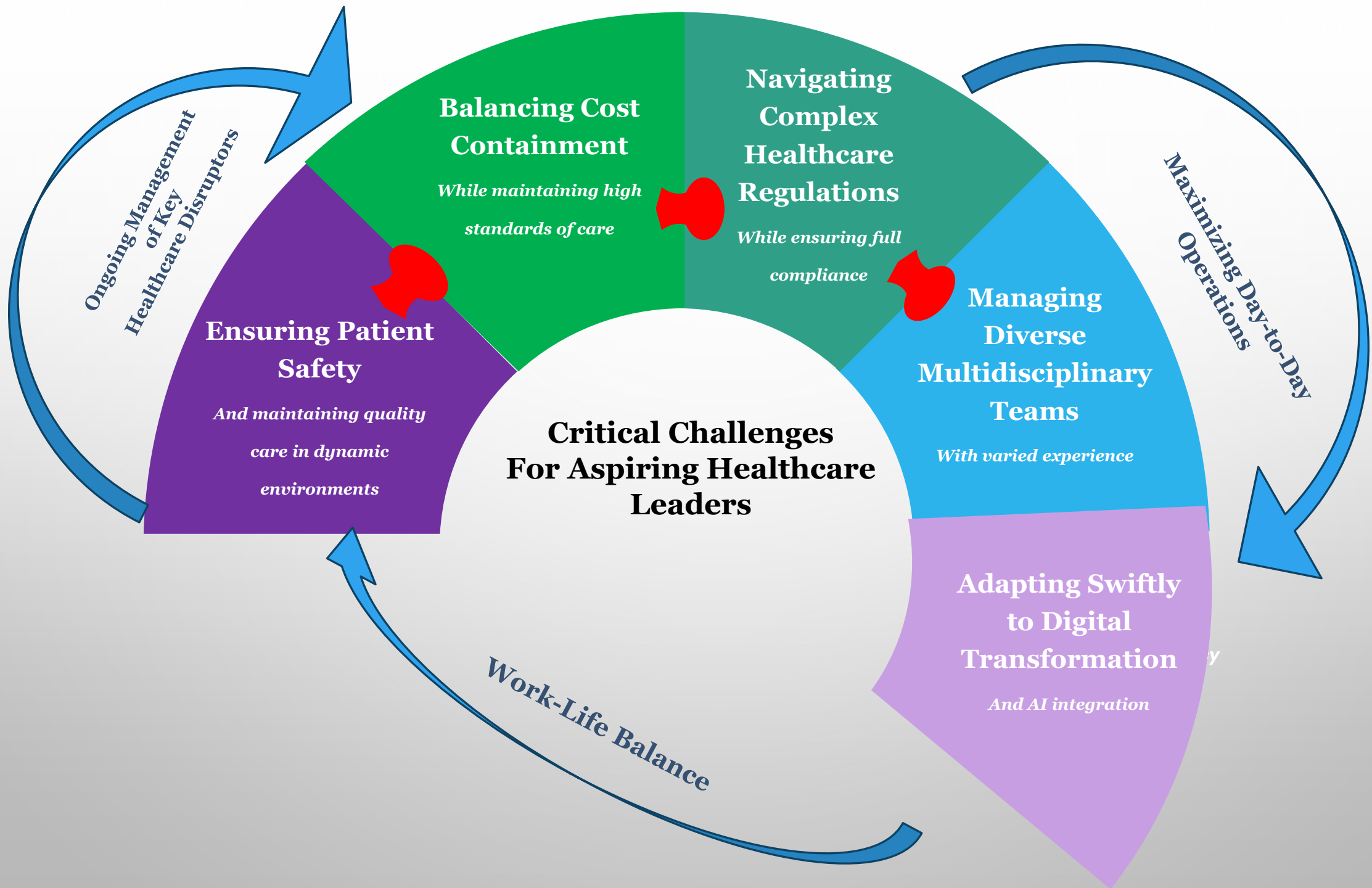


Future Outlook – Evolving A Successful Leader Must:

- **Embrace technological innovation** while maintaining human-centered care
- **Develop resilient organizations** that can adapt to changing healthcare landscapes
- **Foster inclusive cultures** that support diverse healthcare teams
- **Balance operational efficiency** with quality patient outcomes
- **Lead sustainable change** that improves population health

The investment in healthcare leadership development is not just about individual career advancement—it's about building the capacity to transform healthcare systems, improve patient care, and create healthier communities for the future.

Whether you're an emerging leader or an experienced healthcare executive, focusing on these competencies and pursuing structured professional development will position you to meet the challenges and opportunities that lie ahead in healthcare leadership.



CareerEDGE Framework



Step 1:
Career Goal



Step 2:
Assessment



Step 3:
Career Plan



OVERVIEW

ACHE's CareerEDGE Framework is a dynamic tool designed to help you develop a reality-based career plan and achieve your career goals. It's an easy-to-navigate, one-stop source providing a wide variety of resources focused on your success.

The CareerEDGE framework takes you through three steps:

Step 1: Career Goal – First, establish your career goal.

Step 2: Assessment– Complete insightful exercises and assessments that will help you better understand yourself and what is expected of you in the job market.

Step 3: Career Plan – Finally, create a strategic career plan based on what you discovered in Steps 1 and 2. You can view sample career plans under the Career Development Resources tab in the menu bar.

You will have the most meaningful experience by going through the process step by step at your own pace. We encourage you take time between exercises to reflect on your responses.

Creating Personalized Development Roadmaps: Your Path from Aspiration to Leadership Action

A structured approach to advancing healthcare leadership through targeted growth

Self-Assessment & Goal Setting

Reflect on your strengths and establish clear, focused leadership objectives.

1

Targeted Skill Development

Engage in training and projects designed to address your identified gaps.

2

3

Progress Monitoring

Regularly evaluate milestones and adjust your development plan to ensure continuous progress.

4

5

Gap Analysis

Identify specific skill and experience gaps relative to your leadership goals.

Mentorship Engagement

Partner with experienced leaders to receive guidance and constructive feedback.



Bridging Critical Skill Gaps in Healthcare Leadership

Targeted Actions to Strengthen Key Competencies and Drive Impact

Skill Area	Common Gap	Recommended Action
Data Analytics	Limited ability to interpret data	Attend targeted workshops; practice with real datasets
Change Management	Resistance to leading change	Engage in change leadership courses; lead change projects
Team Leadership	Difficulty managing diverse teams	Develop emotional intelligence; join team-building exercises
Financial Planning	Lack of budgeting experience	Learn healthcare finance basics; shadow finance leaders

■ **Data Analytics:** Technical complexity limits confidence and skill.

■ Regular practice and specialized courses build interpretation confidence.

■ **Change Management:** Often overlooked skill critical for leadership success.

■ Proactive involvement in change initiatives enhances leadership capability.

■ **Team Leadership:** Managing diversity demands cultural sensitivity and communication.

■ Training in emotional intelligence and communication improves team cohesion.

■ **Financial Planning:** Complex healthcare budgets require foundational knowledge.

■ Foundation training and finance leader shadowing clarify budgeting decisions.

YOUR Leadership Career Ladder

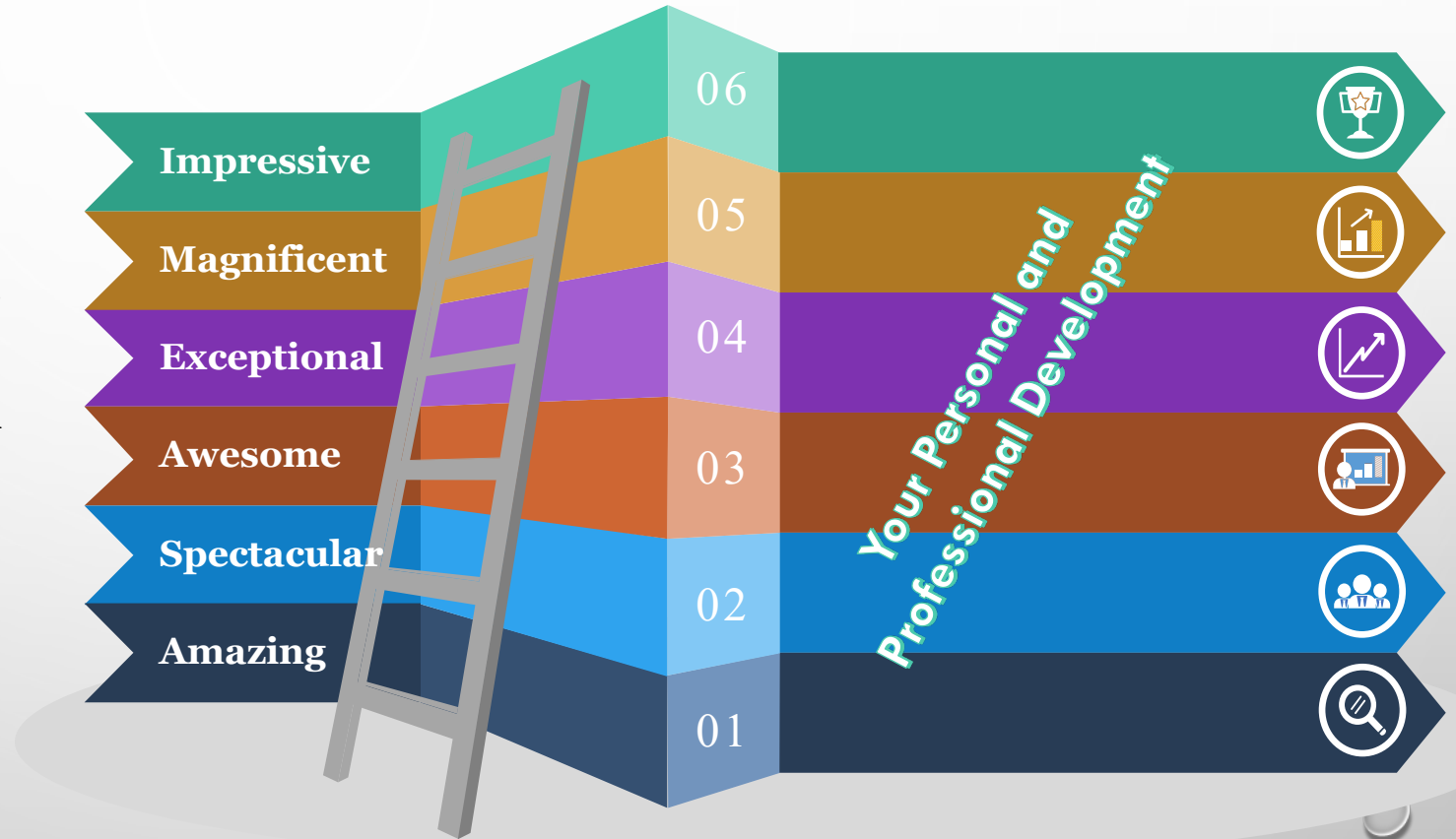
Evolving Healthcare Leadership: From Ladder to Pathways

Traditional Career Ladder

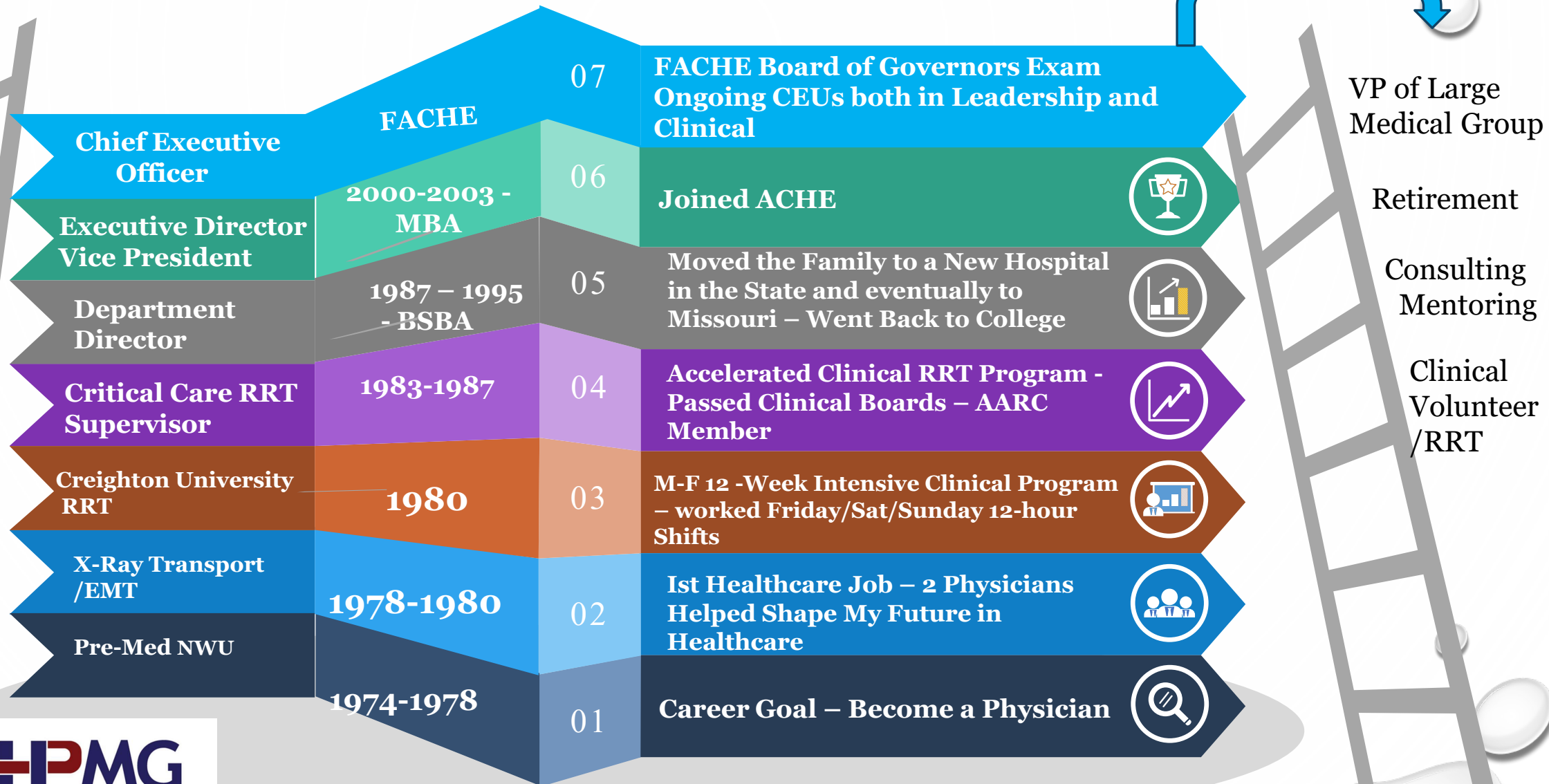
1. Linear advancement from entry-level to senior executive roles
2. Example: Nurse progression from Registered Nurse – Charge Nurse – Unit Manager – Chief Nursing Officer
3. Focus on upward promotion within the clinical or administrative hierarchy

Modern Career Pathways

1. Flexible growth through lateral moves and specialization
2. Tracks include clinical practice, health informatics, professional development, and project management
3. Recognizes diverse skills and interests, enabling broader leadership opportunities beyond traditional roles



Michael Burcham Leadership Career Ladder



Career Timeline To Date 2024

Kelly Wooldridge, MPT, BSES

1994-1997

Staff PTA
Staff Physical Therapist

SSM Rehabilitation
Institute

1999-2001

Staff Physical Therapist

Make a big impact
with professional
slides.

2003-2010

Staff Physical Therapist

Good Shepherd
School for Children
and Pediatric
Therapy Services

2012-2024

Supervisor
Manager
Director

Mercy Child Therapy
Services

Future Career
Growth

1994-1997

Student Athletic Trainer
Saint Louis
University
Part-time

1998-1999

Staff Physical Therapist

Scripps Memorial
Hospital – Encinitas
California

2001-2003

Physical Therapist
Family Services Coordinator

ECI of Special Care
and Career Services

2010-2012

Owner/Physical Therapist

P.A.C.E Pediatric
Therapy, LLC

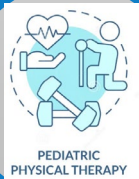
Leadership Advancement Goals

Kelly Wooldridge, MPT

I Really
Feel You
Are Here

Executive Director

- Clinical Practices in Rehab Areas of Hospital Outpatient Service Lines

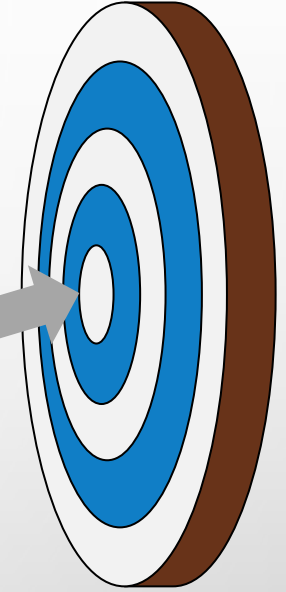


Vice President

- Ancillary Services
- Hospital Outpatient Service Lines.

Executive Vice President /Chief Operating Officer

- Hospital/Health System
- Rehabilitation Hospital (LTAC)



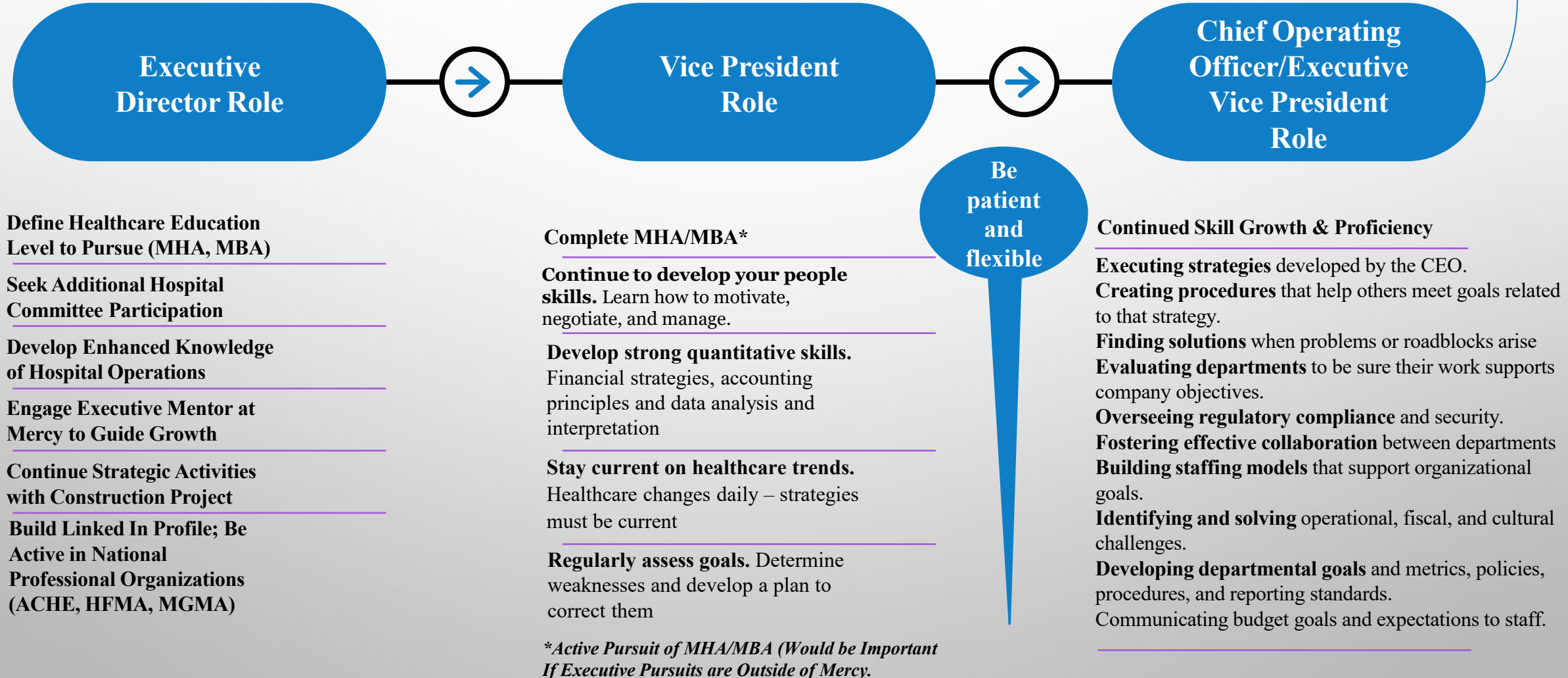
Chief Executive Officer

- Hospital/Health System
- Rehabilitation Hospital (LTAC)

Educational Growth and Strategic Growth

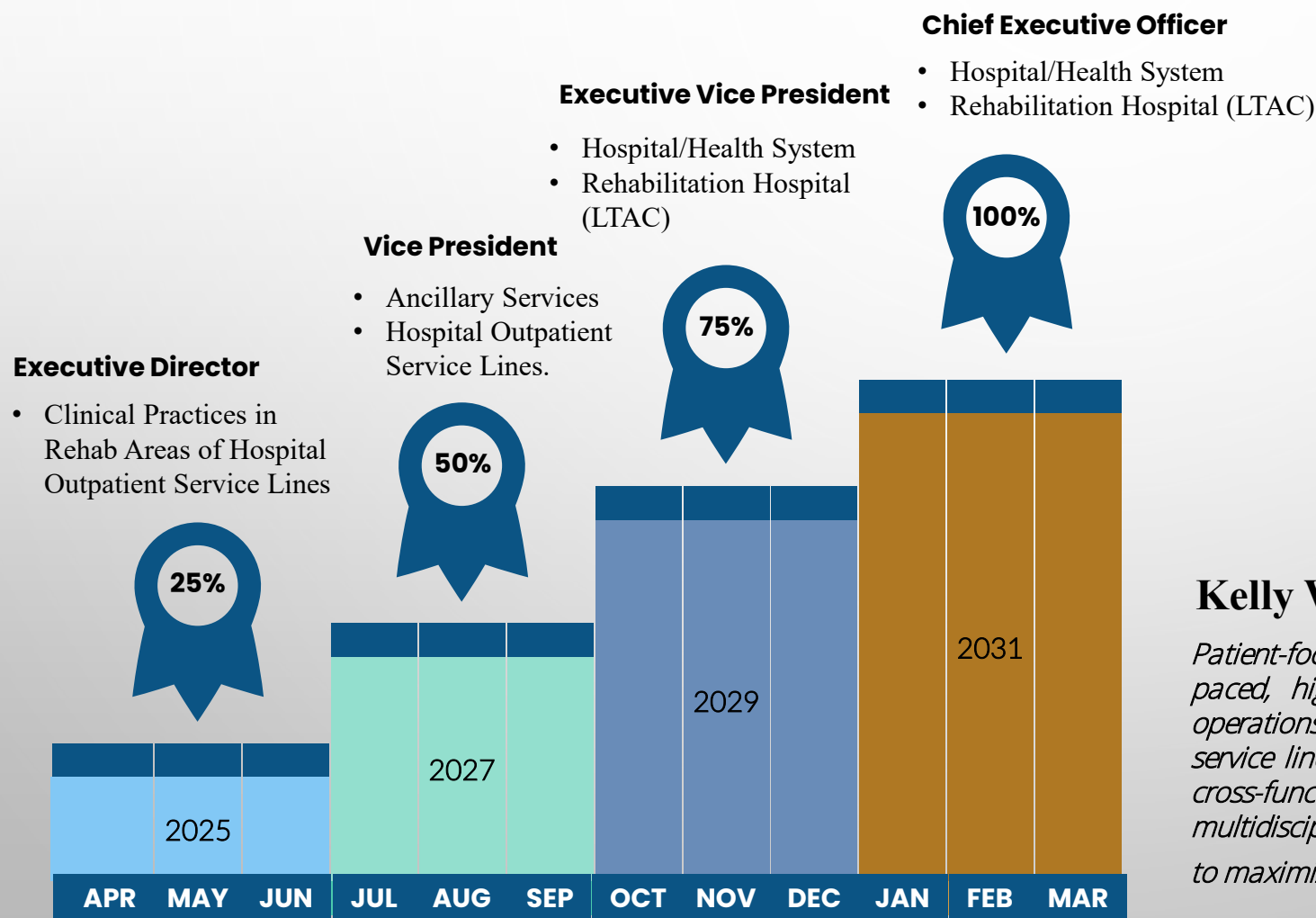
Areas of Education and Growth Necessary for Career Goal Achievement

All Areas Promote Growth to All Levels of Advancement



TIMELINE FOR CAREER GOALS

Kelly Wooldridge, MPT



Kelly Wooldridge, MPT

Patient-focused healthcare pioneer, leveraging 20+ years' experience in fast-paced, high-growth ambulatory and hospital outpatient arenas. Strategic operations subject matter expert (SME), overseeing and optimizing multiple service lines, managing cost centers, controlling P&L, and driving savings via cross-functional efficiencies. Impact-driven servant leader, cultivating top-caliber multidisciplinary clinical teams, innovating systems, processes, and patient care to maximize patient and community outcomes.

Key Performance Indicators – Tracking Your Career Progress Through KPI's

In the workplace, performance is often measured using Key Performance Indicators (KPIs). But what about our careers? How do we track progress, ensure growth, and make strategic adjustments? A great way to measure career success is by adopting a **Balanced Scorecard** approach. Originally designed for business performance management, the Balanced Scorecard looks at four key areas: **Financial, Learning & Growth, Internal Processes, and Stakeholder Engagement**. By applying this framework to career development, we can create a **structured yet flexible system** for measuring professional growth.

Here are **12 Career KPIs**, grouped into these four areas, to help you assess and accelerate your career trajectory.

1. Financial KPIs (Compensation & Financial Growth)

Your financial progress is a key indicator of career success, but it's not just about salary - it's about total value.

- **Salary Growth Rate:** The percentage increase in your salary over time (year-over-year growth).
- **Total Compensation Value:** The sum of salary, bonuses, equity, benefits, and other financial perks.
- **Return on Learning Investment (ROLI):** The financial return gained from upskilling (e.g., promotions or raises following a course or certification).

Key Performance Indicators – Tracking Your Career Progress Through KPI's

2. Learning & Growth KPIs (Skills & Development)

Your career is a long-term investment, and continuous learning ensures long-term employability.

- **New Skills Acquired per Year:** The number of new technical, leadership, or industry-specific skills gained annually.
- **Certifications & Qualifications Earned:** Tracking formal credentials that enhance credibility and expertise.
- **Mentorship & Coaching Engagements:** The number of professional mentoring/coaching sessions (as a mentor or mentee) to facilitate growth.

3. Internal Processes KPIs (Performance & Productivity)

Your ability to execute and deliver results is crucial to career advancement.

- **Project Success Rate:** The percentage of projects successfully completed on time and within scope.
- **Efficiency Ratio:** Time spent on value-adding work vs. non-essential tasks (ensuring productivity, not just busyness).
- **Innovation & Problem-Solving Contributions:** The number of new ideas, process improvements, or innovations you introduce within your role.

Key Performance Indicators – Tracking Your Career Progress Through KPI's

4. Stakeholder Engagement KPIs (Impact & Influence)

Your ability to engage with others and create value beyond your direct contributions is key to long-term success.

- Network Expansion Rate:** The number of meaningful professional connections made over a period.
- Visibility & Thought Leadership:** Metrics such as public speaking engagements, articles published, or LinkedIn content performance.
- Stakeholder Satisfaction Score:** Feedback from managers, peers, and clients on collaboration, leadership, and contribution.

Putting It All Together: Tracking & Adjusting

To use these KPIs effectively:

- 1.**Set Baselines** – Identify where you currently stand for each KPI.
- 2.**Define Targets** – Establish goals for improvement over 6-12 months.
- 3.**Measure & Adjust** – Regularly review progress and adjust strategies accordingly.

By implementing a **Balanced Scorecard for your career**, you ensure a **well-rounded approach to success** - not just financial gains, but also learning, efficiency, and influence.



Questions

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