



COLLEGE of AMERICAN  
PATHOLOGISTS

# Practice Management Networking Community

---

Characteristics of Successful Leaders  
Managing Up and Down

Karim Sirgi, MD, MBA, FCAP  
Michael B. Cohen, MD, FCAP  
Stanette Kennebrew, MBA, JD, COO  
Yasmeen Mahmood Butt MD, FCAP

June 14, 2022

## **Karim E. Sirgi, MD, MBA, FCAP**

- **Chair – Practice Management Committee**
- **Member – House of Delegates**
- **Member – CAP Foundation, Governance Committee**
- **Board certified AP/CP and Cytopathology**
- **Fellowships in Cytopathology and Surgical Pathology**
- **Owner - CEO Sirgi Consulting LLC Denver, CO**



# Practice Management Networking Community

## *Basic “Ground Rules”*

- **Respect for diversity of participants**
- **Respect for privacy of confidential/privileged information**
  - **Do not share sensitive information deemed confidential or that reflect specific competitive strategies, trade secrets, market positions, etc.**

# Practice Management Networking Community

## *Disclaimer*

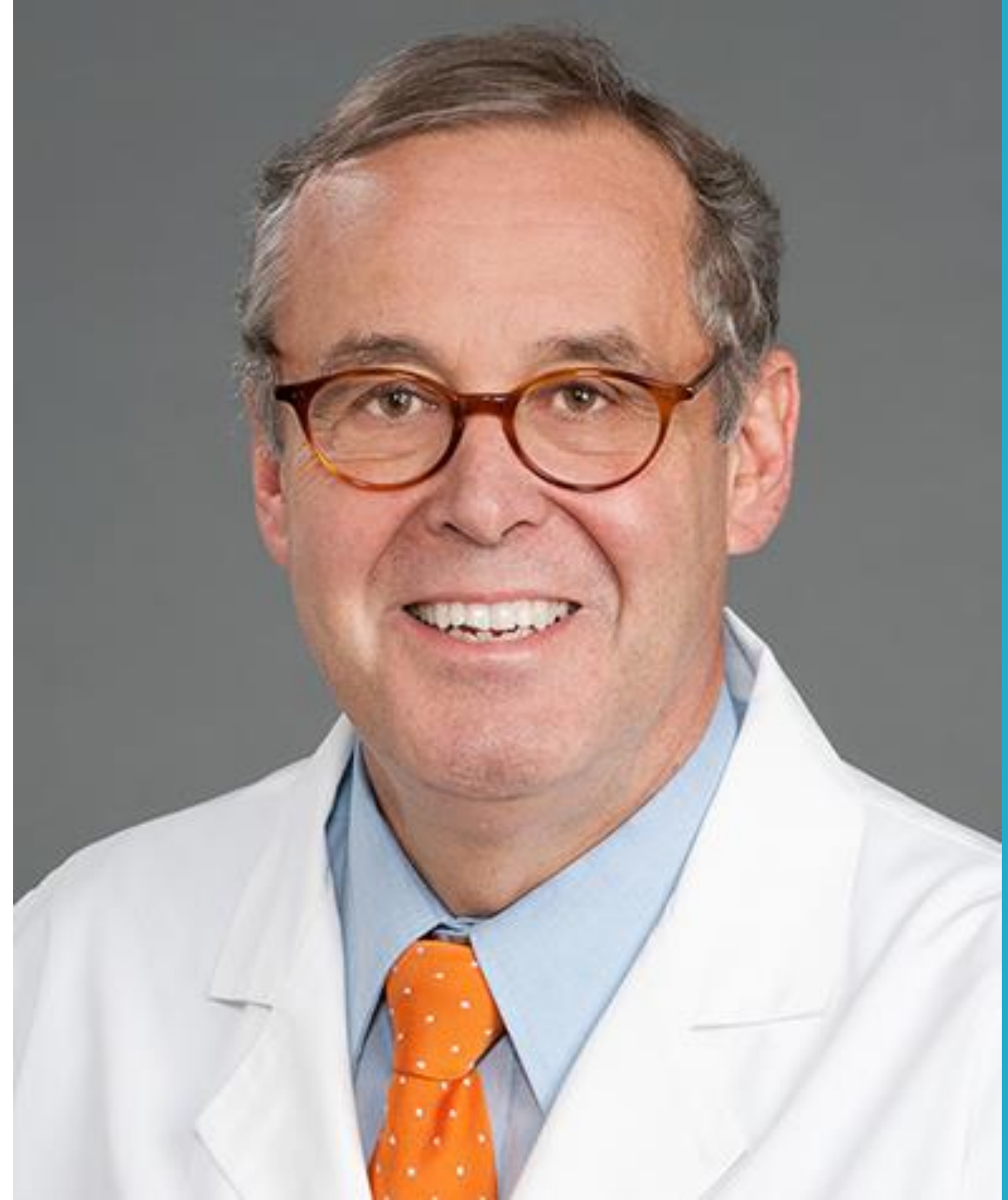
The contents discussed are not intended to provide, and do not constitute professional, financial, billing, marketing, management, or legal advice. They do not represent the perspectives of the CAP, and do not reflect binding positions of participants.

# Today's Open Discussion

- Comments about leadership
- Attributes of a leader
- Leadership skills needed in practice management
- Challenges to being a leader as a new in practice pathologist

## **Michael B. Cohen MD, FCAP**

- **Professor, Department of Pathology Wake Forest University**
- **Former Pathology Chair University of Iowa; former Interim Pathology Chair WFU**
- **Board certified in AP and Cytopathology**
- **Current: Member of CMPD; Guest of Practice Management; ad hoc Member Policy Round Table**



## **Stanette Kennebrew MBA, JD**

- **COO – Affiliated Pathologists Medical Group, Inc.**
- **Member – CAP Practice Management Community**
- **25 years Academic Medical Centers – Most recently Sr Associate Dean Finance & Administration**
- **Focus – Strategic Planning, Financial Planning & Management, Operations, Results Oriented**



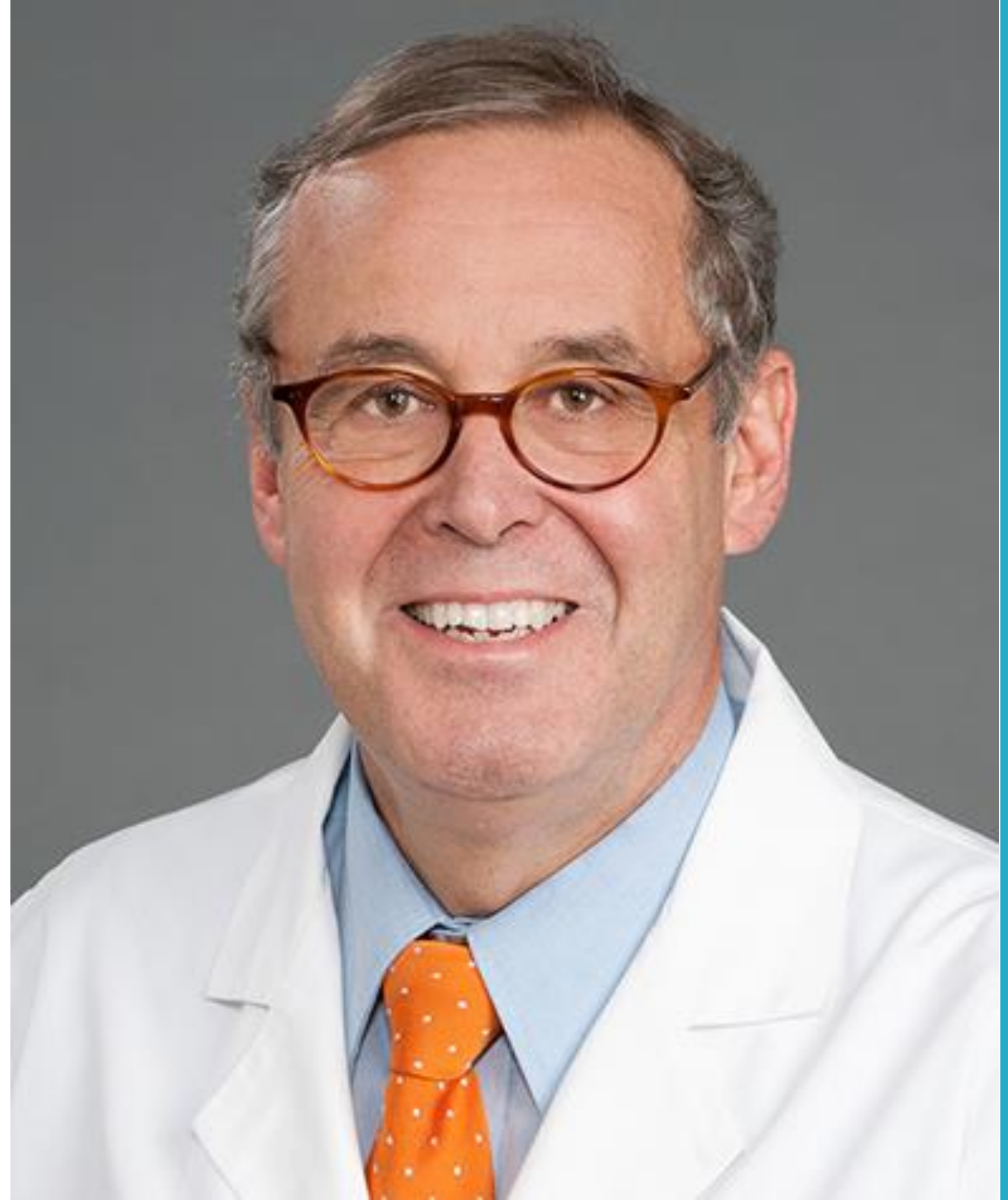
# Yasmeen M. Butt MD, FCAP

- Assistant Professor (Mayo Clinic Arizona, Department of Laboratory Medicine and Pathology)
- Board certified AP
- Thoracic Pathologist
- Vice-Chair, CAP New In Practice Committee
- Member, CAP Digital Content Committee
- Member, House of Delegates





# Michael B. Cohen MD, FCAP



# LEADERSHIP v. MANAGEMENT

LEADERSHP	MANAGEMENT
Establishing direction (Vision)	Planning & Budgeting
Aligning people	Organizing & Staffing
Motivating & Inspiring	Controlling & Problem Solving
Produces Change	Produces Predictability
Transformation is >70% Leadership	Transformation <30% Management

Adapted from Leading Change (JP Kotter; 1996, Harvard Business School Press)

# 8 STEP PROCESS FOR LEADING CHANGE

- 1. Establish a sense of urgency**
- 2. Create a guiding coalition**
- 3. Develop a vision and strategy**
- 4. Communicate the change vision**
- 5. Empower employees for broad-based action**
- 6. Generate short-term wins**
- 7. Consolidate gains and produce more change**
- 8. Anchor new approaches in the culture**

Adapted from *Leading Change* (JP Kotter; 1996, Harvard Business School Press)

# HIRING

**First Who: Get the right people on the bus**

- **E: ENERGY**
- **I: INTEGRITY**
- **E: EMOTIONAL INTELLIGENCE**
- **I: INTELLIGENCE**
- **O: OTHER**

**Then What...**

**c.f.: Warren Buffet, Jim Collins (*Good to Great*)**

# Managing Up & Down

- **Managing Down**

communicate clearly, be fair, be straightforward, don't micromanage, give credit, ask for input, listen, be available, delegate, listen, provide feedback, lead, mentor, accept that mistakes happen, manage emotions

- **Managing Up**

know your boss, see the big picture, offer to help, keep your boss informed, be succinct in your communications, be a team player, offer a solution to the problem, manage emotions

# TIME MANAGEMENT MATRIX

	URGENT	NOT URGENT
IMPORTANT	<p> <b>CRISES</b>  <b>PRESSING PROBLEMS</b>  <b>DEADLINE-DRIVEN</b>  <b>PROJECTS</b> </p>	<p> <b>PREVENTION</b>  <b>RELATIONSHIP BUILDING</b>  <b>PLANNING</b> </p>
NOT IMPORTANT	<p> <b>INTERRUPTIONS: SOME</b>  <b>CALLS, SOME EMAILS,</b>  <b>SOME MEETINGS, SOME</b>  <b>REPORTS</b>  <b>PROXIMATE MATTERS</b> </p>	<p> <b>BUSY WORK</b>  <b>SOME CALLS, SOME</b>  <b>EMAILS, SOME MEETINGS</b>  <b>TIME WASTERS</b> </p>

Adapted from *The 7 Habits of Highly Effective People*, SR Covey; 1989, Simon & Schuster

# A Favorite Quote

"Academic politics is the most vicious and bitter form of politics, because the stakes are so low."

Wallace Sayre, Columbia University Political Scientist

# Stanette Kennebrew MBA, JD







# Leadership / Practice Management

**What Skills are needed?**

# Leadership

- **Physician leaders, moving from employee to owner mindset.**
- **Exhibiting leadership expectations that are clear.**
- **Someone who listens**
- **Someone who is decisive**
- **Able to show empathy**
- **Quick and smart decision-making**

# Leadership (cont.)

- **Excellent communicator**
- **Strategic Thinking**
- **Able to delegate**
- **Thoughtful and responsive**
- **Mentor others**
- **Motivate others**

# Leadership (cont.)

- **Challenge the status quo**
- **Able to multitask**
- **Find ways to fix flawed leaders**

# Practice Management

- **Company structure**
- **Articles & Bylaws**
- **Contract negotiations and fee schedules with 3<sup>rd</sup> Party payors**
- **Contracting and fee schedules with hospitals, outreach clients**
- **Licensing and credentialing**
- **Business performance objectives**

# Practice Management (cont.)

- **Managing the revenue and expense.**
- **Understanding and keeping track of cash flow.**
- **Budgeting**
- **Strategy and planning**
- **Billing – Revenue Cycle Management**
- **IT, Lis Systems and Interfaces**

# Practice Management (cont.)

- **HR & Payroll**
- **Revenue growth initiatives**
- **Marketing**
- **Managing audits**
- **Knowing the ROI for tests, clients and hospitals**
- **Inspections**

# Yasmeen M. Butt MD, FCAP





# Leadership from a New In Practice Perspective

- **Multiple conflicting issues**
  - Imposter syndrome
  - Balance between seeking help and appearing competent
  - Often minimal training
- **Leadership roles immediately out of training**
  - Concern of perceived 'failure'

# Leadership from a New In Practice Perspective, Cont.

- **Seek help when needed**
  - Find a trustworthy mentor (can be value in going outside your institution at times)
- **Have confidence to showcase your value**
- **Recognize your style may be different than those around you**
- **Remember, the ‘weakness’ of being NIP is also a strength!**

# Expectations from Leaders for NIP

- **Recognize the input from NIP as valuable**
  - Easy to forget how far you've come
  - New/innovative perspectives
- **Each person leads differently, some may need more guidance than others**
- **Dynamic process, but worth the effort**

# Practice Management Networking Community

## *Next steps*

- **Next Roundtable Discussion**
  - July 12, 2022 – 2<sup>nd</sup> Tuesday of the month
  - Topic: Challenges of the Laboratory Industry Workforce
  - Registration Link: [https://cap-org.zoom.us/webinar/register/WN\\_9evKVEP1QeqnF3fvhkbBHg](https://cap-org.zoom.us/webinar/register/WN_9evKVEP1QeqnF3fvhkbBHg)
- **Next PMN Open Discussion**
  - August 9, 2022 – 2<sup>nd</sup> Tuesday of the month
  - Digital Pathology For Smaller Practices
  - Registration Link: <https://cap-org.zoom.us/meeting/register/tZUscOqpqj4jGdHlcNKgPhrOKIx3INluXoou>
- **Two requests**
  - Please complete survey
  - Consider volunteering to lead a future session and share your experience

# Membership

Did you find this information useful?

This program was funded by your CAP membership. Please be sure to keep your membership current so we can continue to bring timely and relevant resources like this to you.

Visit [cap.org](https://cap.org) to renew your membership or email [membership@cap.org](mailto:membership@cap.org)

# Resources

- **CAP Practice Management Resources**
  - <https://www.cap.org/member-resources/practice-management>
- **CAP Value-Based Business Toolkits**
  - <https://www.cap.org/member-resources/practice-management/value-based-business-toolkits>



COLLEGE of AMERICAN  
PATHOLOGISTS