



COLLEGE of AMERICAN  
PATHOLOGISTS

# Practice Management Networking Community

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## Characteristics of Successful Leaders Managing Up and Down

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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*

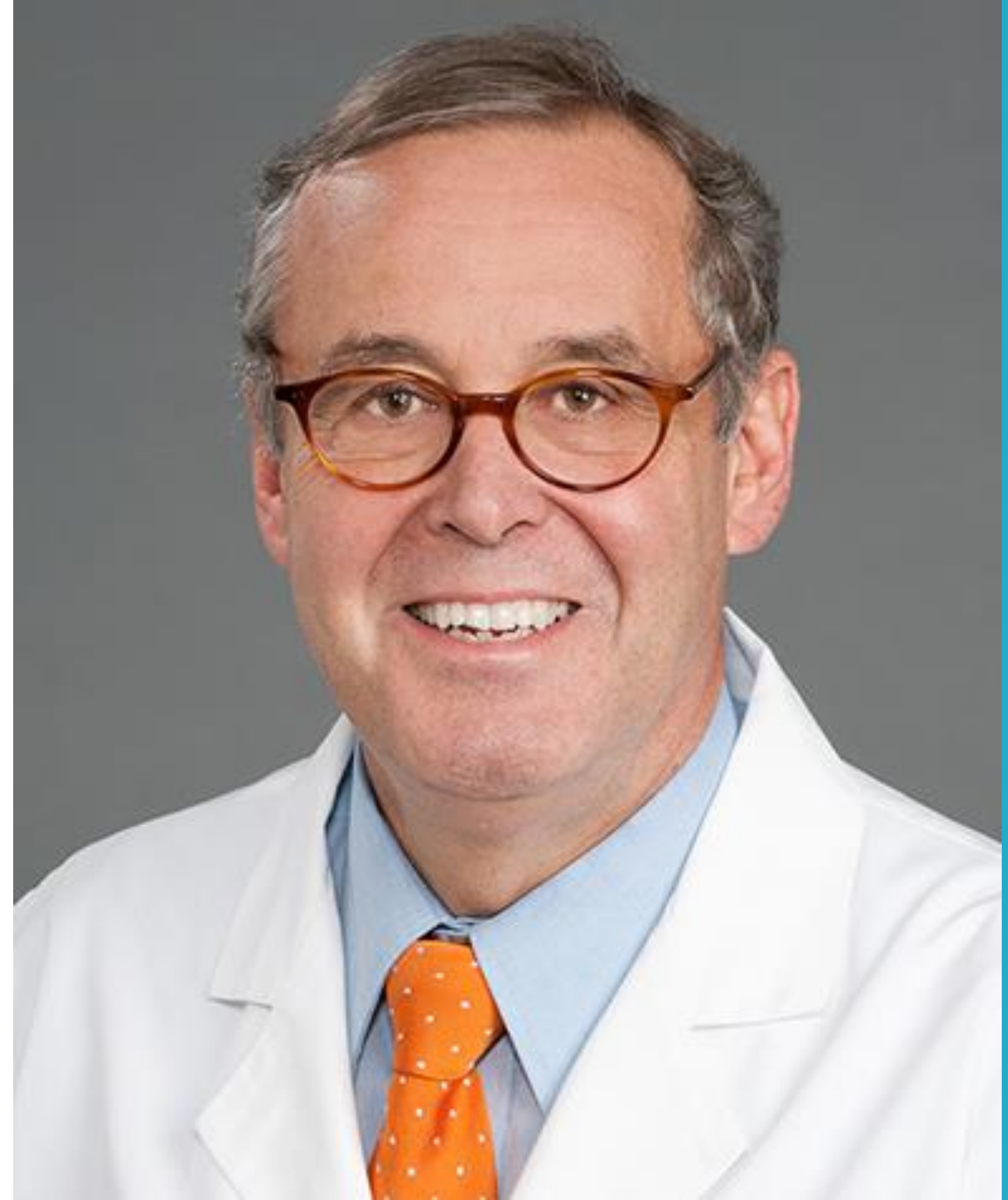
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# Today's Open Discussion

- 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**





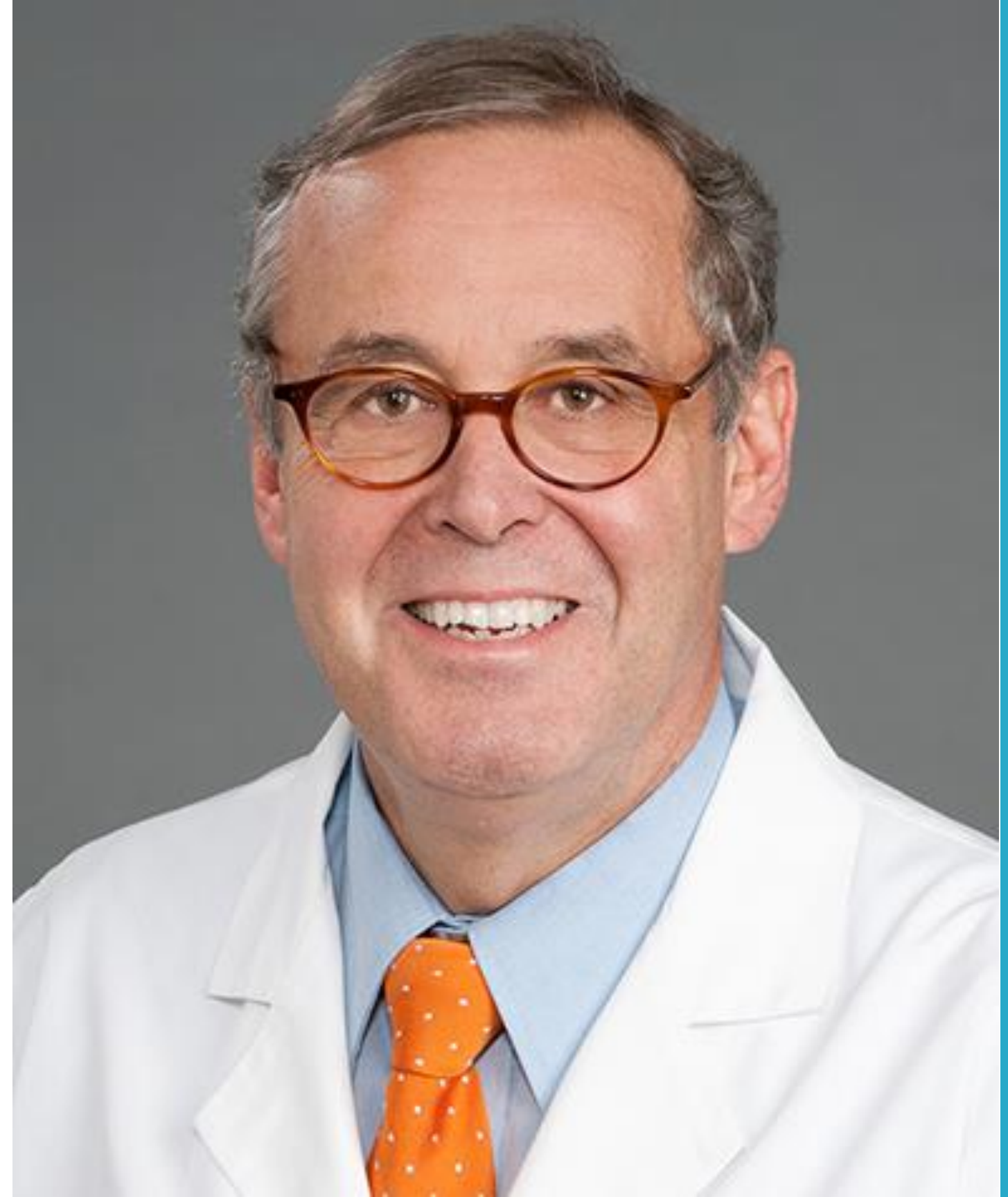
# Yasmeen M. Butt MD, FCAP

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

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>





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