Session 88
Career Pitfalls, Strategies and Successful Life Balance for Diverse Early- and Mid-Careerists Pursuing C-Suite Positions

Presented by:
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Career Pitfalls, Strategies and Successful Life Balance for Diverse Early and Mid-Careerists Pursuing C-Suite Positions

Disclosure of Relevant Financial Relationships

The following faculty of this continuing education activity has no relevant financial relationships with commercial interests to disclose:

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The following faculty of this continuing education activity has financial relationships with commercial interests to disclose:

• Raul Zambrano, MD
  – Greeley Healthcare Consulting – Speaker and Consultant
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Learning Objectives

- Acquire successful tools and strategies for advancing as a healthcare leader and planning one’s career

- Understand the status of diversity within the C-Suite, as well as cultural barriers and how to overcome them
Agenda

- Introduction – Diversity in the C-Suite
- Leadership Development, Interviewing, Managing a Meeting, Generational Leadership, Public Speaking
- Branding and Networking
- Mentoring and Executive Presence
- Work-life Integration

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Dr. Zambrano is a Chief Medical Officer (CMO) for the Aurora Health Care system with oversight of the WI Southern Market.

Previously, Dr. Zambrano was the Deputy CMO for VISN 7 in GA and the Chief of Staff at the West Texas VA Health Care System. He served in the United States Army Reserve from 2001-2012 with four deployments.

Dr. Zambrano received his BA from Columbia University in NY, Master of Science in Chemistry from the Massachusetts Institute of Technology in MA, and his MD from the College of Physicians and Surgeons at Columbia University in NY. Dr. Zambrano is Board Certified in Family Medicine and works for Greeley Healthcare Consulting as a senior consultant.
Why is Diversity in Healthcare Important?

- Demographics
- Patient-Centered Culturally Appropriate Care
- Recruitment
- Economics

Demographics

<table>
<thead>
<tr>
<th>Category</th>
<th>C-Suite*</th>
<th>Physicians**</th>
<th>Population***</th>
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<td>51%</td>
<td>48.9%</td>
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<td>Black</td>
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<td>4.1%</td>
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<td>4.4%</td>
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<tr>
<td>Asian</td>
<td>2.4%</td>
<td>11.7%</td>
<td>6%</td>
</tr>
</tbody>
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* Data from ACHE database
Why is Diversity in Healthcare Important?

- Demographics
- Patient-Centered Culturally Appropriate Care
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What Can You Do?

- Why am I in healthcare?
- What am I doing that makes me part of the problem?
- What am I doing that makes me part of the solution?
- What more can I do to help others be part of the solution?
Leadership Development

If you don't know where you are going, you might wind up someplace else.
Yogi Berra

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Do You Have a Strategic Plan?
Do You Have a Strategic Plan?

- 1, 5, 10 year goals
- What skills do you need to accomplish these goals?
- What positions will you need to accomplish these goals?
- How do you measure your progress?

Know Thy Self

- Myers Briggs
- DISC
- 360’s
Know Thy Self – Skill Sets

- Leadership
- Finance
- Negotiation
- Public Speaking
- Conflict Resolution
- Team Building
- Executive Presence
- QM/Risk
- Practice Management
- Operations

Know Thy Self

- Do you have a vision?
- Do you have a style?
- Are you authentic?
Interviewing

• Resume and Cover Letter
  – Neat and error free?
  – Job specific?
  – Are there any irregularities or time gaps?
Interviewing

• Initial Contact
  — Quick turn around
  — Polite and engaging
  — 1 and 2 minute elevator speeches

• Research the company
  — Networking
  — LinkedIn
  — Company website

• Know the job description
• Have stories and data prepare
• Know your resume
Interviewing

- Dress appropriately
- Be early
- You are onstage all the time
  - Driver
  - Receptionist
- Bring multiple copies of your resume
- Know something about the location or current events
- Smile

Interviewing

- Speak to all interviewers
- Speak clearly and slowly
- Shake hands firmly and warmly
- Have questions prepared
  - How are they preparing to handle the changes in healthcare?
  - What is the process for setting my goals and feedback?
Interviewing

• Practice
  – PBI
  – Stress
  – Anticipating difficult questions
• Keep notes
• Be honest

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Interviewing

• Energy and body language
• Volunteer to conduct interviews
• *What Everybody is Saying* by Joe Navarro
• Generational considerations
• Thank you cards
  – Pre-written
• Practice interviews

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Running a Meeting

- What is the purpose of your meeting?
- What does it cost to run your meeting?
Why People Love Meetings

- Start late
- No agenda preparation
- Nothing resolved
- Little or no participation by the majority of the group

How to Make Meetings Fun

- Meeting prep
- Agenda creation
- Meeting room prep
- Meeting management
- Follow up
Questions?

Thank you for your attention!

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Networking & Branding

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Vice President, Hospital Operations
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Agenda

• Networking Definition
• Methods of Networking
  – Personal Branding
  – Preparation
  – Action
• Maintenance of Your Personal Network

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• 2015 ACHE Thomas C. Dolan Executive Diversity Scholar
• Undergraduate and Graduate Degrees in Healthcare Administration from the University of North Carolina at Chapel Hill
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Networking Defined

• The process by which professionals establish meaningful relationships with one another

Networking Relationships

• An invisible web of your connections with other people
• This invisible web is a two way street for information and assistance
• The web should continue to grow through adding new connections while maintaining previous connections through continued interactions
Networking Goals

- To have a large and active network
- To share information
- To have individuals to rely on for assistance when/if needed
- To nurture the relationships and maintain them (not to connect only when needed for assistance)

The Process

- Personal Branding
- Preparation
- Action
- Maintenance
- Constantly cycling and recycling throughout career development
Personal Branding

• The image you present and the messages you send
• Your unique combination of special skills, talents, values, and qualities
• Your strengths, passions, experiences, and accomplishments which contribute to your successes
• Your personal philosophies

Your Personal Branding Tips

• Incorporate your brand into your speech, writing, business cards, social media, etc.
• Grow your personal branding, develop it
• Be consistent with all your communications
• Live your personal branding!
Personal Branding

Goal is to be remembered for who you are, the values for which you stand, and the attributes you bring to the professional world

Preparing to Network

- Review your networking tools to assure that they represent your Personal Branding
  - Resume, Business Card, Social Media
Preparing to Network

• Keep your personal profile consistent with your brand and review it periodically
  – Search the internet for your name every three to six months for confirmation
• Join and follow individuals, groups, and companies that are consistent with your personal brand
• Search for professional connections with your brand in mind

Preparing to Network

• Develop an “Elevator Pitch” – a 30 second or less speech designed to start conversations (express your brand in this)
• Ask open-ended questions at the end of your pitch to engage the other person
• Remember to listen – networking is a two-way street
• Include some elements of your personal brand in the pitch
Preparing to Network

• Suggestions for your “Elevator Pitch”
  – Introduce yourself with your name and basic information such as employment or education
  – Briefly talk about your background and interests
  – Ask questions

Action

• Create your personal network
  – Begin with your “5F” connections – friends, family, faculty members, foundations/organizations to which you belong, and fellow peers
  – Make connections with conversations, email, phone, and social media – using your personal brand!
Action

• Get out, get involved, and begin to create your professional network
  – Join and participate in professional activities and events
  – Attend conferences and organizational functions
  – Expand your professional network through social media
  – Be friendly and always use your personal brand

Maintaining your Network

• Organize your contacts – use a notebook, address book, rolodex, etc. to remember names, interests, and personal information
• Stay current – follow people on LinkedIn or other social media
• Communicate and follow-up after meetings – offer verbal or written congratulations, thanks, etc.
• Share information with your network
Maintaining your Network

- Reach out to your network to share information and maintain relationships – do not only reach out when you need something
- Make an effort to keep in touch – it will help people feel good!

Action Items for Success

- Develop and incorporate your Personal Brand
- Monitor your online image
- Build relationships in your community and personal contacts
- Build online relationships – use social media
- Develop your profile in LinkedIn and other media
- Target your networking through your brand and goals
- Be passionate in your work and relationships
- Be grateful – express thanks as appropriate
- Maintain your relationships and follow-up
- Give back--pay it forward and be a mentor for others
Questions?

Thank you for your attention!

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References


• Academic Guides at Walden University, Networking & Branding: 10 Networking Tips, Career Services Center.
Mentoring and Executive Presence

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• Chief Medical Officer, Piedmont Henry Hospital, Stockbridge, GA (2016 – present)
• Chief of Neurology, Piedmont Healthcare, Atlanta, GA (2015 – 2016)
• Vice President of Medical Affairs, Swedish Ballard Hospital, Seattle, WA (2014-2015)
• Inaugural Chief of Staff, Swedish Issaquah Hospital, Issaquah, WA (2011-2013)
• ACHE Regent at Large, District 2, 2018
• Thomas Dolan Executive Diversity Program Scholar, 2016

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Mentoring

• Focus on helping protégés prepare for greater leadership opportunities and obligations
• NOT to find employment for protégés

Mentoring relationship

• Beginning – build trust; personal experiences and lessons; describe situations and challenges
• Honeymoon – forum for exploring options and alternatives
• Relationship-testing – discuss tough issues with candor
• Conclusion – reaching protégé’s developmental objectives
Things to discuss

- General background –
  - Where you were born and raised
  - College, major
  - Entry into healthcare management
- Experiences as mentor/protégé
- Personal side –
  - Family situation
  - Pastimes
  - Important things in your life
- Expectations
  - Contact - how, frequency
- Goals
  - What is outcome desired

Other things to share with your mentor

- What are things about you I wouldn’t learn from your bio?
- Describe 2 or 3 life experiences that have shaped you
- Current job and key areas of responsibility
- What do you like best about your work?
- Types of organization you’d like to work in next
- Short term career goals
- Long term career goals
- Things to be worked on
Important traits for mentors/protégés

• Open and trusting
• Good sense of humor
• Active listener
• Self-reflect
• Admit mistakes, share failures
• Realistic in expectations
• Be motivated – follow through on commitments; be prepared
• Comfortable giving feedback
• Accountable for own development, learning and professional growth
• Communicate how best you learn, why you want to be mentored
• Focus on relationship, not outcome

Potential pitfalls

• Inadequate level of commitment from mentor to protégé
• Differing and contrasting personal values
• Fundamentally different interpersonal styles
• How protégé pursues mentor-supported suggestions
Strategies for development plan

- Seek challenging assignments – outside of comfort zone
- Seek experiential learning
- Invite mentor to keep you accountable

Development Paths

- Observation – watch those who have skills you want
- Networking – meet people from whom you can learn
- Practice – ask for activities
- Engage in feedback
- Training
Leadership in Mentoring (Healthcare Executive 2001 – 2003)

- Long Distance Mentoring
- Passing on the Mentoring Torch
- The Benefits of Being a Mentor
- How to Get Started
- Developing the Mentor/Protégé Relationship
- Moving from Telling to Empowering
- Facilitating Authenticity
- Partnership for Success
- Choosing a Mentor
- Take Charge of Your Mentoring Experience
- The Power of Feedback
- Empty the Cup, Open the Mind

Executive Presence

- Image, not substance
- Unfortunately messaging matters
- Amalgamation of confidence, poise and authenticity that telegraphs being in charge
Three pillars of EP:

- Gravitas – how you act (67%)
- Communication – how you speak (28%)
- Appearance – how you look (5%)

The I-Presence Model of Executive Presence (Hedges)

- Intentional – what presence you want to demonstrate
- Individual - relationships
- Inspirational – how to inspire others
Gravitas

• More than just projecting intellectual horsepower – the Right Stuff
• Exhibit confidence and credibility to get your point across under pressure, when going gets tough
• Communicate the authority of a leader – through speaking skills and ability to command a room

Gravitas

• Confidence and grace under fire
• Decisiveness and showing teeth
• Integrity and speaking truth to power
• Emotional intelligence (read your audience)
• Reputation and standing/pedigree
• Vision/Charisma
Gravitas blunders

- Lack of integrity
- Sexual impropriety
- Flip flopping
- Shallow/lightweight
- Inflated ego/bullying
- Off color or racially insensitive jokes

Gravitas – how to get it

- Surround yourself with people who are better than you
- Be generous with credit
- Stick to what you know
- Show humility
- Smile more
- Empower others’ presence to build your own
- Snatch victory from the jaws of defeat
- Drive change rather than be changed
Communication

- Eye contact is critical
- Ability to connect and create buy-in
- Lose your notes!
- It’s not what you say but how you say it – tone, timbre, choice of words, inflection, articulation, delivery, body language

Top communication traits

- Superior speaking skills
- Ability to command a room
- Forcefulness and assertiveness
- Ability to read a client/boss/room
- Sense of humor and ability to banter
- Body language/posture
Communication hints

• Ask for feedback
• Voice coach
• Command a room –
  – establish connection – understand your audience
  – Use narrative
  – Be succinct
  – Be sensitive
  – Lead from behind – listen first; be prepared to have a solution
  – Use humor
  – Pay attention in meetings – don’t read your emails!
  – Body language
  – Do not allow challenges to your authority go unanswered
  – Broaden small talk

Communication no-no’s

• Inarticulateness
• Poor grammar
• Off-putting tone
• Uptalk – end declarative statement on a high note
• Verbal crutches – um, like, you know, …
• Shrill
• Accent
• Constant device checking
• Appearing bored
• Rambling and redundant
• Failure to establish eye contact
• Crying
• Breathlessness and visible trembling – get control of voice
• Lose props! Overprepare
Appearance

• Critical first filter
• Colleagues size up your competence, likeability and trustworthiness in 250 ms
• Groom and polish > physical attractiveness or body type
• Dress for the job you want, not the job you have

Top aspects of appearance

• Polished and groomed
• Physically attractive, fit, slim
• Simple, stylish clothes that position you for your next job
• Being tall
• Being youthful and vigorous
Appearance blunders

- Bottle blonde
- Flashy jewelry
- Too much makeup
- Plunging necklines and too short skirts
- Bitten/broken nails
- Unkempt attire
- Dandruff
- Obese
- Visible piercings/tattoos
- Obvious hair piece

For women

- Minimize sexual distraction
- Look appropriate for your environment and authentic to you
Feedback is important

- Not easy to give – risk of misinterpretation (sexual or racial)
- Good feedback –
  - What the problem is
  - Why it must be addressed
  - How to fix it

How to get feedback

- Recognize its value
- Develop a thicker skin
- Routinely ask for specific, timely, prescriptive feedback
- Get a coach
- Create a circle of trusted peers to share feedback
- Get a mentor, sponsor
- Listen for the ring of truth
- Be prepared to act on feedback
- Don’t burst into tears
- Don’t burn bridges
How to give feedback

- Give frequent, discrete pointers
- Don’t impart feedback when angry
- Give the positive first
- Embed correctives
- Catch people when they’re getting it right
- Preface with assurance that you wish to ensure success
- Discuss appearance in context of personal branding
- Enlist a third party

Goldilocks syndrome

- “too this, too that, never just right”
- Too self-aggrandizing vs. too self-deprecating
- Too aggressive vs. not assertive enough
- Too opinionated/shrill vs. unable to command the room
- Too blunt/direct vs. too nice
- Bloodless vs. hysterical
- Too provocatively dressed vs. too frumpy
- Looks too young vs. looks too old
Authenticity vs. conformity

- Embrace your background or survive and thrive in a white world
- “Bleached out” professional
- 2012 survey –
  - 41% professionals of color said they felt the need to compromise their authenticity to conform, greatest in Asian men, Hispanic women
  - Expend energy to repress ethnic identifiers in appearance, speech, behavior and background
  - Loss also to employers who miss out on leadership skills
- 2011 survey – 1/3 LGBT live double lives to remain “off gaydar”
  - > 50% feel stalled in their jobs
  - 73% intend to leave their firms within three years
- Angry black woman specter

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Authenticity vs. conformity

- Fine balance – conforming does not necessarily involve a cost and may confer a benefit
- Beware those who accuse you to keep you from breaking from ranks
- Know your non-negotiables and walk away
- Don’t be someone you’re not
- Play the long game
- Take slights as opportunities to address ignorance
- Seek air cover before asserting your authenticity
- Leverage your background
- Differentiate yourself by your difference

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Questions?

Thank you for your attention!

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References

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- Michael Broscio, ACHE Executive Diversity Program - Mentoring and Your Career Development, 2016
Work/Life Balance

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Work Life Balance

- It depends on the day
- Balance is defined by the individual at that particular moment
- Balance is a moving target

Work Life Balance

- Think about trying to stand on a raft in a pool
  – You might have it for a second, but it quickly changes
Work Life Balance

- We all strive for this mystical place in our careers…
Work Life Balance

• It starts with breakfast…literally
  — I control the beginning of the day
  — It sets the tone
  — It puts things in perspective

• Any day can seem overwhelming or unbalanced
• You have to look at the big picture
• The Indianapolis 500 isn’t about one lap, it’s a long race
Run Your Own Race

The Race I’m Running

• Mother
• Wife
• Coach’s Daughter
• Registered Nurse
• Hospital Executive
• mine is a very special kind of vehicle…
• and so is yours!
The Racetrack

What Kind of Race Are You Built For?
You’re Built Specifically For Your Race

- What makes you tick?
- What are you an expert in?
- What motivates you?
- What drives you?
- What talents do you share?
- How do you inspire people?

When You Stay Focused Running Your Race…

- You know the course
- You know when to hit the gas
- You know when to brake
- You know when to push yourself
- Know when to ask for directions
Understand that everyone is running a race that you know very little about.

When You Stay Focused Running Your Race…

- Look for your signs
- Be prepared
- Do your homework
Questions?

Thank you for your attention!

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Two Ways to Evaluate This Session

Through the ACHE 365 App

Through Your Email

OR