Panel Discussion: Women in Leadership

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Learning Objectives

• At the completion of this educational activity, the learner will be able to:
  – Identify leadership qualities necessary for healthcare professional advancement
  – Understand the importance of women’s leadership in the healthcare setting
  – Discuss the roles and responsibilities expected of those serving in CDI leadership
  – Identify opportunities for professional mentorship; career ladder for those striving for advancement in CDI
Women in Leadership: Panelists

Julian R. Everett, BSN, RN, CDIP

Julian Everett is the corporate director for the department of clinical documentation at Orlando Health, where she serves as the physician/CDI liaison for pediatric mortality reviews and oversees CDI/physician education (pediatric and adult) for all seven Orlando Health hospitals. With more than 11 years of experience in the healthcare field, Everett has provided mentorship to graduate nurses and new CDI specialists as well as CDI training to more than 100 physicians throughout her facility. An article she wrote, “Pediatric Mortality Review,” was featured in the CDI Journal. She is also a speaker and poster presenter at this year’s conference.
Women in Leadership: Panelists

Susan L. Fantin, MSA, BSN, RN, CCDS, CDIP

Susan Fantin serves as corporate director of CDI for McLaren Health Care in Michigan, where she has been instrumental in standardizing CDI across the system and serves as a subject matter expert in CDI and quality initiatives involving Patient Safety Indicators, hospital-acquired conditions, mortality reviews, and clinical validation. She has spent the past 12 years leading CDI programs across the country. She is a past participant in the ACDIS CDI Leadership Exchange, a finalist for the 2019 ACDIS Advisory Board, a resource for the CDI Journal, and current co-leader of the Michigan ACDIS chapter.
Women in Leadership: Panelists

Katy Good, RN, RBS, CCS, CCDS

Katy Good is a training materials specialist for Enjoin CDI based in Gallup, New Mexico, where she is responsible for the development and oversight of both internal and client training materials. A registered nurse, she has a clinical background in the ICU and ED. In 2011, Good was tasked with expanding and systemizing a CDI program across facilities. Over the following six years, she gained extensive management experience, ultimately designing a program that improved payment and quality outcomes. Good is an ACDIS Advisory Board member, a previous ACDIS conference speaker, a regular contributor to industry publications, and a 2014 recipient of the ACDIS CDI Professional Achievement Award.
Women in Leadership: A Certain Type of Skill Set
Defining Leadership Skills

• What did you want to be when you were 10?

• When you started in CDI, did you know you wanted to get into leadership? If not, what set you on an executive track?

• What are some critical skills you feel women need to master in order to prepare for a career in healthcare leadership?
Defining Leadership Skills (cont.)

- Step 1: Establish your mission, values, and goals
- Step 2: Establish your department’s mission and goals
- Step 3: Recognize your strengths and weaknesses
- Step 4: Build a guiding coalition
- Step 5: Monitor your progress and share your experiences

Leadership is not a position; it is forward movement. CDI professionals have the power to create change on issues that they care about. However, they need a robust purpose, an understanding of the value that they bring, the knowledge to engage with their customers, and the patience to contribute to overall success.

Leadership Skills

45%: Effective team building
9%: Strong analytic skills
25%: Collaborative abilities
22%: Vision

If you had to pick the most important trait of a CDI manager/director, what would it be?

- Effective team building & staff management: 45%
- Future thinking/forward vision: 22%
- Ability to work with other departments & physicians: 25%
- Strong analytics & metrics tracking/reporting: 9%

Source: February 2019 ACDIS membership poll: https://acdis.org/poll/if-you-had-pick-most-important-trait-cdi-managerdirector-what-would-it-be
Women in Leadership: By the Numbers
Women in Leadership: The CDI Perspective

- Describe the state of women’s leadership in healthcare in general and CDI in particular.
- How does this compare to other industries?

- 95% of 2018 ACDIS CDI Salary Survey respondents are women
- 18% are managers/directors
- 10% of CDI managers and 17% of HIM directors report earning more than $160,000/year
- 30% of CDI managers and 35% of HIM directors have a master’s degree
- 28% of those holding a doctorate degree earn $160,000 or more

Source: https://acdis.org/resources/2018-cdi-salary-survey
Women in Leadership: The National Gap

- Women represent 50% of the U.S. population and 47% of the U.S. labor force
- Women earn 59% of all master’s degrees and 48% of all medical degrees
  - They earn 38% of master of business administration and other generalist degrees, and 49% of specialized master’s degrees
- In medicine, women represent 40% of all physicians and surgeons, but only 16% are permanent medical school deans
- Only 16% of leadership positions in administration or department levels are filled by women

Why Aren't More Women in Healthcare Leadership Roles?

- Why do we need to be talking about women’s leadership?
- Why is women’s leadership important in healthcare?
- It’s been decades since the modern women’s movement started in the 1970s. Why do we still see such inequity in compensation and in leadership?
- Is there a single smoking gun we can point to here?
- Although woman make up the majority of the healthcare workforce, they hold 19% of hospital CEO positions and head only 4% of healthcare companies.
- A 2017 study found close to half of all female respondents working in healthcare believed it would take 25 years or longer to achieve gender parity on the job.

Sources: [https://www.forbes.com/sites/susanadams/2014/08/05/companies-do-better-with-women-leaders-but-women-need-more-confidence-to-lead-study-says/#21c8142c5ffc](https://www.forbes.com/sites/susanadams/2014/08/05/companies-do-better-with-women-leaders-but-women-need-more-confidence-to-lead-study-says/#21c8142c5ffc)
Women in Leadership: Career Ladders and Mentorship
Developing Career Ladders in CDI

• Do you see CDI career ladders as playing a role in creating a “leadership pathway” for women?
• How can aspiring leaders identify a potential mentor?
• Can you describe some successful formal or informal mentorship programs that you’ve seen?

• Only 21.49% of 2017 ACDIS CDI Industry Overview Survey respondents indicated they have a formal career ladder in place.
• The 2015 ACDIS CDI Salary Survey indicated that 72.4% of respondents did not have a career ladder at their organization.
• The 2016 ACDIS CDI Salary Survey showed positions like CDI team lead, CDI preceptor, CDI education lead, and CDI quality reviewer as potential career advancement opportunities at their facilities.
• The data illustrates that CDI team lead is by far the most common next step in a CDI specialist’s career path.

Source: “Keep your staff growing and engaged with a CDI career ladder,” ACDIS, November 2016: https://acdis.org/resources/keep-staff-growing-and-engaged-cdi-career-ladder
Developing Career Ladders in CDI (cont.)

As the demands on them increase, many CDI departments are seeing the need for an industrywide CDI career advancement model.

47% believe there are good or excellent growth opportunities in the CDI industry as a whole.

—2017 ACDIS CDI Industry Overview Survey

Source: “Keep your staff growing and engaged with a CDI career ladder,” ACDIS, November 2016: https://acdis.org/resources/keep-staff-growing-and-engaged-cdi-career-ladder
Inspiring Women Into Leadership Positions

As a CDI reviewer, you can make significant contributions by seizing a review opportunity, coming up with a creative solution, and taking the lead. A title is not necessary; the desire and passion to make a difference is.

• We hear a lot about women “having it all.” What does that mean to you? How has that definition changed for you over the years?
• We frequently hear about “impostor syndrome.” Have you ever felt it? And, if so, how did you combat it?
• What’s your reaction to some commonly held beliefs about female leaders?
  – “Women are not comfortable with power.”
  – “Female leaders are held to a different set of standards than their male peers.”
  – “Women are not comfortable with self-promotion.”

Inspiring Women Into Leadership Positions (cont.)

- Whom do you turn to for advice? For inspiration?
- What advice do you have for aspiring female executives?
Thank you. Questions?

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