



# Great Therapist to Mediocre Leader: What New Leaders Need to Know

June 2022

PSRC Webinar

# Disclosure

- Mr. Pavlichko discloses that he is employed by Vapotherm, Inc., a medical device company. This presentation will not reference products sold by this company.
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# Objectives

- The learner will understand the paradigm of new leadership in a RT department
- The learner will be able to identify the supportive collaborators
- The learner will be able to prioritize goals and strategies to benefit the greater good of the organization.



# Summary

You were a great therapist. You were a respected clinician, and everyone liked you. Then one day, a “suit” asked you to become a leader. Now you can’t get anything right, and everyone hates you. Sound familiar. This has happened to almost every healthcare leader. Great therapist becomes a mediocre leader. But how do you grow into your new role? What questions should you ask? What skills do you need? What if you don’t know what you don’t know? This lecture will describe the trials and tribulations of a new leader and the tips and tricks to be successful.



# First off, the State of Respiratory Care...



# Current State: Demand > Supply

- We are at a pivotal time in Respiratory Care. Our value was on center stage during the COVID crisis and we rose to the occasion! But COVID highlighted a real problem in our profession...we are running out of respiratory therapists. Our young profession is seeing its first real exodus of retirees and the incoming new grads are not replacing them at the same pace. What are we going to do?
- Segura, J. (September 12, 2019) “Coping with the Growing Demand for RTs”. *AARC.org*
  - Bureau of Labor Statistics
  - 10 year projection (2016-2026)
  - Need for RTs will increase 23%



# Where did they all go?

## WHY WE NEED MORE RTs – AND HOW TO HELP

NBRC, AARC, CoARC - Morerts.com, 2021

### What key factors are driving the shortage of RTs and the need to improve recruitment and retention?



Participation is down in educational programs.<sup>1</sup>

- 27% decrease in enrollment since 2010
- Only 10% of programs at capacity



Retirements of RTs are outpacing new growth.<sup>2</sup>

- More than 92,000 RTs will leave by 2030
- Need to retain more than 155,000 RTs



Burnout is escalating<sup>3</sup>

- 72% are feeling the effects
- 93% say burnout a major issue



The need for quality respiratory care is increasing.

- 19% growth projected for RT jobs by 2029<sup>4</sup>
- 100M+ million Americans affected by respiratory disorders

# Currently in Pennsylvania

- What % of RT school seats are filled?

50%





# Oh No!

- That is a really bad scenario
- But there is something we are not talking about...



# Matt's Math



- If we need 92,000 RTs and 5% of RTs in Hospitals are formal leaders.
- That means we need 4600 RT leaders
- There are only about 5000 hospitals!
- We need more RT leaders asap!



But what does it mean to be a leader?



# Are Leaders Born or are they Grown?

- Actually, both
- Born leaders have **desire/passion** to do what is right and just
  - Formal and Informal leaders
  - Involved
  - Mentor others
  - Liked and respected



# Desire ≠ Competence

- While many departments demonstrate excellence and value...
  - Fail to incorporate essential business practices
  - Lack principles of leadership
  - Do not incorporate operational/clinical best practices
  - Unable to create an environment of collaboration
  - Fail to motivate and engage the workforce
  - Remove barriers to advance practice
  - Poor optimization of safe and effective care

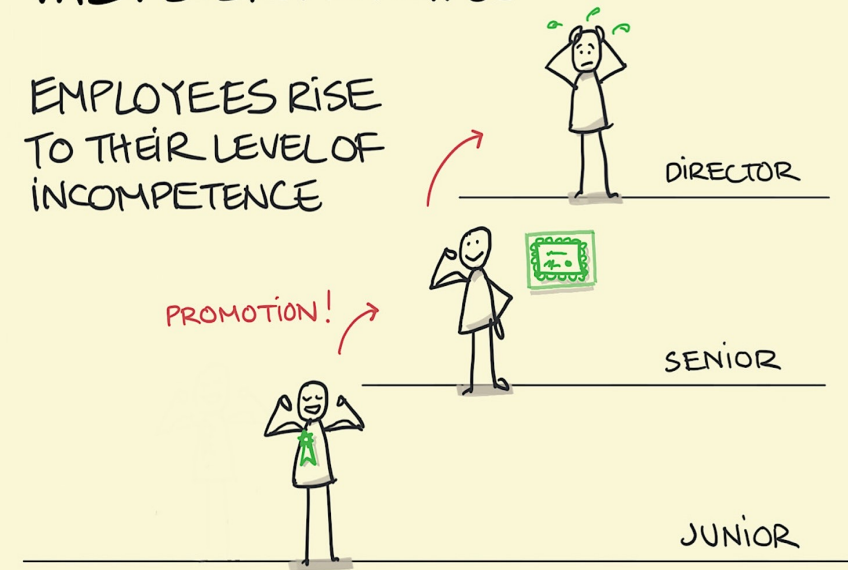


# The Paradigm



## THE PETER PRINCIPLE

EMPLOYEES RISE  
TO THEIR LEVEL OF  
INCOMPETENCE



sketchplanations

# How do we become competent leaders?

- Realize and understand that you are set up for failure.
- What do you need to do and learn to be successful?
- You most like will not learn what you need at work
  
- Most importantly, leadership is leading people, not patients.



# 3 Things a New Leader Needs:

1. Desire to Lead
2. Fill your learning gaps
3. Align those you lead to the greater good





# 10 Steps You Can Take Now to Reach Your Career Goals: - *D. Bunch, M. Pavlichko 2019*

1. Dream
  2. Commit
  3. Create a Plan
  4. Find a Mentor
  5. Listen
  6. Learn
  7. Get Involved
  8. Get Uncomfortable
  9. Stay Focused
  10. Pay it Forward
- Desire
- Fill your learning gaps
- Alignment



# Desire

- Dream
- Commit
  
- Why do you personally want to be a leader?



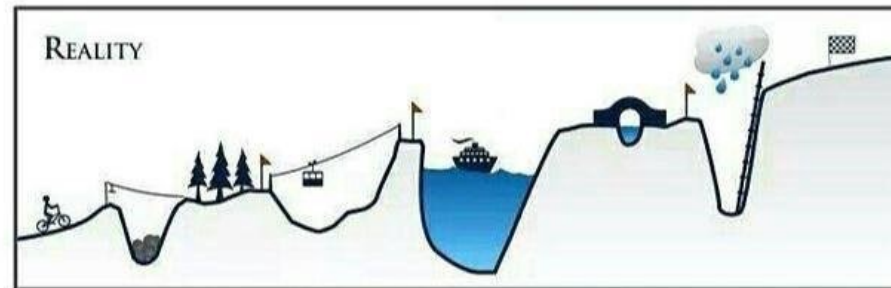
# Fill your learning gaps

- Create a plan
- Find a mentor
- Listen and learn
- Get involved
- Get uncomfortable



# Create a plan – You know what you don't know

- You have a dream and are committed to reaching it. Now you need a road map. A careful and organized plan will optimize success while reducing speed bumps along the way.



# Find a Mentor/Collaborator – They know what you don't know

- Reaching your career goals can be challenging. Without support, you may lose commitment along the way. Find a colleague that you respect and admire. Ask them for assistance and guidance. They will be flattered, I promise.



# Mentors are all around you

- 1983 – Mark Reinhardt
- 1990-1994 – John “Scottie” Hughes
- 1995-1997 – Susan Ferrito
- 2005-present – Heather Pavlichko
- 2006-2013 – Dr. David Sorrentino
- 2014-2018 – Anthony Pulido
- 2018-present – Tammy Ober, Margie Pierce, Garry Kauffman, Lanyce Roldan, Dr. Jessica Whittle, Joe Army



# Listen and Learn



# Get Involved and Uncomfortable





I have desire and competency;  
how do I knock this out of the  
park?



# Alignment?

- Stay Focused
- Pay it Forward



# What is your organization's mission statement?

- Atrium Health
  - “To improve health, elevate hope, and advance healing – for all.”
- Advent Health
  - “We believe health should be measured in terms of the whole person — body, mind and spirit. And it's our mission and promise to you to help you feel whole through compassionate care and world-class expertise.”
- Google
  - “to organize the world's information and make it universally accessible and useful”



# What is your mission statement?

## RT Leader

“As a leader, I will elevate others to their fullest potential so they can provide hope and advance healing”

## Atrium Health

“To improve health, elevate hope, and advance healing – for all”

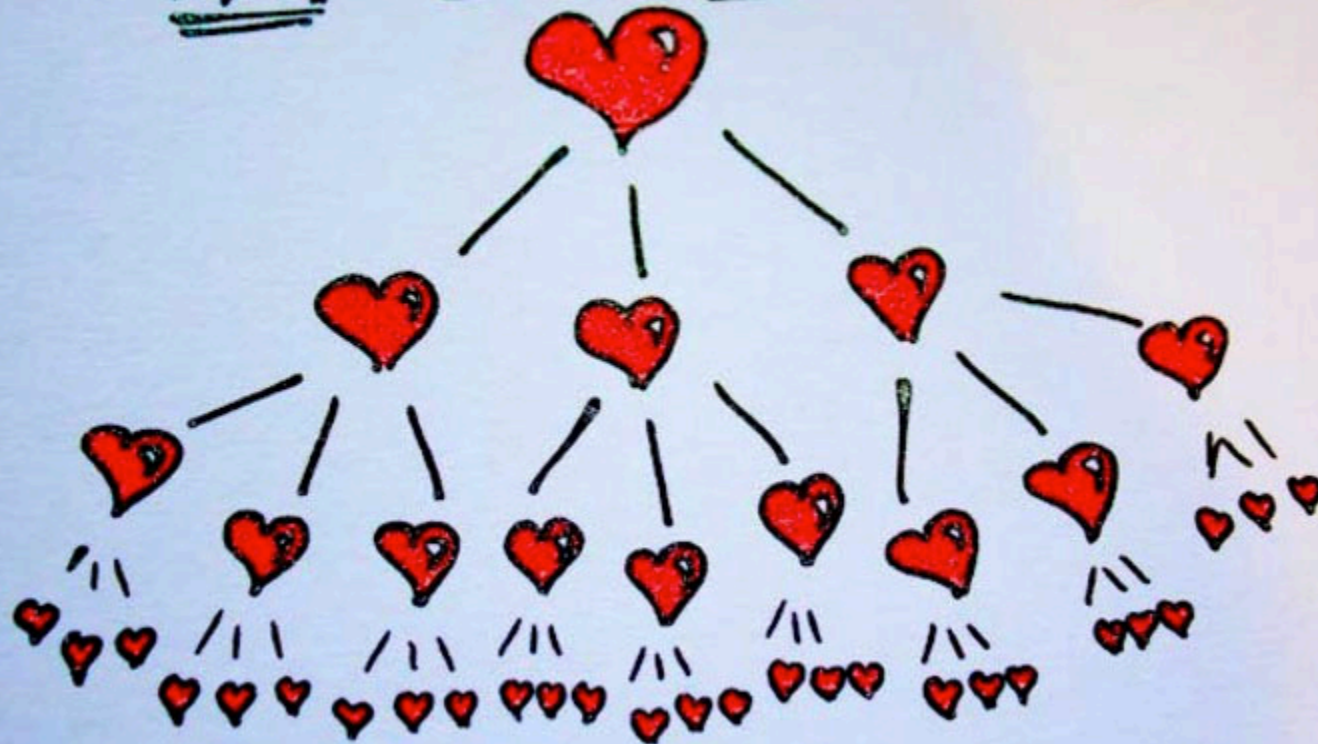


# Goals that align with the greater good

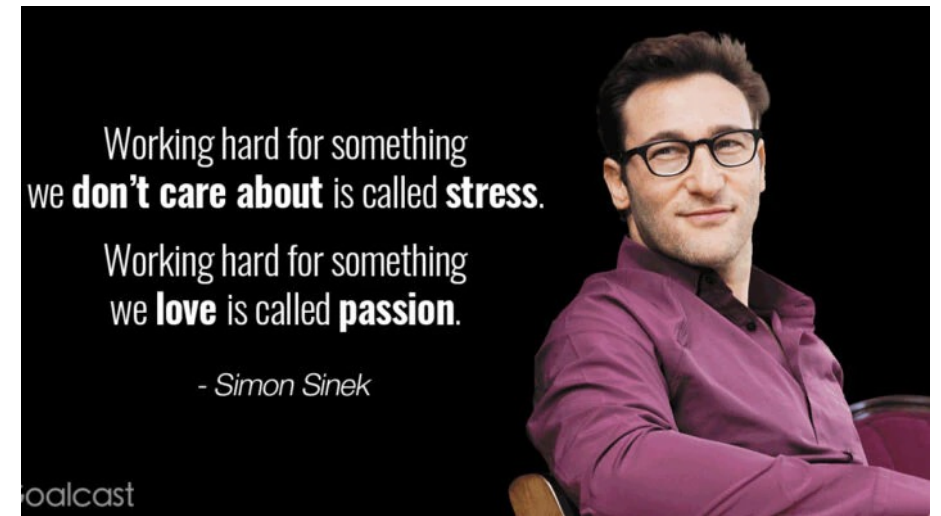
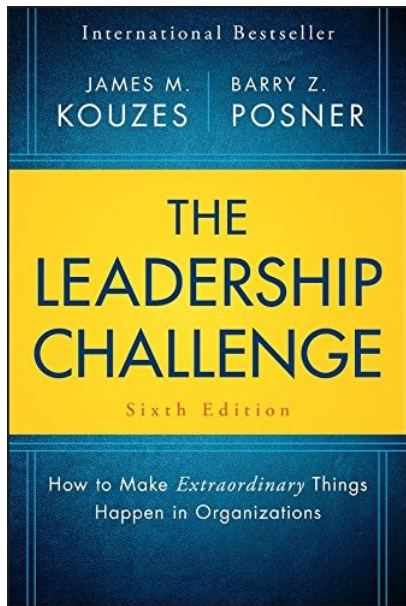
- Grounds leaders
- Prioritizes actions
- Identifies important initiatives vs. pet projects
- Contributes to comradery
- Encourages collaboration
- Elicits engagement
- Provides direction
- Highlights the value of our profession



PAY IT FORWARD !!



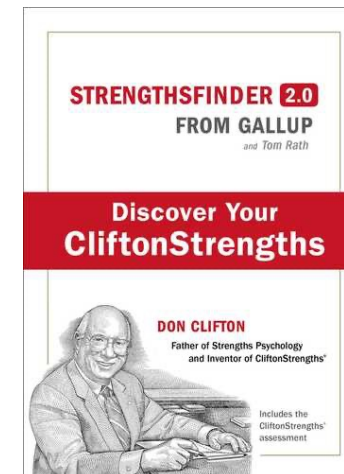
# Here are some of my favorite things



AARC  
LEADERSHIP  
INSTITUTE



EST. 2014





Thank you so much for what  
you do for our patients,  
communities, and profession!





<https://www.thefacesfoundation.org/>

