

# **UAB** MEDICINE

## INSTITUTE FOR LEADERSHIP



**2024 ANNUAL REPORT**

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## EXECUTIVE SUMMARY

The UAB Medicine Institute for Leadership's yearly review is presented in this report and showcases the 38 individuals who took part in the two cohorts during 2024. We have provided a list of the 2024 participants, along with their final poster projects. We have also included a list of the 107 individuals who participated in the preceding seven cohorts spanning from 2019 to 2023. Details of cohorts 1 through 7 can be provided upon request.

The UAB Medicine Institute for Leadership was established with the objective of recognizing and nurturing exceptional leaders who exhibit the potential for assuming additional leadership responsibilities within the organization. The program identifies and develops such high-performing individuals by inviting senior leaders to nominate participants from their respective departments, as well as from other areas of the organization.

The UAB Medicine Institute for Leadership was created by the Leadership Development Office (LDO) in response to a request made by the Health System CEO and the Heersink School of Medicine Dean. The primary goal of this initiative is to cultivate a robust pool of future leaders within UAB Medicine and equip them with the necessary skills to assume higher leadership roles. As leaders in the organization, it is our responsibility and a crucial aspect of our legacy to foster and develop the leaders who will succeed us.

The Leadership Development Office (LDO) is unique among other academic medical centers and large health systems by virtue of its strategic approach to leadership development and its unwavering focus on fostering the success of senior and midlevel leaders.

This report also features a list of the LDO Team members who have contributed towards the development and delivery of this distinctive, competency-based leadership program. Our LDO facilitators possess both academic and experiential expertise in the field of management and leadership development. Our objective is to provide participants with opportunities for self-discovery, identification of strengths and areas of improvement, and ample opportunities to practice and implement new ideas and skill sets.

We intend to continue to send an annual summary to stay apprised of any changes or promotions in the participants' roles or assignments. As of the end of the year 2024, a total of 145 individuals have successfully graduated from the program.

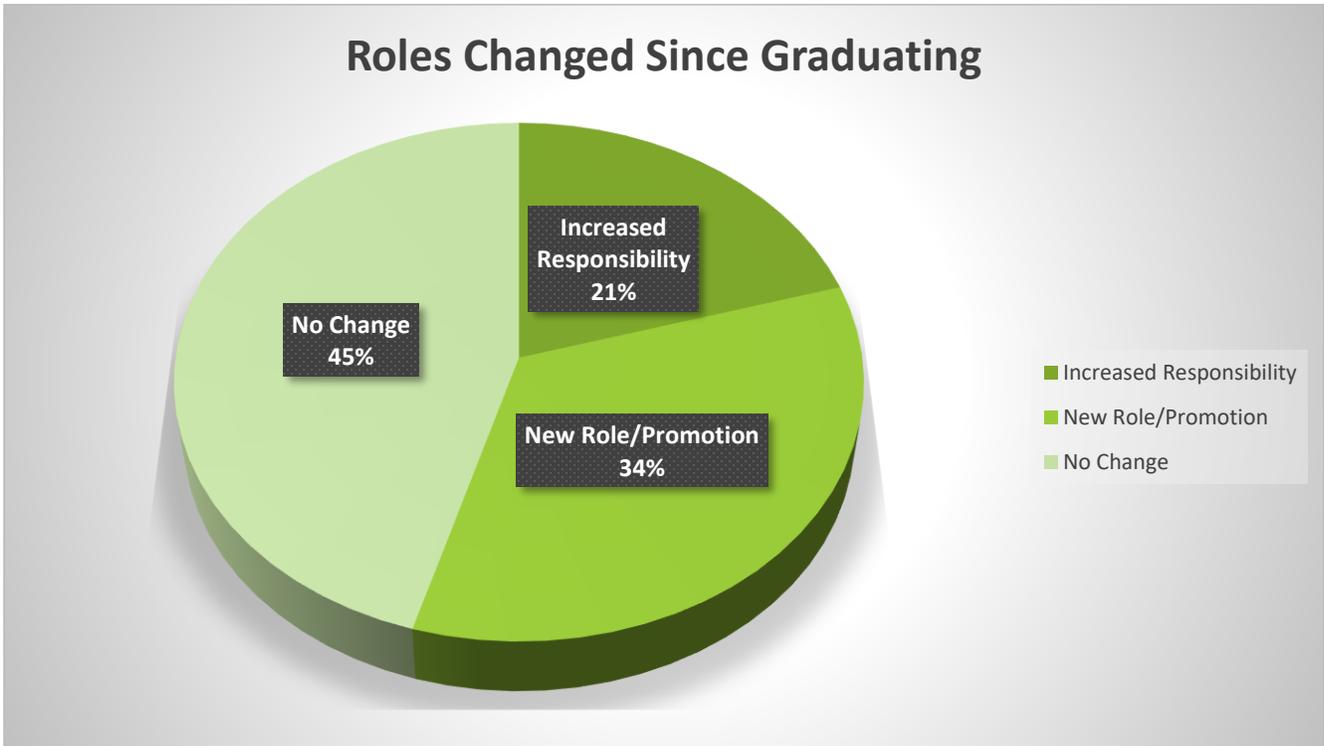
Out of our 145 graduates, 44 individuals responded to our most recent survey. Of those who responded, over 50% of the respondents had either taken on more responsibility or received a promotion. A few examples include:

- Dr. Sherri Wall was promoted to Vice President of Clinical Operations for Heart & Vascular Services and the Cardiovascular Institute.
- Brooke Vining was promoted to Vice President of Clinical Operations for Perioperative Services, Inpatient Wound Services, Trauma and Burn Program.
- Jessica Zeller was promoted to Neurosciences Service Line Administrator.
- Dr. Leah Pickett was named the new Advanced Practice Provider Supervisor for the Psychiatry Department.
- Dr. Rakesh Patel is now Division Director for Molecular and Cellular Pathology.
- Julie Makosky was promoted to Vice President of Human Resources.
- Eric Ezzell was promoted to Vice President of Human Resources.
- Dr. Alexander MacKinnon was promoted to Executive Vice Chair for the Department of Pathology.
- Lee Hammonds was promoted to Executive Administrator for Anesthesiology and Perioperative Medicine.
- Christina Crowe was promoted to Executive Administrator for the Ophthalmology Department.
- Dr. C. Ryan Miller was appointed inaugural assistant program leader of the O'Neal Comprehensive Cancer Center's Neuro-Oncology Program. Dr. Ryan Miller has also been appointed co-leader for the Neurosciences theme in the Graduate Biomedical Sciences program. He is also the Division Director of Neuropathology.
- Brian McNeil is now the Senior Director of Peri-Anesthesia.
- Christina Grabowski was promoted to associate professor. She is also an associate dean in the school of medicine.
- Donna Dye was promoted to a Senior Director.
- Dr. Brad Woodworth served as Interim Chair of the Otolaryngology Department.
- Dr. Brenessa Lindeman was promoted to associate professor, and she is the assistant Dean for Graduate Medical Education. Dr. Lindeman was also recognized as a 2023 Macy Faculty Scholar.
- Dr. Brian Samuels was selected as the Chair of the Ophthalmology Department.
- Dr. Cristina Magi-Galluzzi was selected to be Chair of the Pathology Department.
- Dr. Danielle Powell was promoted to Vice Chair of Clinical Affairs.

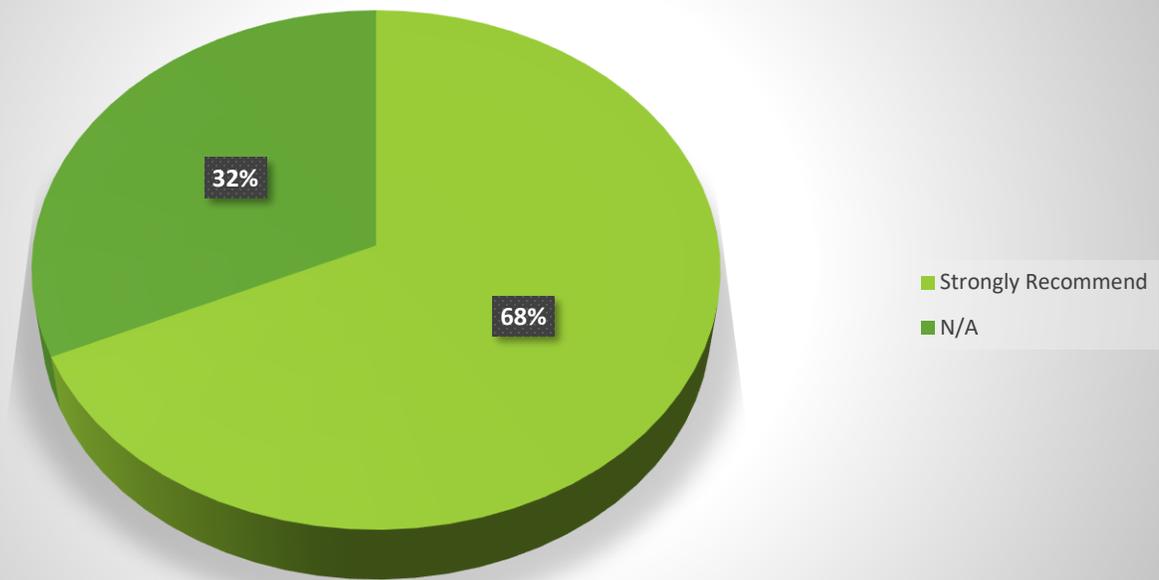
- Dr. Erin Snyder was promoted to Interim Division Director for General Internal Medicine.
- Dr. Guarav Jain assumed more leadership in both the Department of Medicine and UAB Medicine.
- Dr. Jennifer DeWolfe was promoted to professor.
- Dr. Jennifer Peterson was promoted to Chief Pharmacy Officer.
- Dr. Lauren Graham was promoted to associate professor and Vice Chair of Clinical Affairs.
- Dr. Lily Gutnik was promoted to Associate Vice Chair of Global Surgery and was recognized at the 2023 National Academy of Medicine Emerging Leaders Forum.
- Dr. Mason Frazier was appointed the Department Value Officer (DVO) of Radiology.
- Dr. Orlando Gutierrez was promoted to Senior Associate Dean of Clinical and Translational Research, as well as Director and Contract PI of the UAB CCTS.
- Dr. Tom Buford was appointed to Associate Dean for Research.
- Dr. Vikas Dudeja was elected to serve as recorder for Association of Academic Surgery.
- Dr. William Meador was appointed the Department Value Officer (DVO) of Neurology.
- Elizabeth Caine was promoted to Vice President for the Center for Psychiatric Medicine.
- Erin Yarbrough is now the Associate VP for Hospital Medicine, and her scope was broadened to include Highlands and administrative oversight for Radiology.
- Faye Williams was promoted to Associate Chief Nursing Officer.
- Heather Bradley was promoted to Senior Director of Clinic Operations at Cooper Green Mercy Health Authority.
- Jessica Martindale was promoted to the School of Medicine Shared Services Communication Director.
- Jill Stewart became the AVP for Nursing Quality and Clinical Excellence.
- Kimberly Payne was promoted to VP of Clinical Operations.
- Lynne Class was promoted to Epic Workstream Lead.
- Mary McDougal was promoted to Executive Administrator in the department of Surgery.
- Ragan Manning was promoted to Associate VP.
- Ryan Outman was promoted to Executive Officer for Finance and Administration for the SOM.
- Steve Payne transitioned to the role of AVP/Controller-UAB Health System and CFO of Cooper Green. He was also tapped by the CEO to work on a strategic initiative (Nursing Deferred Comp) due to his participation in this program.
- Tom McAvoy was promoted to VP of Facilities and Real Estate.

Out of the 145 individuals who participated in the Institute since 2019, only eight individuals have left the organization – Dr. Brent Ponce, Dr. Teresa Caridi, Dr. Kristin Porter, Christal Moore, Alexis Lawrence, Nisha Patel, Frank Sortino and Amy Beard.

## ALUMNI SURVEY RESULTS (SPRING 2024-FALL 2024)



## Likely to Recommend the Institute



## WHAT THE 2024 PARTICIPANTS SAID ABOUT THE PROGRAM?

*"This was one of the best classes I have ever attended. I love the lectures, the new processes and opportunities to try out the process in class. Also, having leaders from a variety of departments."*

*"The class was great and I made ever-lasting friendships."*

*"[The Institute] is a great program and provides tools and tips for new leaders and different perspectives in leadership for seasoned leaders. Need to offer larger classes/higher frequency to accommodate more."*

*"I enjoyed my experience and appreciate the resources devoted to the development of leaders. Thank you!"*

*“Thankful for all of you that made this program happen and run so smoothly!”*

*“Excellent leads in the program. Always a valuable take away from class. Every leader should come through this program. It needs to be expanded.”*

*“I have really enjoyed meeting everyone in the program. I appreciate the opportunity!”*

*“Thank you for all the hard work in putting this program together!”*

*“Excellent institute and I am very thankful for the knowledge and experience acquired during my time there.”*

*“Jean Ann and the team are great. I felt like they clearly wanted to invest in us.”*

*“I feel so much more self-confident and like I have a path I can shoot for in my own development.”*

*“Great opportunity to meet other leaders who have their shoulders to the same wheel, share experiences and learn their insights.”*

*“Appreciate bringing in the leaders to talk with us. Appreciate the sponsorship. Incredible didactic and interactive program. Multiple skills to put into practice.”*

# LEADERSHIP DEVELOPMENT OFFICE



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# ALUMNI 2024

First	Last	Department	Institute	Poster Presentation
Erica	Barnes	WIC	Cohort 8/SP 2024	<a href="#">Page 18</a>
Amy	Beard	Administration	Cohort 9/FA 2024	<a href="#">Page 19</a>
Micah	Beavers	HSIS	Cohort 9/FA 2024	<a href="#">Page 20</a>
Anyet	Belyeu	Endoscopy Services	Cohort 9/FA 2024	<a href="#">Page 21</a>
Glenda	Black	Surgical Nursing	Cohort 9/FA 2024	<a href="#">Page 22</a>
Libby	Bollier	Hospital Administration	Cohort 8/SP 2024	<a href="#">Page 23</a>
Inmi	Brandsema	Financial Management - Hospital	Cohort 8/SP 2024	<a href="#">Page 24</a>
Daran	Brown	Resource Management Systems	Cohort 9/FA 2024	<a href="#">Page 25</a>
Steven	Brown	Family and Community Medicine	Cohort 9/FA 2024	<a href="#">Page 26</a>
Josh	Carter	Office of Strategic Leadership Recruitment	Cohort 9/FA 2024	<a href="#">Page 27</a>
Kayla	Cooney	Patient Healthcare Coordination Center	Cohort 9/FA 2024	<a href="#">Page 28</a>
Meagan	Fowler	Pharmacy	Cohort 8/SP 2024	<a href="#">Page 29</a>
Toni	Gaston	Surgical Nursing- Acute Care	Cohort 9/FA 2024	<a href="#">Page 30</a>
Moheb	Gohar	Anesthesiology and Peri-operative medicine	Cohort 9/FA 2024	<a href="#">Page 31</a>
Sandeep	Gupta	PED-Gastroenterology	Cohort 8/SP 2024	<a href="#">Page 32</a>
Sasha	Harris	Medical Nursing	Cohort 9/FA 2024	<a href="#">Page 33</a>
Megan	Hays	PM&R/UAB Medicine Office of Wellness	Cohort 9/FA 2024	<a href="#">Page 34</a>
Jennifer	Hicks	Med-Gerontology/Geriatrics/Palliative Care	Cohort 8/SP 2024	<a href="#">Page 35</a>
Patrick	Hussey	Anesthesiology Chairs Office	Cohort 8/SP 2024	<a href="#">Page 36</a>
Anand	Iyer	Medicine/Pulmonary	Cohort 9/FA 2024	<a href="#">Page 37</a>
Rachael	Lee	Medicine - Infectious Diseases	Cohort 9/FA 2024	<a href="#">Page 38</a>
Jimmie	Loats	Financial Operations & Analytics	Cohort 9/FA 2024	<a href="#">Page 39</a>
Julie	Makosky	Human Resources	Cohort 8/SP 2024	<a href="#">Page 40</a>
Brandi	McCleskey	Pathology	Cohort 9/FA 2024	<a href="#">Page 41</a>
Cali	Myers	Emergency Medicine	Cohort 9/FA 2024	<a href="#">Page 42</a>
Carson	Phillips	Transplant Administration	Cohort 9/FA 2024	<a href="#">Page 43</a>
Jennifer	Philpot	HSOM Development	Cohort 9/FA 2024	<a href="#">Page 44</a>

Leah	Pickett	Office of Advanced Practice/Department of Psychiatry	Cohort 8/SP 2024	<a href="#">Page 45</a>
J. Bart	Rose	Oncology	Cohort 8/SP 2024	<a href="#">Page 46</a>
Lalita	Shevde-Samant	Pathology	Cohort 9/FA 2024	<a href="#">Page 47</a>
Amy	Smith	Supply Chain	Cohort 8/SP 2024	<a href="#">Page 48</a>
Bethany	Tidwell	OBGYN	Cohort 8/SP 2024	<a href="#">Page 49</a>
Sherri	Wall	Heart and Vascular Center	Cohort 8/SP 2024	<a href="#">Page 50</a>
Yajing	Wang	Biomedical Engineering	Cohort 8/SP 2024	<a href="#">Page 51</a>
Shi	Wei	Pathology	Cohort 9/FA 2024	<a href="#">Page 52</a>
Christopher	White	Emergency Medicine	Cohort 9/FA 2024	<a href="#">Page 53</a>
Sarita	Womack	UAB Medicine 1917 Clinic	Cohort 8/SP 2024	<a href="#">Page 54</a>
Anisa	Xhaja	O'Neal Cancer Service Line	Cohort 8/SP 2024	<a href="#">Page 55</a>

# ALUMNI 2019-2023

First	Last	Department	Institute
Mustafa	Ahmed	Cardiology	Cohort 3/SP 2021
Samone	Alexander	SOM Dean's Office	Cohort 5/FA 2022
Khurram	Bashir	Neurology	Cohort 1/FA 2019
Heather	Bradley	Care Transitions	Cohort 6/SP 2023
Tracy	Brewer	PM&R	Cohort 7/FA 2023
Catherine	Brown	Office Advanced Practice Providers	Cohort 2/SP 2020
Shannon	Bryant	Neurology	Cohort 3/SP 2021
Thomas	Buford	Medicine	Cohort 4/SP 2022
Elizabeth	Caine	UAB, Center for Psychiatric Medicine	Cohort 2/SP 2020
Will	Callans	Medicine	Cohort 5/FA 2022
Theresa	Caridi	Vascular and Interventional Radiology	Cohort 4/SP 2022
Amanda	Chambers	UAB Nursing Services	Cohort 1/FA 2019
Pam	Clark	Ambulatory Access	Cohort 2/SP 2020
K. Lynne	Class	Perioperative	Cohort 2/SP 2020
Stuart	Cohen	Primary Care	Cohort 1/FA 2019
Christian	Conley	Pharmacy	Cohort 2/SP 2020
Cody	Creekmore	Hospital Medicine	Cohort 4/SP 2022
Christina	Crowe	Pathology and Biomedical Engineering	Cohort 1/FA 2019
Jennifer	DeWolfe	Neurology	Cohort 1/FA 2019
John	Dodd	OPX	Cohort 6/SP 2023
Paige	Dorman	SOM	Cohort 6/SP 2023
Vikas	Dudeja	Surgery	Cohort 6/SP 2023
Mary M.	Duncan	Infection Prevention	Cohort 5/FA 2022
Gena	Dunivan	OB/GYN	Cohort 5/FA 2022
Donna	Dye	Ambulatory	Cohort 1/FA 2019
Terri	Epting	Biochemistry	Cohort 7/FA 2023
Carlos	Estrada	Internal Medicine	Cohort 3/SP 2021
Eric	Ezell	Human Resources	Cohort 7/FA 2023
Doreni	Fleming	UAB Highlands Nursing Administration	Cohort 6/SP 2023
French	Forbes	Radiation Oncology	Cohort 6/SP 2023
Mason	Frazier	UAB Hospital	Cohort 1/FA 2019

<b>Alison</b>	Garretson	Care Transitions	Cohort 2/SP 2020
<b>Christina</b>	Grabowski	Medical Education	Cohort 4/SP 2022
<b>Lauren</b>	Graham	UAB Dermatology	Cohort 3/SP 2021
<b>Orlando</b>	Gutierrez	Medicine	Cohort 4/SP 2022
<b>Lily</b>	Gutnik	Surgery	Cohort 6/SP 2023
<b>Rachelle</b>	Hall	Medicine	Cohort 5/FA 2022
<b>Lee</b>	Hammonds	Cardiovascular Institute	Cohort 3/SP 2021
<b>Shuko</b>	Harada	Pathology	Cohort 5/FA 2022
<b>Allyson</b>	Hill	Advance Practice Providers	Cohort 5/FA 2022
<b>Robert</b>	Holmes	REGULATORY SVCS	Cohort 6/SP 2023
<b>W. Frederick</b>	Horton	Orthopedics Surgery	Cohort 4/SP 2022
<b>Gaurav</b>	Jain	Medicine Quality and Safety, office of Patient Experience	Cohort 2/SP 2020
<b>W. Scott</b>	Jennings	Radiology	Cohort 2/SP 2020
<b>Starlette</b>	Jones Dabbs	Genetics	Cohort 7/FA 2023
<b>Bart</b>	Kelly	UABHS	Cohort 3/SP 2021
<b>Marissa</b>	Keppley	Surgery Chair's Office	Cohort 7/FA 2023
<b>Lauren</b>	Kole	Dermatology	Cohort 7/FA 2023
<b>Alexis</b>	Lawrence	SOM/Dean's Office	Cohort 5/FA 2022
<b>Lauren</b>	Leach	UABHS	Cohort 2/SP 2020
<b>Trevor</b>	Lever	TKC/Ambulatory Services	Cohort 1/FA 2019
<b>Brenessa</b>	Lindeman	Surgery	Cohort 3/SP 2021
<b>Brittany</b>	Lindsey	Center for Patient Flow	Cohort 3/SP 2021
<b>Ginger "Jaye"</b>	Locks	Ambulatory	Cohort 6/SP 2023
<b>Alexander</b>	MacKinnon	Pathology	Cohort 1/FA 2019
<b>Cristina</b>	Magi-Galluzzi	Pathology	Cohort 7/FA 2023
<b>Ragan</b>	Manning	UAB Hospital	Cohort 1/FA 2019
<b>Jessica</b>	Martindale	HSOM Communications	Cohort 7/FA 2023
<b>Tom</b>	McAvoy	Ambulatory, Urology, Oral Surgery	Cohort 2/SP 2020
<b>Mary</b>	McDougal	Physical Medicine and Rehabilitation	Cohort 2/SP 2020
<b>Brian</b>	McNiel	Perioperative Services	Cohort 5/FA 2022
<b>William</b>	Meador	Neurology	Cohort 6/SP 2023
<b>C. Ryan</b>	Miller	Pathology	Cohort 3/SP 2021
<b>Christal</b>	Moore	Surgery	Cohort 3/SP 2021

<b>Christy</b>	Nation	Women and Infants Services	Cohort 4/SP 2022
<b>Denise</b>	Oliver	Ambulatory Services	Cohort 7/FA 2023
<b>Ryan</b>	Outman	Family and Community Medicine	Cohort 4/SP 2022
<b>Fernando</b>	Ovalle	Endocrinology	Cohort 3/SP 2021
<b>Rakesh</b>	Patel	Pathology	Cohort 3/SP 2021
<b>Nisha</b>	Patel	UABHS/SOM Wellness & Administration	Cohort 6/SP 2023
<b>Steven</b>	Payne	UAB Medicine- Finance	Cohort 2/SP 2020
<b>Jennifer</b>	Peterson	UAB Hospital/Pharmacy	Cohort 1/FA 2019
<b>Charlie</b>	Pitts	Contracting	Cohort7/FA 2023
<b>Brent</b>	Ponce	Orthopedics	Cohort 1/FA 2019
<b>Kristin</b>	Porter	Radiology	Cohort 4/SP 2022
<b>Danielle</b>	Powell	PM&R	Cohort 5/FA 2022
<b>Jeanette</b>	Ray	Spain Rehabilitation Center	Cohort 7/FA 2023
<b>M.</b>	Redwine	Psychiatry and Behavioral Neurobiology	Cohort 1/FA 2019
<b>Alan</b>	Rushing	Neurology	Cohort 2/SP 2020
<b>Rosemary</b>	Ryan	Ambulatory Services	Cohort 7/FA 2023
<b>Brian</b>	Samuels	Ophthalmology	Cohort 3/SP 2021
<b>Lauryn</b>	Schultz	Medicine	Cohort 5/FA 2022
<b>Aparna</b>	Singhal	Radiology	Cohort 5/FA 2022
<b>W. Taylor</b>	Sisson	OB/GYN	Cohort 7/FA 2023
<b>Dawson</b>	Smith	UABHS	Cohort 3/SP 2021
<b>Trina</b>	Smith	APP	Cohort 5/FA 2022
<b>Erin</b>	Snyder	Medicine	Cohort 4/SP 2022
<b>Frank</b>	Sortino	Hospital Administration	Cohort 3/SP 2021
<b>Adrienne</b>	Steading	UABHS	Cohort 6/SP 2023
<b>Jill</b>	Stewart	UAB Hospital/Neurology	Cohort 1/FA 2019
<b>Jerzy</b>	Szaflarski	Neurology	Cohort 1/FA 2019
<b>Melanie</b>	Turner	HSIS	Cohort 7/FA 2023
<b>Elizabeth</b>	Turnipseed	MED-Admin/Chair Office	Cohort 4/SP 2022
<b>Jacob</b>	Vaughn	UAB At Home- House Calls	Cohort 6/SP 2023
<b>Larry</b>	Ver Hoef	Neurology	Cohort 6/SP 2023
<b>Brooke</b>	Vining	UAB Hospital	Cohort 4/SP 2022
<b>Jamie</b>	Wade	Rehabilitation Services	Cohort 4/SP 2022
<b>Erika</b>	Walsh	Otolaryngology	Cohort 5/FA 2022

<b>Elizabeth</b>	Westfall	Pulmonary	Cohort 5/FA 2022
<b>Shane</b>	Wiley	Medicine	Cohort 4/SP 2022
<b>Kemberly</b>	Williams	Ambulatory	Cohort 1/FA 2019
<b>Faye</b>	Williams	Nursing Leadership	Cohort 4/SP 2022
<b>Sandra</b>	Willis	Pharmacology/Toxicology	Cohort 5/FA 2022
<b>Kyle</b>	Wood	Urology	Cohort 7/FA 2023
<b>Bradford</b>	Woodworth	Otolaryngology	Cohort 2/SP 2020
<b>Erin</b>	Yarbrough	UAB Medicine/Hospital Administration	Cohort 2/SP 2020
<b>Jessica</b>	Zeller	CPT Operations and ACT Program	Cohort 6/SP 2023

# 2024 INSTITUTE POSTER PRESENTATIONS

# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Erica S. Barnes, DNP, RN, OCN**  
Nurse Manager  
UAB Hospital

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Nurse Manager, Advanced Nursing Coordinator, Charge Nurse, Registered Nurse</li> <li>20 years of nursing leadership</li> <li>Specialty focuses include women's health, oncology and geriatrics</li> <li>UAB Hospital Clinical Excellence Award winner</li> <li>Society of Gynecologic Nurse Oncologist board member and presenter</li> <li>Geriatric Scholar</li> </ul>	<ul style="list-style-type: none"> <li>Personal Productivity (Start with yourself): start with the blind spots to create a professional leadership plan; self care is necessary; feedback is your leadership mirror</li> <li>Talent Management (Uphold high standards): select a mentor; aspire for personal connections; conflict resolution strategies</li> <li>Talent Development (Develop other leaders): workforce planning; begin with expectations; feedback and coaching creates accountability</li> <li>Strategy (Create the future): define the culture; hold staff accountable</li> <li>Execution (Get things done): learn from your mistakes; learning and growth require change.</li> </ul>	<ul style="list-style-type: none"> <li>Effective time management</li> <li>Define my purpose</li> <li>Sharpen the saw (physical, mental, spiritual, and emotional)</li> <li>Define a culture, vision and values</li> <li>Hold staff accountable</li> <li>Take ownership of success</li> <li>Provide and accept constructive criticism</li> <li>Be an intentional leader</li> <li>"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." Maya Angelou</li> </ul>

**"Leadership is an action, not a position."**

Donald McGannon

### SELECTED STRENGTHS

Connectedness	Developer	Belief	Positivity	Includer
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### SELECTED VALUES

Faith	Family	Honesty	Quality	Teamwork
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#### Team Impact

- Manage things and lead people.
- Learning and growth require change.
- Promote effective delegation. Begin succession planning.
- Create a sense of community. Provide expectations from the beginning. Be the driving force as a coach, communicator, mentor and leader.
- The focus on my leadership style has enhanced my growth and increased an overall team approach.
- Staff advocate. Improvements in communication and delegation skills.
- Don't allow boat sinkers to succeed. Focus on work/life balance.

# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Amy Beard, MSN, RN, NEA-BC**  
**Chief Nursing Officer**  
**UAB Callahan Eye**

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<p><b>Nurse Executive/Operations Leader UAB Medicine</b></p> <ul style="list-style-type: none"> <li>Chief Nursing Officer, UAB Callahan Eye Hospital and Clinics 2020-Current</li> </ul> <p><b>Tenet Healthcare Experience</b></p> <ul style="list-style-type: none"> <li>Chief Nursing Officer, Brookwood Medical Center 2018-2020</li> <li>Market System VP, Brookwood Baptist Health 2017-2018</li> <li>Vice President, Patient Care Services, 2007-2015</li> <li>Director of Nursing, 2004-2007</li> </ul> <p><b>Professional Experience</b></p> <ul style="list-style-type: none"> <li>President, Birmingham Region of Nurse Leaders</li> <li>Advisory Board Member, Samford University-Ida V. Moffett School of Nursing</li> <li>Advisory Board Member, University of Alabama at Birmingham School of Nursing</li> <li>Board Member, March of Dimes, Central AIA Division</li> <li>Women's Advisory Steering Committee, Alabama Department of Public Health</li> </ul>	<p><b>Kouzes &amp; Posner; Leadership Practices Inventory</b></p> <ul style="list-style-type: none"> <li>Keen focus on the values that guide my decisions and actions</li> <li>Guide others to have aspirations for the future</li> <li>Set aside time to identify opportunities that challenge my skills and abilities</li> <li>Intentionally connect others to resources that enable them to act</li> <li>Encourage people who embody our values and priorities in both small and big things</li> </ul> <p><b>The 4 Clifton Strengths Domains</b></p> <ul style="list-style-type: none"> <li>Strategic Thinking Domain-I absorb and analyze information quickly. Be patient with others.</li> <li>Influencing and Relationship Building Domains- Predominate themes in both, team building and influencing are where I thrive.</li> <li>Executing Domain- Maximize Arranger and Focus along with the other 3 Domains to make things happen.</li> </ul> <p><b>SWAT/SCOP Analysis/Kubler-Ross Change</b></p>	<p><b>Continue to love God, love people and be IMPACTFUL</b></p> <ul style="list-style-type: none"> <li>Inspire others to achieve meaningful goals and challenge the status quo</li> <li>Be a leader who improves the health and lives of all we serve</li> <li>Consider how incentives/consequences are impacting my and my team's performance</li> <li>Intentional Mentoring-Promote the development of others and challenge them to improve</li> <li>Be intentional about asking for and receiving feedback</li> <li>Stay up to date on key leadership management principles and industry best standards</li> <li>Nominate my team and colleagues to UAB Medicine Institute for Leadership, Quality Academy, UAB Healthcare Leadership Academy and other UAB Medicine learning opportunities.</li> <li>Actively seek out new opportunities that leverage my strengths and benefits the organization</li> </ul>

“Anyone can steer the ship, but it takes a leader to chart the course. Leaders who are good navigators are capable of taking their people just about anywhere.” John C. Maxwell

### SELECTED STRENGTHS

Relator	Strategic	Individualization	Communication	Command
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### SELECTED VALUES

Faith	Family	Loyalty	Trust	Fun
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**Team Impact:** UAB Medicine Institute for Leadership has introduced me to several new leadership concepts and tools. I have been able to share this information with my team. This program has allowed me to gain further knowledge about UAB Health System and inspired me to pursue continuous learning for myself and my team. The investment in this program allows for my team to better understand critical leadership challenges facing our organization and positions us to be solid contributors to continuous performance improvement for the betterment of UAB Medicine as a whole.

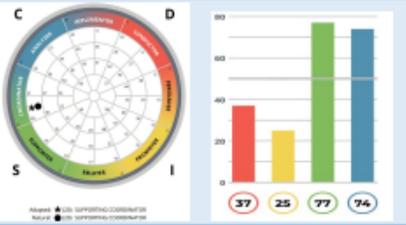
# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Micah Beavers, CISSP, MBA**  
 Dir-Healthcare Info Sec-ENT  
 Health System Information Services



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>• <b>Blue Cross and Blue Shield of AL</b> <ul style="list-style-type: none"> <li>○ 8 years</li> <li>○ SOC, PCI, Risk Mgt, BCP</li> </ul> </li> </ul>  <ul style="list-style-type: none"> <li>• <b>UAB Health System</b> <ul style="list-style-type: none"> <li>○ 9 years</li> <li>○ SOC Engineer → Manager → Director</li> </ul> </li> </ul> 	<p><b>Leadership Strengths</b></p> <ul style="list-style-type: none"> <li>• Thinking strategically</li> <li>• Maximizing resources</li> <li>• Identifying talent</li> </ul> <p><b>Leadership Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Giving actionable feedback</li> <li>• Articulating appreciation of others</li> </ul> <p><b>Self Care</b></p> <ul style="list-style-type: none"> <li>• Over allocating myself does not help my team</li> <li>• Strategy: "what we permit we promote" -</li> </ul>	<p><b>Personal Development Goals</b></p> <ul style="list-style-type: none"> <li>• Strengthening my performance recognition of others by providing specific, positive feedback</li> <li>• Embracing my strengths</li> <li>• Sharpening the saw (emotional, physical, spiritual, mental)</li> <li>• Building a network of mentors</li> </ul> <p><b>Leadership Goals</b></p> <ul style="list-style-type: none"> <li>• Delegating strategically</li> <li>• Knowing my weaknesses/strengths when team building, they are an extension of myself</li> </ul>

Leadership is not about being in charge. Leadership is about taking care of those in your charge – Simon Sink

SELECTED STRENGTHS				
Arranger	Analytical	Restorative	Belief	Competition

SELECTED VALUES				
Integrity	Competence	Trust	Balance	Faith

**Team Impact**

- Create new plans for team meetings (1on1, team, department)
- Document vision and goals for team
- Determine how team members need to receive feedback to feel valued
- Create succession plans for technical architects
- Establish expectations for each team member – ensure both parties understand performance and expectations
- Change management – when organizational change happens, provide clarity and support to team

# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Anyet Belyeu, DNP, MSN, ACNP-BC**  
 Senior Director, Clinical Operations  
 Digestive Health Services

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>• Masters Degree in Nursing, with an included background of inpatient RN experience as well as a certified acute care nurse practitioner with ambulatory experience.</li> <li>• 16 years of RN experience with 12 of those as a nurse practitioner at UAB.</li> <li>• 8 years of operational nursing leadership experience in both outpatient and inpatient settings.</li> <li>• Experience with developing collaborative work relationships.</li> <li>• Obtained my DNP to expand my leadership development.</li> </ul>	<ul style="list-style-type: none"> <li>• Succession planning is an important consideration of leadership development. Development of team members requires attention and thoughtful planning.</li> <li>• Development and retention of talent is an important leadership skill. Identifying ways to motivate and engage members of the team</li> <li>• Learning to develop the understanding of coaching versus mentorship and how to apply both skills.</li> </ul>	<ul style="list-style-type: none"> <li>• The program provided guidance on continuing to identify my barriers and blind spots when developing myself as well as those on my teams.</li> <li>• Finding opportunities to always engage feedback as a tool to keep improving.</li> <li>• The development of continued self-awareness is always a long-term goal to ensure I continue to lead with a collaborative approach.</li> <li>• Continued development of strategic approaches to thinking and serving as a leader.</li> </ul>

“A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.”  
 -Rosalynn Carter

### SELECTED STRENGTHS

RELATOR	DEVELOPER	RESPONSIBILITY	LEARNER	ANALYTICAL
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### SELECTED VALUES

DIVERSITY	HONESTY	BALANCE	COURAGE	GROWTH
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#### Team Impact

- I have created a more intent focus on continued delegation of initiatives to allow myself to be fully present on high priority initiatives/projects. I recently collaborated with a colleague to delegate tasks that did not require my presence, which allowed me to focus on my high priority task for completion.
- I implemented the group coaching sessions with my leadership team. These sessions will allow my leadership team an opportunity to engage each other in an active exercise to coach one another through scenarios to support each other.
- I plan to use my assessments to continue to improve my leadership style and methods. This program has provided my essential tools and new ideas to continue to engage and support my leadership team. Intentional focus on leading with purpose as well as vision is a goal that I want to continue to develop and refine. Fall 2024

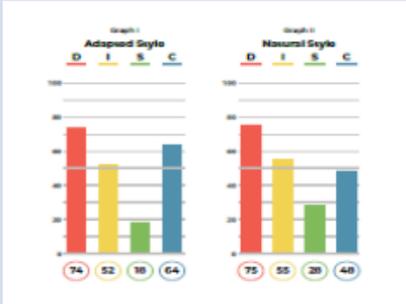
# UAB MEDICINE

## Institute for Leadership

Strengthening and expediting our leadership journey.



**Glenda Black RN, MSHQS, CNML, LSSGB**  
 Senior Director  
 Surgical Nursing

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<p>I have more than twenty years in the nursing profession with a broad range of leadership experience. My leadership experience ranges from inpatient nurse manager, in-patient regulatory and quality coordinator and long term care leadership. I also served as the chair of the Nurse Managers Council, and worked closely with senior leadership on various HR Items, such as the assistant nurse manager role. I have also worked as a Research Coordinator for Vascular Surgery, Interventional Cardiology, and the Comprehensive Cancer Center. I completed the Geriatric Scholar program and have been a Lean Six Sigma Green Belt since 2017. I obtained a Master's of Science in Healthcare Quality and Safety from UAB in 2017, and have been a Certified Nurse Manager Leader since 2019.</p> <p>When I entered the program, my natural style was DI, as shown below. I can always see the potential in others and I love to develop people. My opportunity for improvement is learning how others view me.</p> 	<p>During the Institute for Leadership, I gained a deeper understanding of what it means to be an effective leader. This program highlighted that leadership is not about holding a position of authority but involves mentorship, social influence and the ability to inspire change. This core concept changed my perception of leadership, making me realize and truly understand that true leaders are those who leave a lasting impact on the ones they lead as well as others.</p> <p>Personally, one of the most significant aspects of the Institute for Leadership was the focus on self-awareness, the ability to understand my own character, values, motivations and how my actions affect others. Through Leadership Practice Inventory DISC assessments, Clifton Strength finders, executive coaching, and in-class reflective exercises, I learned about my own leadership style and the traits that define me as a leader. Understanding my strengths and weaknesses allowed me to develop and grow my own self-awareness, which is critical for effective leadership. For example, I learned that I am ambitious in my approach to problem solving and display strong will and a need to win against all obstacles. A recurring theme during the Institute of Leadership was the importance of passion in leadership. I am now certain that in order to lead my team effectively, I must be vested and totally aligned with the organization vision and mission statement. Engaging in the in-class discussions and listening to the executive speakers of the health system helped reinforce this idea as well. For example, I constantly remember the words of Billy Connelly, Sr. VP of Ambulatory Services saying, "You have to see your leadership as a calling, not just a job". This realization made me reflect on my own passions and how they align with my leadership goals. This program also highlighted specific traits that are seen as desirable in leaders, such as dedication, integrity, respectfulness and open and transparent communication. Participating in small group activities and peer coaching sessions allowed me to practice these skills in real-time scenarios, enhancing my ability to lead by example. I learned that feedback from peers is valuable and provides insight into how others perceive my leadership style and areas I can improve in. Being a High DI, I see myself as competitive and wanting to get the job done, while others may view me as demanding or controlling. This helps me with being aware of areas where I can improve.</p>	<p>The first step for me is to lead with intentionality. This involves reflecting on what specific skills I want to continue to develop, such as strategic planning to continually develop my leadership team and succession planning. This is important for me because I have very seasoned leaders that have been in their roles for a very long time. As their leader, I want to leave them better than where I found them, by aligning my vision with the organization vision, motivating my team, and working to meet the goals of the organization. Understanding these key areas of leadership is essential for my professional development.</p> <p>First, I will seek to pair my nurse managers with emerging leaders to help provide guidance, support and insight into effective leadership practices. I will reach out to leadership programs like this one as well. Secondly, I will continue to coach my leaders to develop specific skills tailored to their personal and professional growth needs. This will be done by delegating certain tasks to them to help them develop professionally. Lastly, I will continue to seek outside feedback for me to continue my professional development and seek regular 360 reviews of my leadership team to identify areas for improvement and track their progress as well over time.</p> <p>My leadership practice will improve post program by first giving my full attention to my team and listening to them, and their ideas. Listening will help them feel heard and respected, which I believe will lead to increased trust in my leadership abilities. When they feel understood, they will be more likely to engage. I will lean in with curiosity, instead of asking why questions. I will ask clarifying questions to understand their perspectives. I will also lean in with empathy to show that I understand their feelings, even if the situation does not seem like a big deal to me.</p> 

As I grow , I grow Others .

### SELECTED STRENGTHS

Developer	Individualization	Achiever	Learner	Positivity
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### SELECTED VALUES

Family	Balance	Growth	Integrity	Honesty
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### Team Impact

- How have you implemented what you learned? What was the impact of this?  
 • Since enrolling in the Institute for Leadership program, I have implemented several key learnings by prioritizing open and transparent communication with my team, fostering a culture of collaboration, actively seeking feedback from them and my peers, delegating tasks effectively and being intentional while developing the leadership potential of my team. I also make sure every member of my team feels valued and empowered towards achieving our shared goals/organization goals.
- What departmental initiatives were adopted / implemented as a result of the program?  
 • Transparent communication-we meet daily where I openly share updates, challenges and decision-making processes, while encouraging open questions and feedback from everyone.
- Active listening- I am continually making a conscious effort to truly listen to my team members' concerns and ideas, providing them with a safe space to communicate openly.
- I implemented a new one on one monthly form and I also started using sending the agenda with the zoom meeting.
- What metrics did you develop? What metrics positively shifted? For my team, our focus is on the Medallia Patient Engagement Overall rating. Surgical Nursing has several drivers that influence this metric such as communication with nurses, responsiveness, and communication about medications. By shadowing my team, I was able to provide guidance and support that should lead to increase in the overall rating.
- What are the anticipated future directions and impact of your department as a result of your participation? I will be very intentional with my team members. I feel that mentorship and development will be the key drivers of my participation in the Institute for Leadership. First, the ability to identify each individual strength of my team and delegating tasks accordingly will aid in empowering them. Secondly, the ability to identify high-potential team members and providing them with guidance, coaching and opportunities to take on challenging projects to develop their leadership skills.
- How was this program worthwhile for you, your team? This program helped me to develop a stronger sense of self, by understanding first how I respond and react to situations and secondly, how others perceive my responses/behavior. Learning more about me, gives me information on the front end, so that I can make better choices. Lastly, as I grow, I grow my team.
- What fruits will be reaped due to your leadership intentionality? For me personally, I will be intentional in guiding my team toward the initiatives of the organization. That means, transparency in the data, keeping the data in front of them, asking questions with curiosity instead of coming off as blaming. Providing timely feedback and praise and setting specific, measurable, achievable, relevant and timely goals for each of them. The final thing is continually developing myself, so that I can continue to develop them.

Fall 2024

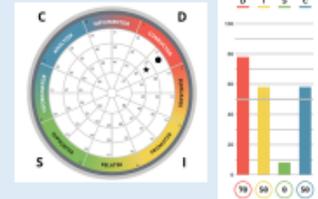
# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Libby Bollier, MSHA**  
Senior Director, Practice Operations  
Medicine & Surgery



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Degrees in Biomedical Sciences and Business Administration from Auburn, and a MSHA from UAB, followed by a fellowship at Emory Healthcare.</li> <li>Previous experience at Emory within hospital operations leading lean strategies and operational efficiencies, facility planning and expansion, and the integration of Kaiser Permanente into the EHC medical staff, perioperative and heart &amp; vascular services.</li> <li>4+ years at UAB working in Practice Operations partnering with the Depts of Medicine, Surgery, Orthopedic Surgery, and Anesthesiology.</li> </ul>	<ul style="list-style-type: none"> <li><b>Personal Productivity:</b> Spend time reflecting on leadership areas of focus so unconscious can become conscious, which can then become second nature. Rinse and repeat.</li> <li><b>Talent Management &amp; Development:</b> Recruit well and look for the overlapping strengths of smart, hungry, and humble. How do I inspire more than I execute? How am I developing, mentoring, and coaching critical thinking skills?</li> <li><b>Strategy &amp; Execution:</b> Optimizing teams and helping others get to a new, better place through bidirectional communication and vision.</li> </ul>	<ul style="list-style-type: none"> <li>This program gave me the time and space to pause and reflect, then plan and execute on leadership ideas. I am going to continue to carve out (and protect!) dedicated time for this growth mindset.</li> <li>Ongoing pursuit of mentorship and collaboration with diverse leaders – “iron sharpens iron.”</li> <li>Prioritizing the development of my direct reports through a structured, intentional plan – holding the well-being of my team as a key indicator for my success.</li> </ul>

I can do things you cannot, you can do things I cannot; together we can do great things. – Mother Teresa



### SELECTED STRENGTHS

Thoughtful & Reliable	Structured & Hardworking	Curious & Challenging	Strategic & Innovative	Articulate & Poised
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### SELECTED VALUES

Respect	Commitment	Ownership	Growth	Balance
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### Team Impact

- Implemented a proactive, intentional, structured, and accountable professional development plan (not performance development) with direct reports covering three topics: introspective self, others, and context
- Communicating the purpose, vision, and value to lead through change and complex problem solving; propagating the message and supporting the team
- This program was truly an investment into my current team, my future career, and the legacy I can leave. Though sometimes difficult to carve out time (for sessions, reflections, homework), it was so needed and necessary. I am better and my team is better for this.

*“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”*  
*“I want every little girl who’s told she’s bossy to be told instead she has leadership skills.”*  
 – Sheryl Sandberg

Spring 2024

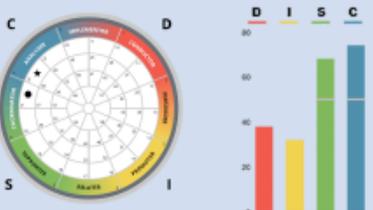
# UAB MEDICINE

## Institute for Leadership

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**Inmi Brandsema, MBA**  
 Manager – Hospital Finance  
 Hospital Financial Management

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>• 10 years of public and healthcare accounting experience.</li> <li>• Specialized in audits of healthcare entities.</li> <li>• Financial reporting expertise.</li> <li>• Coordinate capital planning for UAB Hospital and Health System</li> </ul> 	<ul style="list-style-type: none"> <li>• Understanding my strengths and creating awareness to recognize strengths of others.</li> <li>• Leveraging one-on-ones for relation building and development</li> <li>• Succession planning and development for all levels of the organization</li> <li>• Connecting department vs organization strategic planning and the impact of organizational culture</li> <li>• Strategies for change management</li> <li>• Coaching through difficult conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize my task focused nature to enhance my leadership style</li> <li>• Be intentional to develop and foster relationships</li> <li>• Strategically delegate projects to provide growth opportunities and transfer ownership</li> <li>• Advocate for the need of team building events and help plan these events.</li> </ul>

“Leaders have to give time for relationships. But more demands will be placed on their time as they become more successful. So if a person’s success is based on developing relationships, then they have to continually find new ways of getting it done.”  
 - Mike Krzyzewski



### SELECTED STRENGTHS

Achiever	Harmony	Analytical	Individualization	Learner
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### SELECTED VALUES

Teamwork	Growth	Balance	Change	Accountability
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### Team Impact

- Initiated monthly formal one-on-ones with direct reports.
- Updated and enhanced the Hospital Finance Onboarding Checklist. This will set clear expectations and provide guidance for new employees.
- Emphasizing feedback on large projects that require participation from all levels from the organization (Axiom implementation).
- Planning an engagement and learning event for Finance team members.

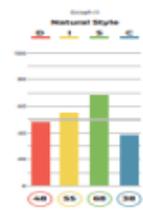
# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Daran Brown, MBA, BSN**  
 Associate Vice President- Resource Management/Finance  
 Resource Management Systems



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Leader with 23 years of nursing experience. Daran has worked in 8 different healthcare systems across two countries. Holds an MBA, and certificate in Quality &amp; Safety.</li> <li>Achievements include being the Nursing lead during the introduction of Early Recovery After Surgery (ERAS) at UAB and embedding the Electronic Travel Tracker to alert clinical staff to high-risk transports.</li> <li>Published author in numerous health care journals.</li> <li>Leads department which budgets approximately \$900 million in labor.</li> </ul>	<ul style="list-style-type: none"> <li><b>Talent Management on your team:</b> Invest in your team and give them a path to department and individual advancement including your own succession.</li> <li><b>Challenge the Process/Be Willing to Lead Change:</b> Question why things are done in a certain manner and explore if that is the most efficient manner presently.</li> <li><b>Enable others to ACT:</b> Encourage others to be powerful and to act when they identify an area for positive change.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage mentorship as I grow as a leader, and mentor others to allow them to grow.</li> <li>Seek out feedback from my leader, peers, and direct reports.</li> <li>Journal thoughts and reflections.</li> <li>Invest in myself through leadership offerings and LinkedIn Learning.</li> </ul>

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows the great enthusiasm, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat. ----- Theodore Roosevelt

SELECTED STRENGTHS				
Strategic Thinker	Analytical Approach	Learner	Achiever	Arranger

SELECTED VALUES				
Family	Honesty	Fun	Faith	Loyalty

**Team Impact**

- “One on One” monthly team meetings and report out.
- Resource Management “Peer lead” initiative to redistribute workload across the RMS team.
- Introduced work team to use of the “SWOT” analysis and how that can determine the need for process changes within the department to ensure that work responsibilities are duplicated (have back ups) across the RMS team.

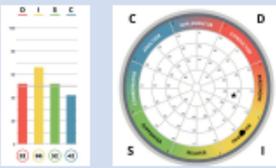
# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Steven T. Brown, MD CAQSM**  
 Division Chief of Sports & Exercise Medicine  
 Department of Family and Community Medicine

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>I have served in predominantly educational leadership positions within multiple organizations before joining UAB Medicine in 2022.</li> <li>In addition to my Chief duties, I am also the Director of Point-of-Care Ultrasound for the DFCM and Heersink School of Medicine.</li> </ul> 	<ul style="list-style-type: none"> <li>The insights UAB Medicine's senior leadership shared were invaluable, and my executive coaching sessions were instrumental in my professional growth.</li> <li>Based on feedback from the LPI360 and utilizing the tools presented during the IOL, I have modified my leadership style and incorporated new strategies for improving personal proficiency, especially in communication, talent management, and talent development.</li> </ul>	<ul style="list-style-type: none"> <li>This program reaffirmed my commitment to personal growth and maturation as a leader, including setting boundaries, practicing active/effective listening, improving conciseness, practicing silence/intentional pausing, and asking questions.</li> <li>After completing the LOI, I will pursue additional leadership development opportunities at UAB and beyond.</li> <li>My long-term goal is to become a Department Chair or assume a similar senior leadership position.</li> </ul>

*“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”*

- Jack Welch, Chairman and CEO of General Electric

### SELECTED STRENGTHS

Competition	Achiever	Significance	Learner	Command
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### SELECTED VALUES

People-oriented	Optimistic	Enthusiastic	Dedicated	Creative
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### Team Impact

- As a result of my participation in the Institute for Leadership, I have incorporated new approaches to talent management and development, including:
  - Optimization of one-on-one meeting formats
  - Establishment of a performance improvement strategy with faculty and staff
  - Development of a streamlined onboarding process
  - Standardization of interview questions for potential new faculty hires
- Moving forward, the Division of Sports & Exercise Medicine will be working to develop a refreshed strategic plan during which I plan to utilize Drucker's 5 Questions.

# UAB MEDICINE

## Institute for Leadership

Carefully coordinating creative contributors championing change.



**M. Josh Carter, PhD**

Former Executive Director of Strategic Leadership Recruitment,  
Heersink School of Medicine  
Assistant Professor, Human Studies - School of Education



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<p>1999 BA – Spanish Language, OU 2001 MA – Spanish Literature, OU 2015 PhD – Educational Leadership in Higher Education Administration, UAB</p> <ul style="list-style-type: none"> <li>28 years of increasing responsibilities and experience in Higher Education</li> <li>Extensive international &amp; on-campus crisis &amp; crisis-related communications management experience in the Student &amp; Faculty Affairs sphere</li> <li>Honored in October with the 2024 President's Award for Excellence in Support of UAB and Shared Governance</li> </ul> <p><i>You can't really know where you are going until you know where you have been.</i> --Maya Angelou</p>	<p><b>We practice "healthcare," but do we really care about health? Of our state? Our diverse BHM community? Our most underserved and most in need of affordable, accessible, and accountable healthcare systems and providers?</b></p> <p><b>Do we care enough about ourselves as human beings? We know we are not healthy as a community. But we the caregivers are sick, too.</b></p> <p><b>Be Kind</b> --Dr. Carmelle Ellie</p>	<ul style="list-style-type: none"> <li>An environment that is <b>challenging AND supportive</b></li> <li>An environment where I am confident about and empowered to <b>manage up</b></li> <li>An environment that is committed to <b>continuous learning and growth</b></li> <li>An environment that is <b>welcoming to ALL – especially to those with whom we work as colleagues</b></li> <li>An environment where <b>trust</b> is sought</li> <li>An environment where I am able to <b>guide, mentor, and inspire</b></li> </ul> <p><i>"If I had known the difference between 'anecdote' and 'antidote' my friend would still be alive." –Ron White</i></p>

"Because I know that time is time and place is always and only place and what is actual is actual only for one time and only for one place, I rejoice that things are as they are and I renounce the blessed faces and renounce the voice because I cannot hope to turn again."  
— T.S. Eliot, *Ash Wednesday*

### SELECTED STRENGTHS & MOTIVATORS

**Strategic, Connector, Diplomatic, Educator, Aesthetic, Non-Utilitarian**

### I VALUE:

<p><b>Innovation -</b> Therefore, I will stay curious and challenge the status quo</p>	<p><b>Teaching &amp; Learning -</b> Therefore, I will model the way</p>	<p><b>Collaboration -</b> Therefore, I seek &amp; offer meaningful and mutually beneficial relationships for all</p>	<p><b>Ethicality -</b> Therefore, I seek &amp; support truth</p>	<p><b>Honesty -</b> Therefore, I will not fear giving or receiving honest, truly constructive &amp; feedback</p>
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**Lessons Learned:**

- Get out of the way
- Stay Curious
- Champion for doing what is right!

A: Has strong leadership skills with years of experience; see above comments for what could be developed more in an effort to be a more well-rounded, effective leader. Main focuses could be communication style & effectiveness, team member advocacy to leadership, following through on ideas & projects by contributing one's self and by implementing 'milestones' or checking in more regularly. Overall, a people-oriented leader with a desire to do good and encourage others; minor adjustments would make for a great leader!

Fall 2024

# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Kayla Cooney, MBA, BSN, RN, AMB-BC**  
**Manager**  
**Patient Healthcare Coordination Center**

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Prior to joining UAB, I worked at Children's of Alabama and have been with UAB for the past five years. I hold a Bachelor's in Nursing and a Master's in Business Administration, and I am currently working toward a Master's in Healthcare Quality and Safety here at UAB.</li> </ul> <p>DISC Assessment (Value to the Organization)</p> <ul style="list-style-type: none"> <li>Turns confrontation into positives</li> <li>Good listener</li> <li>Flexible</li> <li>Dependable team player</li> <li>Consistent and steady</li> </ul>	<ul style="list-style-type: none"> <li><b>Personal Productivity:</b> Spend time focusing on developing my leadership skills and strategic mindset.</li> <li><b>Talent Management &amp; Development:</b> When recruiting look for individuals that are hungry, humble, and smart.</li> <li><b>Delegation:</b> When delegating, it is important to utilize the five strategies of delegation.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize the development of my direct reports through a well-developed leadership course.</li> <li>Ongoing pursuit of networking and opportunities for collaboration with other leaders and departments.</li> </ul>

**"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."**  
 – John Quincy Adams



### SELECTED STRENGTHS

Input	Restorative	Relator	Intellection	Learner
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### SELECTED VALUES

Quality	Knowledge	Balance	Persistence	Growth
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**Team Impact**

**Key Strategies and Impact:**

**1. Effective Delegation**

Using the five strategies for delegation, I've improved task distribution, empowered team members, and boosted productivity. This has led to increased team ownership and engagement.

**2. Talent Management**

I focused on recruiting "hungry, humble, and smart" staff, creating a high-performing team that aligns with our values. This will decrease turnover and foster a culture of collaboration and continuous learning.

**3. Organizational Change**

Applying structured change management processes has allowed us to implement new initiatives like improved patient safety protocols, leading to better outcomes and efficiency.

**Future Directions:**

• **Staff Development:** Focus on continuing to grow and retain top talent.

• **Ongoing Improvements:** Further refine processes for enhanced patient care and operational efficiency.

• **Leadership Expansion:** Mentor other leaders to foster a culture of excellence across the department.

**Program Value:**

This program has empowered me with the tools to lead more intentionally, resulting in stronger team cohesion, better patient care, and long-term improvements for UAB.

# UAB MEDICINE

## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Meagan Fowler, PharmD, MSHA**  
 Director of Specialty Pharmacy Services and Clinic Operations  
 Department of Pharmacy

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<p><b>UAB MEDICINE</b></p> <ul style="list-style-type: none"> <li>13 years experience at UAB</li> <li><b>Specialty Pharmacy Services</b></li> <li>Leadership in Specialty Pharmacy with focus on operational effectiveness, growth strategies, revenue, and regulatory compliance.</li> </ul>	<ul style="list-style-type: none"> <li>The importance of sharpening the saw</li> <li>Strategies for effective delegating for talent development and team growth                             <ul style="list-style-type: none"> <li>Plan for delegation, chose strategically, communicate often, and be patient</li> </ul> </li> <li>Effective One-on-One meetings are purposeful, planned, and should include key stakeholders as well as team members.</li> <li>Strategic Planning strategies including SWOT/SCOP analysis</li> </ul>	<ul style="list-style-type: none"> <li>Identify and build strong relationships with key stakeholders</li> <li>Focusing on talent development by increasing rounding, building relationships, and promoting performance improvement</li> <li>Actively delegate important tasks with a goal for talent development and team growth.</li> <li>Communicate aligned strategic team goals</li> </ul>

**“A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.”**  
 - Rosalynn Carter



### SELECTED STRENGTHS

Relator	Learner	Responsibility	Analytical	Achiever
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### SELECTED VALUES

Integrity	Quality	Ownership	Teamwork	Balance
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### Team Impact

- Personal reflection with 360, DISC, and Emotional Intelligence report to reflect on areas of strengths and identify areas for growth and further development.
- Hard-wired one-on-ones with direct reports. Developed a schedule for regular check-ins with all staff and team with a focus to assure open doors of communication and feedback.
- Shared strategies of one-on-one, delegation, performance improvement, and situational interview questions with team to continue to advance our program and leadership.
- Incorporated leadership coaching in all appropriate communications to assure constant team and leadership development.

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**Toni S. Gaston, MSN, RN BC-RN**  
**Nurse Manager,**  
**Surgical Services**



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>• 20+ years of nursing leadership</li> <li>• Clinical Nurse Leader Excellence Award Winner</li> <li>• Assisted in the development and implementation of hospital-wide programs i.e., the Geriatric Scholar Program and Diabetes Scholar Program</li> <li>• Piloting Nursing care delivery model aimed at addressing the nursing shortage</li> <li>• Transparent and experienced leader</li> <li>• Conscientious and steady</li> <li>• High Standards, loyal</li> <li>• Trustworthy</li> <li>• Detailed-oriented, collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Focus on "Sharpening the Saw"</b> to improve my physical, social, mental, and spiritual well-being,</li> <li>• <b>Develop a clear succession plan</b></li> <li>• <b>Build strong, meaningful relationships</b></li> <li>• <b>Clarify and align with a strong vision, mission, and set of values</b></li> <li>• <b>Make 1:1 meetings more impactful</b>, ensuring they are purposeful, focused, and lead to actionable outcomes</li> <li>• <b>Overcome resistance to change</b></li> <li>• <b>Challenge existing processes</b> through continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Strengthen and nurture professional relationships</b></li> <li>• <b>Enhance visibility and actively engage with stakeholders</b></li> <li>• <b>Cultivate self-awareness</b> and emotional intelligence</li> <li>• <b>Committed to lifelong learning</b>, as a leader</li> <li>• <b>Develop and mentor the next generation</b></li> <li>• <b>Invest in advanced leadership development programs</b> to further enhance my leadership skills</li> <li>• <b>Embrace new challenges</b></li> </ul>

You have to have confidence in your ability, and then be tough enough to follow through.  
 Rosalynn Carter  
 Do not follow where the path may lead. Go instead where there is no path and leave a trail.  
 Ralph Waldo Emerson

SELECTED STRENGTHS				
Relator/Compliant	Consistency/High Standards	Belief/Accurate	Maximizer	Harmony
SELECTED VALUES				
Family	Respect	Health	Spirituality/Faith	Honesty/Integrity

**Team Impact**  
 As a result of this class, I have developed a personal development plan for my ANMs, utilizing LinkedIn Learning and other concepts from the course. This plan is tailored to foster individual growth based on the unique needs of each team member.  
 Given the size of my team, gathering information can be challenging, but using the 1-2-4-All technique has enabled me to quickly gather ideas and move directly into action planning.  
 I have also gained a deeper understanding of leadership, the tools, best practices and the skills I've learned have enhanced my leadership capabilities, particularly with additional marketing strategies that will help advance my career.

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**Moheb Ashraf Emeel Gohar, MD**

Assistant Professor

Department of Anesthesiology and Perioperative Medicine

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>9 years of Anesthesiology experience with Certification in both Adult Cardiac Anesthesiology and Critical Care Medicine.</li> <li>National and regional expertise and recognition in medical education.</li> <li>Financial and administrative education through UAB Collat School of Business</li> </ul>	<ul style="list-style-type: none"> <li>Self-care and life balance: A healthy leader is an effective leader.</li> <li>Succession planning and leadership development is a daily commitment to my team.</li> <li>Well Structured and employee-centric 1-on-1 meetings are foundational for effective leadership</li> <li>“Culture eats strategy for breakfast” –Drucker</li> <li>Identifying stakeholders and their values. Drucker’s 5 questions.</li> <li>Healthy recruitment starts with identifying team vision and mission.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to assume leadership in my clinical and education teams as well as contributing to my department and health system.</li> <li>Continue to seek and provide mentorship and coaching.</li> <li>Finish my MBA with a worldview of leadership and investing in human capital.</li> <li>Grow in emotional intelligence and effective communication that provides safe and effective environment for my team.</li> </ul>

**Leadership Quotes**

“A leader doesn’t use people to build things, rather they use things to build people” — Unknown  
 “I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”— Maya Angelou

**SELECTED STRENGTHS**

Communication	Achiever	Learner	Strategic	Context
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**SELECTED VALUES**

Faith	Integrity	Wisdom	Community	Excellence
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**Team Impact**

- Self-care and proper work-life balance can fuel a team to perform more efficiently and innovatively.
- Building a strategy based on stakeholders’ values and objectives. Drucker’s 5 questions.
- Identifying the drama triangle in team interactions and striving for a more cooperative and pro-active culture.
- Implementing structured 1-on-1s to build the team members and address issues and opportunities in a timely fashion.
- Intentional continuous learning and improvement through LinkedIn Learning and other courses and retreats.
- We all bring valuable insights, values and strengths. A great team is one that recruits and develops its members to reap the fruit of all of our individual contributions and qualities.
- Change is inevitable. We either manage change, or it manages us.

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**Sandeep K Gupta MD**

Professor and Chief,

Division of Pediatric Gastroenterology, Hepatology and

Editor-in-Chief Journal of Pediatric Gastroenterology and Nutrition (NA)

Editor-in-Chief JPGN Reports (NA)

What I brought.	What I learned.	Where I'm going.
<ul style="list-style-type: none"> <li>• 32 years of Clinical experience and academic outputs</li> <li>• &gt;50 trainees and mentees</li> <li>• &gt;300 talks local, regional, national and international</li> <li>• &gt;400 publications</li> <li>• Division Chief, UAB/Children's</li> <li>• Many national-level roles</li> <li>• Believe in Educate, Engage, Empower and Elevate; and Inform, Involve, and Inspire</li> </ul>	<ul style="list-style-type: none"> <li>• It made realize my Emotional Intelligence was not as good as I had thought in some of the sub-segments. I feel this has pulled me down over the years as I reflect on the past many years with what I have learned in this course.</li> <li>• My existing habits have resulted in limited successes despite my incredible hard work.</li> </ul>	<ul style="list-style-type: none"> <li>• It might sound basic, but first I need to enhance my EI.</li> <li>• This is the main take-home message for me at present as it will have several downstream effects</li> <li>• More open-ended and non directive communications; not predefined outcomes; self regulation</li> <li>• Broader leadership roles preferably at UAB</li> </ul>



### Be the Change you wish to see



### SELECTED STRENGTHS

Conscientious – Hard Working	Dependable	Empathetic	Collaborative	Mentor
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### SELECTED VALUES

Access to Patient Care	Transparency	Academic Advancement	Aspirations	Democratic Decision making
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- I have learned and implemented to do **open-ended and non-directive communications**; ; meet the team without a pre-plan so team can **contribute at the foundational stages**
- I have driven initiatives at hospital-wide level including focus on **Patient Convenient Care: Teaching families feeding tubes replacement at home prior to hospital discharge; modifying on-call schedule for emergencies**
- The Group being more **team-centric** is the desired outcome – it is a work in progress
- The program has helped me identify my weaknesses. With this knowledge, I am paying more attention to self regulation. Hopefully this will **enhance my leadership and** the fruits of hard work; enable me to **drive change in face of resistance** and to lower the temperature

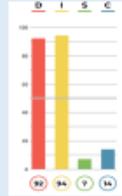
# UAB MEDICINE

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**Sasha W. Harris, DNP, MSHQS, MEDSURG-BC, NE-BC**  
 Sr. Director of Nursing Services  
 Medical Nursing



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>• Leader with over 12 years of nursing experience. Bachelors degree in Nursing from Jacksonville State University, Master in Nursing and Health System Administration, Master in Healthcare Quality and Safety, and an executive Doctor of Nursing Practice all from UAB.</li> <li>• Specialty ANCC certifications in Medsurg and Nurse Executive.</li> <li>• Over 8 years in leadership and operations at UAB Hospital.</li> <li>• My say it in six "Love God, Love People, Be Impactful"</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Personal Productivity</u>: I learned that I must spend more time focusing on my needs, so I can continue to help others grow.</li> <li>• <u>Talent Management &amp; Development</u>: Concept of Hungry, Humble, and Smart- Patrick Lencioni. I must continue to remind myself to ask questions instead of telling the solution.</li> <li>• <u>Strategy &amp; Execution</u>: Succession Planning &amp; a vision is key! "If you don't know where you are going, you'll end up someplace else."- Yogi Berra</li> </ul>	<ul style="list-style-type: none"> <li>• Mentorship from different backgrounds and experiences can help broaden your worldview and challenge your thinking.</li> <li>• Continue to use the Coaching (GROW) Questions to help get conversations going and to help my team grow professionally and personally.</li> <li>• Continue to pour into my team to help them develop and grow. Find conferences and workshops that will help sharpen their skills in leadership.</li> </ul>

Leadership is not about titles, positions or flowcharts. It is about one life influencing another. –John C. Maxwell



SELECTED STRENGTHS				
Hardworking	High Energy & enthusiastic	Strong Influencer	Determined & Decisive	Pioneering and Ambitious
SELECTED VALUES				
Relationship w/God	Family	Authenticity	Integrity	Balance

**Team Impact**

- I will make sure that I will delegate to the right member of my team at the right time.
- As a leader, I must continuously provide opportunities for my direct reports to learn and develop by participating in workshops and professional seminars, directly contributing to challenging projects, with the team, and learn new skills to support work and our staff.
- Perform a Strength, Challenges, Opportunities, and Priorities (SCOP) Assessment with the entire nursing team to help UAB nursing remain on the same page.
- "Leadership is not about being in charge, it's about taking care of those in your charge."— Simon Sinek. Because I live this quote, I believe I have a responsibility to take care of those in my charge.

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*Strengthening and expediting our leadership journey.*



**Megan M. Hays, PhD, ABPP, FAACVPR**  
 Associate Professor, Department of Physical Medicine & Rehabilitation  
 Director of Wellness Education, UAB Medicine Office of Wellness

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>• PhD in Clinical Psychology</li> <li>• Board certified in rehabilitation psychology (ABPP-RP)</li> <li>• Fellow of the American Association of Cardiovascular and Pulmonary Rehabilitation (FAACVPR)</li> <li>• Associate Professor in PM&amp;R</li> <li>• Director of Wellness Education for UAB Medicine Office of Wellness</li> <li>• Associate Program Director for PM&amp;R's Rehab Psych Postdoc</li> <li>• Member of the AACVPR Board of Directors and the American Board of Rehabilitation Psychology (ABRP)</li> </ul>	<ul style="list-style-type: none"> <li>• Being a wellbeing expert is even more reason to model self-care as a leader in this space</li> <li>• Stephen Covey's Sharpen the Saw is a helpful framework for organizing goals around self-care</li> <li>• Eisenhower Matrix: Do, Decide, Delegate, Delete</li> <li>• Structured 1:1s are important for performance management</li> <li>• Avoid the Drama Triangle</li> <li>• LinkedIn Learning is a great resource</li> <li>• Drucker's Five Questions</li> <li>• 1-2-4-All is a helpful facilitator</li> </ul>	<ul style="list-style-type: none"> <li>• Never stop learning how to be an effective leader</li> <li>• Focus on modeling the way</li> <li>• Take self-care seriously as a leader</li> <li>• Be vigilant about getting feedback</li> <li>• Coaching/mentorship will be key</li> <li>• Leadership is fundamentally about relationships</li> <li>• <b>Short-term (1-3 years):</b> Obtain BCC credential, complete MBA program, become full professor</li> <li>• <b>Long-term (3-10 years):</b> Become the Chief Wellness Officer (CWO) of a large academic medicine center</li> </ul>



### Helping Caregivers Do Their Best Work

“Leadership is not about being in charge. Leadership is about taking care of those in your charge.” – Simon Sinek



#### SELECTED STRENGTHS

Developer	Empathy	Positivity	Communication	Learner
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#### SELECTED VALUES

Family	Integrity	Fun	Balance	Community
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#### Team Impact

- Initiated intentional 1:1 meetings with every member of my office asking for feedback on my performance as a leader and have acted on that feedback
- Our team developed a strategic plan including vision, mission, values, activities, and KPIs
- Discussion about Modeling the Way has led me to save any after-hours emails as drafts and waiting to send them during business hours, influencing other team members to do the same
- My mentorship engagement through this program has been helpful in my career development, but has also provided me with the opportunity to get to know a new team member in our office
- Debriefing my LPI 360 results led to some helpful conversations around self-care within our team

Fall 2024

# UAB MEDICINE

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**Jennifer Hicks, MSHA, MBA**  
 Director, Palliative and Supportive Care  
 Cancer Service Line – UAB Hospital

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>17+ years at UAB</li> <li>Certified DISC Behavior Analyst</li> <li>Strategic Planning and Business Development Expertise – working with internal and external groups</li> </ul>  	<ul style="list-style-type: none"> <li>Personal Proficiency and Assessments: Developing personal mission and vision statements based on values</li> <li>Talent Management: The importance of onboarding; optimizing 1:1 meetings</li> <li>Talent Development: Have a plan! Mentoring vs. Coaching</li> <li>Strategic Planning:</li> <li>Change Management: How to be a better change leader</li> <li>Leadership Competency: Developing leadership skills to get things done</li> </ul>	<ul style="list-style-type: none"> <li>Optimize 1:1 meeting times</li> <li>Develop team members with their values and behavioral styles in mind to optimize their potential and maximize their contribution to the organization</li> <li>With the help of my teams, build a clear strategy for short- and long-term goals</li> <li>Grow mentor and coaching relationships as well as peer relationships to grow and advocate together</li> <li>Look for opportunities to advocate for and provide support to other leaders</li> </ul>

“There are three essentials to leadership: humility, clarity, and courage.”

Chan Master Fuchan Yuan



“The supreme quality for leadership is unquestionable integrity.”

Dwight D. Eisenhower



“Do what you feel in your heart is right – for you’ll be criticized anyway.”

Eleanor Roosevelt



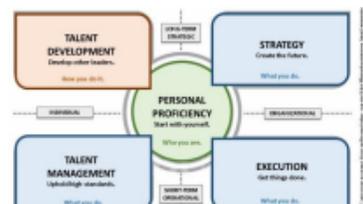
### SELECTED STRENGTHS

Learner	Deliberative	Analytical	Harmony	Achiever
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### SELECTED VALUES

Faith, Family, Community, Legacy	Honesty, Integrity, Humility, Compassion	Competence, Growth, Learning	Commitment, Quality, Value
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### Team Impact



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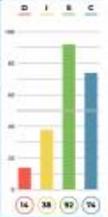
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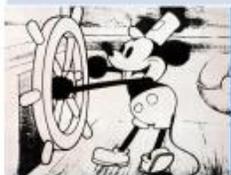
**Patrick Hussey, MD, FASE**

Assistant Professor

Department of Anesthesiology and Perioperative Medicine



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Born in Alaska, kindergarten in Taiwan, raised in Iowa</li> <li>Subway Assistant Manager</li> <li>Luther College                             <ul style="list-style-type: none"> <li>Launching Luther Leaders</li> <li>Eclipse Hip Hop Dance Team Captain</li> <li>President Jazz Orchestra</li> </ul> </li> <li>Ulowa Med School                             <ul style="list-style-type: none"> <li>Chief Anesthesia Extern</li> <li>Flocks Community Mayor</li> </ul> </li> <li>Columbia University                             <ul style="list-style-type: none"> <li>Chief Resident</li> </ul> </li> <li>UAB                             <ul style="list-style-type: none"> <li>Director of Scheduling</li> <li>Dean's Excellence Award</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Leader vs manager</li> <li>Team involvement</li> <li>Set expectations</li> <li>Culture eats strategy for breakfast</li> <li>Ask for your weaknesses                             <ul style="list-style-type: none"> <li>"can be too nice"</li> <li>"can take on too much responsibility"</li> <li>"impatient to wait for all the feedback and suggestions"</li> <li>"make too many changes"</li> <li>"prone to others taking advantage of him"</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Individual team member values</li> <li>Executive coaching</li> <li>Accountability partner</li> <li>Delegate (LET IT GO!)</li> <li>Don't neglect strengths when refining weaknesses</li> <li>Starting MSHA in fall 2024</li> <li>Restructuring</li> <li>Don't defend/give excuses</li> <li>Job crafting</li> <li>Succession planning/grooming</li> </ul>



**"The best shortcut is the long way, which is basically 2 words: work hard"**  
**"No job is beneath you"**

— Randy Pausch



### SELECTED STRENGTHS

Achiever	Futuristic	Responsibility
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### SELECTED VALUES

Hard Work	Honesty	Acceptance
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#### Personal/Team Impact

- "What would a kind person do?"
- Design change with your team.
- Silence is not agreement
- SHOUT OUTS
- Pain division, CEH, Neuro, Regional, MW
- LPI 360
- Put on your/the department's oxygen mask first



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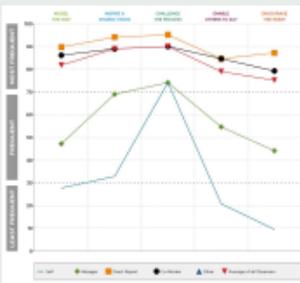


**Anand S. Iyer, MD, MSPH**  
 Associate Chief Medical Officer  
 Associate Professor  
 Pulmonary, Allergy, Critical Care Medicine  
 Gerontology, Geriatrics, and Palliative Care  
 School of Nursing



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
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- **Blazer for life:** 21 years at UAB, 3 degrees (BS, MD, and MSPH), and a range of diverse leadership roles across campus. 
- **Beeson Scholar:** 1 of 10 physician scientists selected nationwide and first at UAB for the NIH/NIA Paul B. Beeson Emerging Leaders Career Development Award in Aging
- **Service-minded leadership and outreach:** Rebuilt and grew the Cooper Green pulmonary program
- **Unique strengths:** Evidenced by the my DISC profile and EQ, especially very high self- and social-awareness.

- **Harnessing my unique strengths:** My teams acknowledge my yearning to “change the process” and “inspire a shared vision”. 
- **Setting strategy:** How to set strategy and importantly connect it to the mission and vision at the ground level.
- **Succession planning:** Inspiring the next generation of UAB leaders is key.

- The Institute helped me gain a better understanding of my unique strengths and how to harness them. I really appreciated this the most!
- I learned several frameworks for leadership that had immediate positive impact and application to UAB Medicine operations and programs.
- I will continue lifelong leadership learning and development.
- My short- and long-term goals are to continue growing as a leader at UAB Medicine, build and grow my teams, and make a positive difference to the institution and in my community.

*“Do not follow where the path may lead. Go instead where there is no path and leave a trail.”*  
 Ralph Waldo Emerson

### SELECTED STRENGTHS

Deliberative	Harmony	Arranger	Consistency	Focus
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### SELECTED VALUES

Courage	Harmony	Humility	Legacy	Integrity
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#### Team Impact

- One of the most important lessons I learned from the Institute was around **succession planning**.
- The **leadership coaching sessions** helped me conceptualize important challenges and develop successful solutions.
- I directly used lessons in **setting strategy** and **addressing resistance to change** in several large, interprofessional, and complex CMO’s Office initiatives, eg. ED boarding strategic initiative, titration taskforce, age-friendly care for older adults with hip fractures, and more.
- This program re-emphasized my commitment to **harmony**, professionally and personally. It is a key strength and value.



Fall 2024

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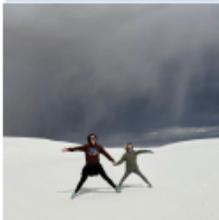
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**Rachael Lee, MD, MSPH**  
 Chief Healthcare Epidemiologist  
 Associate Professor  
 Department of Medicine, Division of Infectious Diseases



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>UAB Patient Safety and Quality Fellow</li> <li>Early career Chief Healthcare Epidemiologist</li> <li>COVID-19 Medical Specialist                             <ul style="list-style-type: none"> <li>Early implementation of screening and masking led to significantly lower exposures to healthcare workers</li> </ul> </li> <li>Constant learner-obtained MSPH at height of COVID pandemic</li> <li>National leadership positions:                             <ul style="list-style-type: none"> <li>ACP Population Health and Medical Science Committee</li> <li>IDSA antimicrobial Resistance committee</li> <li>SHEA Education, Antimicrobial Stewardship, Spring Planning Committee</li> <li>NCCN Guidelines committee</li> </ul> </li> <li>EQ Score 82</li> <li>Workplace motivators: aesthetic, theoretical</li> </ul> <p><b>Be Present.</b></p>	<ul style="list-style-type: none"> <li>High Personal proficiency-able to develop and maintain high standards for myself</li> <li>Identified how I lack clear guidance for others to uphold values I deem important for HE.</li> <li>I am able to embrace and lead change well.</li> <li>Culture eats strategy for breakfast</li> <li>My analytical mind is not a hindrance to efficiency.</li> </ul> <p><b>I am a Servant Leader who seeks to understand the needs of our health system and streamlines processes that improve the health and wellbeing of our patients.</b></p> <p><b>Ask Questions.</b></p>	<ul style="list-style-type: none"> <li>Perform less paper tasks and more people tasks</li> <li>Drive more initiatives as a leader in healthcare epidemiology.</li> <li>Tailor 1:1 meetings to the individual</li> <li><b>Short term goal:</b> Inspire a shared vision in infection prevention and healthcare epidemiology for UAB Medicine</li> <li><b>Long Term goal:</b> continue to develop leaders who represent our shared values</li> </ul> <p><b>Drive Change.</b></p>



**“A leader’s job is not to do the work for others, it’s to help others figure out how to do it themselves, to get things done, and to succeed beyond what they thought possible.”**

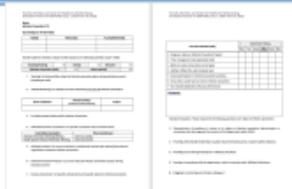
**Simon Sinek**



SELECTED STRENGTHS				
Developer	Learner	Harmony	Responsibility	Empathy
SELECTED VALUES				
Integrity	Family	Wisdom	Quality	Efficiency

**Team Impact**

- Developed pathways for associate healthcare epidemiologists to onboard
- Created evaluation process to feed into division director’s yearly evaluation
- Identified leadership opportunities for each associate HE, internally and externally
- Implemented SWOT analyses for hospital initiatives
- Created a job description for Healthcare Epidemiology
- Future direction: continue to align work of healthcare epidemiologists with UAB Medicine’s Mission
- As someone who has experienced multiple leadership courses, I think this course is perfect for the mid-level leader. As a physician, we tend to view our direct reports as mentees. This course has helped to provide structure for talent management, which will help to shape associate healthcare epidemiologists into leaders.



**Fall 2024**

# UAB MEDICINE

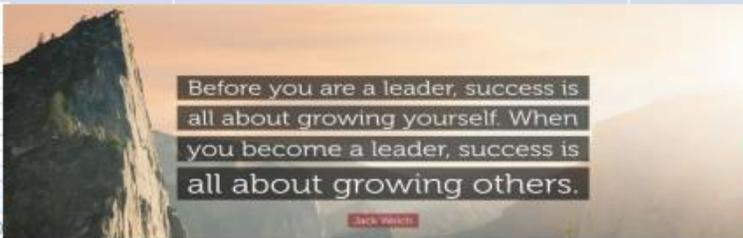
## Institute for Leadership

*Strengthening and expediting our leadership journey.*



**Jimmie Loats, MBA, LSSGB**  
 Associate Vice President – Business Operations & Analytics  
 UAB Hospital – Perioperative Services, Heart and Vascular Center, Trauma/Burn & Wound Care Services

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Administrative experience and relationships within UAB Hospital, Academic and Research Grant environments</li> <li>Proven track record of leveraging data, business intelligence and predictive analytics to build measurable environments and support operational decisions and processes</li> <li>Experience building and reengineering operational programs and processes</li> <li>Experience finding and growing talent</li> <li>Fear of my DISC profile</li> </ul>	<ul style="list-style-type: none"> <li>I do not see myself as valuable as others view me as expressed in my 360</li> <li>The value of how my strengths and profiles compliment one another</li> <li>I'm a "theoretical utilitarian"</li> <li>Emotional intelligence is the number one predictor of success</li> <li>The value of Lollipop moments</li> <li>The Drama Triangle of Persecutor, Victim and Rescuer is avoided with alternatives that make roles not real "There is no spoon"</li> <li>The pitfalls of perpetual coaching</li> <li>Current succession planning needed an intentional and strategic shift</li> </ul>	<p>Advancing forward more confident on a leadership journey being:</p> <ul style="list-style-type: none"> <li>Inspired by executive and peer coaching</li> <li>Reassured through lessons and cohort discussions</li> <li>Empowered with tools and methods</li> <li>Interested for more self-growth</li> <li>Focused on the intentional growth of others</li> </ul>



SELECTED STRENGTHS				
Strategic	Analytical	Ideation	Achiever	Activator

SELECTED VALUES				
Integrity	Autonomy	Innovation	Quality	Balance

**Team Impact**

- Revamped several meeting agendas to intentionally hard wire in listening to others and highlighting talent
- Scheduled more regular time rounding and interacting with clinical stakeholders
- Empowering directors with coaching and trust while increasing their overall ownership of their divisions
- Shared specific linked in learning lessons with teams that could benefit

**Personal Impact**

- Exploring further self-growth potential in the near future
- Took time needed to focus on family
- Discussed lollipop moments with my son that he has given me the night before he moved to UAB for school

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**Julie Makosky, SHRM-SCP**  
**Associate Vice President**  
**Human Resources**

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Nearly 35 years of Human Resources experience, including:                             <ul style="list-style-type: none"> <li>27 years in healthcare and 30 years as a leader.</li> </ul> </li> <li>Expertise in:                             <ul style="list-style-type: none"> <li>Deferred compensation</li> <li>Staff compensation</li> <li>Executive compensation</li> <li>Benefits administration</li> <li>Complex employee relations</li> <li>Talent acquisition</li> <li>Performance management</li> <li>HRIS implementation and management</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Personal productivity – important vs. urgency matrix</li> <li>Leading change</li> <li>Talent development</li> <li>Change communication tools</li> <li>Delegation</li> <li>Insights into team perceptions through 360 assessment</li> <li>Making self-care a priority</li> <li>Resilience</li> <li>Leading through adversity</li> <li>Being intentional in developing leadership competencies</li> </ul>	<ul style="list-style-type: none"> <li>Create a communication strategy for change</li> <li>Redefine roles and provide role clarity</li> <li>Be intentional about delegation and use as tool to develop individuals</li> <li>Formalize onboarding strategy for new leaders to the team</li> <li>Create specific leader competencies for leadership team</li> <li>Succession planning for leaders within the team</li> </ul>

*Become the kind of leader that people would follow voluntarily, even if you had no title or position.*  
 – Brian Tracy



*If you want to make everyone happy, don't be a leader. Go sell ice cream.*  
 – Steve Jobs



### SELECTED STRENGTHS

Achiever	Individualization	Responsibility	Learner	Relator
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### SELECTED VALUES

Teamwork	Integrity	Trust	Empathy	Family
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#### Team Impact

- Created talent development tracking tool to support leaders' learning and development.
- Evaluating structure of department to maximize performance and productivity.
- Redefining roles where possible to create growth opportunities.
- Increasing presence and support by rounding in the department.
- Maximizing personal productivity by intentionally delegating, which contributes to strategic talent development of others in the department.
- Updating and supporting team members and HR leaders through various organizational changes.

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**Brandi C. McCleskey, MD**

Associate Professor

Vice Chair of Education and Residency Program Director

Department of Pathology

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.									
<ul style="list-style-type: none"> <li>• First generation college graduate with MD degree from UAMS and Pathology residency/fellowship training at UAB</li> <li>• Board certified pathologist in AP, CP, and FP</li> <li>• Associate Professor with Tenure</li> <li>• Associate Coroner/Medical Examiner for Jefferson County, AL</li> <li>• Motivators:                             <table border="1"> <tr> <td>1st</td> <td>Individualistic</td> <td>Strong</td> </tr> <tr> <td>2nd</td> <td>Traditional</td> <td>Strong</td> </tr> <tr> <td>3rd</td> <td>Theoretical</td> <td>Situational</td> </tr> </table> </li> </ul>	1st	Individualistic	Strong	2nd	Traditional	Strong	3rd	Theoretical	Situational	<ul style="list-style-type: none"> <li>• Strategies for growth as an emotionally intelligent leader particularly in the area of self-regulation</li> <li>• Using the GROW questions to help others work through challenges</li> <li>• Establishing an organized and successful 1:1 strategy</li> <li>• Succession planning is crucial and requires development of future leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Onboarding strategies with understanding of motivators and recognition desires of others</li> <li>• Continue to utilize executive coaching and motivating/coaching others</li> <li>• Establishing boundaries and identifying/growing future leaders</li> <li>• Continue to utilize my valuable colleagues and learn as much as I can from other leaders across UAB</li> </ul>
1st	Individualistic	Strong									
2nd	Traditional	Strong									
3rd	Theoretical	Situational									

### LEADERSHIP BUILT ON ATTENTION WITH INTENTION

**"A LEADER IS ONE WHO KNOWS THE WAY, GOES THE WAY, AND SHOWS THE WAY."**  
—JOHN C. MAXWELL

#### SELECTED STRENGTHS

Arranger	Harmony	Consistency	Relator	Positivity
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#### SELECTED VALUES

Family	Autonomy	Growth	Balance	Integrity
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#### Team Impact

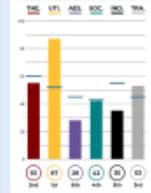
- Intentionally creating space to learn what motivates those that I lead and how to best recognize their efforts
- Regular 1 on 1 meetings with administrative staff and resident groups/leaders
- I hope to engage in more effective mentorship of trainees and junior faculty with a renewed focus on helping them find their purpose
- This program (and executive coaching) allowed me to take a step away and focus on being "amazingly me." By doing so, I can bring the best version of myself to work and effectively communicate the needs of my team(s)
- Rededication to the areas of my professional life that I love the most, but most importantly I will cease to "work more than I love" because my family shares me with work (not the other way around).

Fall 2024

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**Cali Myers, MHA**  
 Executive Administrator  
 Department of Emergency Medicine



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Bachelor of Science in Public Health, Master of Health Administration, Graduate Certificate in Clinical Informatics</li> <li>Began career in small practice management, eventually leading provider group for 18-county hospice organization</li> <li>Came to UAB in 2021 and served as associate administrator for Dept. of Emergency Medicine, promoted to interim EA in June 2023 and made permanent in March 2024</li> <li>HLA class of 2023-2024</li> </ul>	<ul style="list-style-type: none"> <li>“Lollipop” moments: you never know who you can impact with the smallest of actions. Let others know when they have positively impacted you!</li> <li>Succession planning can be uncomfortable even for seasoned leaders, but it is necessary to do it right so the mission perseveres</li> <li>Change can be exhausting, and it is important to communicate the why and give others the opportunity to be heard in their concerns. Change cannot be over-communicated!</li> </ul>	<ul style="list-style-type: none"> <li>With our team, update department’s strategic plan with thoughtful consideration into how to align with Leading Care, Lasting Impact institutional strategy</li> <li>Don’t let the DISC exercise stop at receiving feedback; consider ways to incorporate the styles into our everyday work (name badges, desk buddies)</li> <li>Improve in the “enable others to act” portion of my work by trusting those around me to take on big projects and do them well, even if their success looks different than my own style</li> </ul>

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”  
 -Margaret Mead

SELECTED STRENGTHS				
Relator	Analytical	Responsibility	Harmony	Consistency

SELECTED VALUES				
Integrity	Growth	Structure	Knowledge	Balance

**Team Impact**

- Put into practice the “How I Like to be Led” document for all staff who report to me and encouraged others to pass along to their team members to complete
- Began to practice more intentional time management and encouraged team to do so as well
- Met with an executive coach for the first time ever and received support from my department to continue the relationship in perpetuity
- Planned a group DISC assessment for all departmental administrative staff in early 2025

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**Carson Phillips, MSN, RN, NE-BC**  
 Senior Director, Clinical Operations  
 Comprehensive Transplant Institute

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Registered Nurse for 15 years with 10+ years in progressive leadership positions</li> <li>Extensive knowledge of transplant regulatory standards and compliance requirements, with a proven track record of ensuring organizational compliance in a highly regulated industry</li> <li>Skilled in personnel management, with experience in workforce planning, performance evaluation, and fostering a positive work culture to enhance productivity</li> <li>Dependable, organized, and dedicated</li> </ul>	<ul style="list-style-type: none"> <li><b>Professional proficiency</b> Leadership behaviors drive culture. Knowing your behaviors is crucial to ensure you are setting a behavioral example for others</li> <li><b>Talent Management</b> The importance of delegation and utilizing the 5 Strategies for Effective Delegation</li> <li><b>Strategy &amp; Execution</b> Utilizing "1, 2, 4, All" as a method to prioritize change in larger group settings</li> <li><b>Human Development</b> Utilization of UAB Leadership Competencies as a guide for mentoring other leaders</li> </ul>	<ul style="list-style-type: none"> <li>Aligning departmental strategic initiatives with the organization's mission, vision, and core strategic commitments</li> <li>Prioritize developing other departmental leaders, with a continuous focus on succession planning</li> <li>Continuing to assess progress in leadership competencies, including proficient areas, to foster ongoing growth</li> <li>Intentionally pursuing efforts to strengthen and nurture relationships with key stakeholders beyond my department</li> </ul>

In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.  
 —Harry S. Truman

### SELECTED STRENGTHS

Consistency	Relator	Significance	Futuristic	Harmony
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### SELECTED VALUES

Integrity	Faith	Family	Health	Structure
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### Team Impact

- 1:1 meeting restructure, with a more functional project-based agenda and a separate meeting for coaching and mentoring
- Utilizing SCOP analysis for informing and driving change
- Increasing presence by rounding weekly and attending frontline staff meetings on a quarterly basis
- Development of departmental annual leadership competencies
- Created job specific interview guide that is unique to the position we are interviewing for, but standardized for all who interview for that position
- Implementing and sharing the valuable tools gained from this program with departmental leaders

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**Jennifer Philpot, MSHA**  
 Senior Director of Development  
 UAB Medicine Development



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Trusted expert in healthcare philanthropy and leadership specializing in building comprehensive, strategic fundraising programs</li> <li>25 plus years experience including progressive leadership positions at St. Jude's Children's Research Hospital, Vanderbilt University, Baptist Health System, St. Vincent's, and UAB</li> <li>2023 AFP Alabama Fundraising Executive of the Year</li> <li>Community leader with strong work ethic and high emotional intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Effective leadership requires a wide breadth of competencies</li> <li>Consistency not intensity leads to impact</li> <li>Be Uniquely You: Relationship Builder, Gratitude Guide, Change Agent</li> <li>Stop the Drama Triangle</li> <li>Seek Continuous Feedback / Give Continuous Feedback: coaching, re-directive, and reinforcing</li> <li>Sharpen the Saw</li> <li>Communicating Change Effectively</li> <li>5 behaviors of a cohesive team</li> <li>Process Improvement Strategies</li> </ul>	<ul style="list-style-type: none"> <li>Continue intentional investment in leadership development</li> <li>A more balanced approach to leadership: self care and setting boundaries</li> <li>Support professional development opportunities for direct reports</li> <li>Empower team members through purposeful delegation and training</li> <li>Be a brave advocate for myself and my team</li> <li>Be deliberate and timely with difficult conversations</li> <li>Reengage in volunteer leadership in national industry organizations</li> </ul>

It is true that integrity alone won't make you a leader, but without it you will never be one ~ Zig Ziglar

SELECTED STRENGTHS				
Intellection	Connectedness	Learner	Responsibility	Input

SELECTED VALUES				
Integrity	Family	Faith	Wisdom	Fun

**Team Impact**

- This program has allowed me to dedicate protected time to focus on personal and professional growth; to assess the needs of my team as a whole and as individual members; and to adjust current team norms and expectations to meet those needs
- Our team took an SBAR approach to evaluating team processes. I used open ended questionnaires, team meetings, and 1:1 meetings to gather feedback and foster buy in. We built consensus around the recommendation and are currently implementing changes to our documenting and reporting processes.
- Building on a foundation of trust, commitment, and accountability, I believe our team will become a model for a high-functioning, results-driven team.

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**Leah Pickett, DNP, PMHNP-BC, CRNP**  
 APP Wellness Manager, Office of Advanced Practice  
 Psychiatric Nurse Practitioner and Esketamine Clinic Co-Director  
 Department of Psychiatry and Behavioral Neurobiology

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li><b>Clinical and Research Experience:</b> Board-Certified Psychiatric Nurse Practitioner for 12 years, with clinical expertise in Treatment-Resistant Depression, Bariatric Psychiatry, and Eating Disorders.</li> <li><b>Leadership Experience:</b> Co-Director of UAB Esketamine Clinic, APP Wellness Manager, APP Credentialing Committee Member; Previously APP Lead in Psychiatry, Augmented Clinical Experience (ACE) Director in Psychiatry, APP Executive Council Member, APP FTE Committee Member</li> </ul>	<ul style="list-style-type: none"> <li><b>Identity:</b> A high "I", I value interpersonal relationships and hope to impart a sense of community and optimism to my team. I bring an energetic, engaging, and motivating spirit to my work, and prize teamwork and follow-through.</li> <li><b>Mission:</b> To infuse joy and hopefulness into the lives of others.</li> <li><b>Vision:</b> To provide opportunities for healing, self-improvement, and affirmation through my interactions with patients and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li><b>Goals:</b> Encourage continued growth of Esketamine Clinic; create Eating Disorder Triage Clinic within the Department of Psychiatry to provide assessment, diagnosis, and stop-gap treatment; offer ongoing Wellness support and programming to APPs to foster sense of connection.</li> <li><b>Strategies:</b> Optimize Esketamine Clinic workflows to increase patient enrollment; nurture ongoing partnership between Psychiatry and Weight Loss Medicine; develop self-service Wellness curriculum for APPs</li> </ul>

Knowledge is power, but enthusiasm pulls the switch.  
 -Martha Stewart

### SELECTED STRENGTHS

Relator	Strategic	Individualization	Input	Activator
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### SELECTED VALUES

Balance	Growth	Autonomy	Fitness/Health	Respect
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### Team Impact

- Restructured Esketamine Clinic referral and enrollment process to better address needs of clinic and staff.
- Developed aggressive growth plan for Esketamine Clinic to increase patient access to care by 20 additional patient slots and 0.1 FTE. This growth will necessitate increased APP and nursing effort and provide opportunities for future clinic growth.
- Developed clinic partnership between the Department of Psychiatry and Weight Loss Medicine to bridge treatment gaps for bariatric patients also needing psychiatric care. Created Bariatric Behavior Group Therapy Protocol to meet psychiatric treatment needs of bariatric patients (implementation in process).
- Established Wellness presence at APP Week 2023, with plans for continued involvement in 2024.

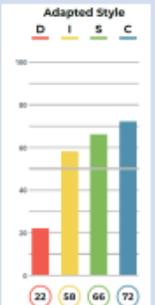
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**J. Bart Rose, MD, MAS, FACS**  
 Section Chief, Hepatopancreatobiliary Surgery  
 Director of Pancreatobiliary Disease Center  
 Department of Surgery

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Masters in Healthcare Leadership</li> <li>HPB surgeon and Section Chief of HPB Surgery</li> <li>NIH Funded Basic/Translational Science Researcher</li> <li>Girl Dad</li> </ul> 	<ul style="list-style-type: none"> <li>Value "Sharpening the saw"</li> <li>More structured performance review processes</li> <li>Replace SWOT with SCOP analysis</li> <li>Strategies to better communicate with other DISC styles</li> </ul> 	<p><b>Short term goals (3-5 years)</b></p> <ul style="list-style-type: none"> <li>Will have more formal feedback and performance reviews</li> <li>Transition into new senior leadership role at VA</li> <li>Refresh budgeting and finance training</li> <li>Increase praise and celebrations of other's accomplishments</li> <li>Succession plan development</li> </ul> <p><b>Long term goals (5-10 years)</b></p> <ul style="list-style-type: none"> <li>Departmental or hospital leadership role at UAB</li> </ul>

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” – Jack Welch



SELECTED STRENGTHS				
Relator	Strategic	Analytical	Ideation	Learner

SELECTED VALUES				
Balance	Legacy	Flexibility	Innovation	Efficiency

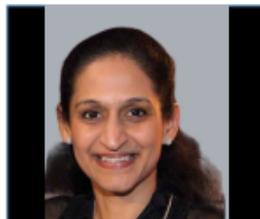
**Team Impact**

- Have started formal performance reviews with my team, both clinical and lab.
- Hosted inaugural Pancreatobiliary Disease Center Fundraiser "Hops and Hope".
- Developing quality scorecards for pancreas resections and hired quality research assistant.
- Will utilize information from this program to expand services offered to patients and improve clinical care.
- I have accepted a position at the Birmingham VA as Deputy Chief of Surgery, where I will help lead quality improvement initiatives and gain further valuable leadership experience.
- My leadership goal is to influence structural changes driving how healthcare is delivered in Alabama.

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**Lalita Shevde-Samant, Ph.D.**  
 Professor, Department of Pathology  
 Associate Director, Cancer Research Training and Education  
 O’Neal Comprehensive Cancer Center

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I’m going.
<ul style="list-style-type: none"> <li>• Tenured Professor in the Department of Pathology</li> <li>• Leader of a successful, extramurally-funded oncology research and discovery program to identify therapeutic vulnerabilities of tumors and their ecosystem.</li> <li>• Associate Director for Cancer Research Training and Education Coordination (CRTEC), O’Neal Comprehensive Cancer</li> <li>• Director of the Cancer Biology PhD Theme at UAB</li> <li>• Pioneered the Early Career Leadership Council of the Metastasis Research Society</li> </ul>	<ul style="list-style-type: none"> <li>• Peer coaching improves performance and professional skills and solves problems in a safe environment.</li> <li>• Sharpen the saw – take the time, be intentional and renew myself physically, mentally, emotionally, and spiritually.</li> <li>• Talent management is key to the team’s success.</li> <li>• Communicate change clearly.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead with my strengths and continue to build emotional intelligence.</li> <li>• Adopt a structured and purposeful agenda for 1:1 meetings</li> <li>• Learn of opportunities for institutional leadership and position myself for suitable opportunities</li> <li>• Solicit feedback often, continue leadership training via LinkedIn or podcasts, and set aside time for reflection</li> <li>• Improve communication, clearly define goals, deliverables, and timeline to make a tangible impact</li> </ul>

**“The difference between mere management and leadership is communication” – Winston Churchill**

SELECTED STRENGTHS				
Systematic	Competitive	Analytical	Self motivated	Determined
SELECTED VALUES				
Family	Knowledge	Gratitude	Loyalty	Trust

**Team Impact**

- Intentionally defined **mission** and **vision**

**Vision statement:** Conduct innovative and impactful research to advance the cure for cancer

**Mission statement:** Inspire dynamic oncology professionals to pioneer game-changing breakthroughs to enhance patient care

We **value** interdisciplinary, creative, and collaborative approaches to accelerate scientific discoveries

- Learned to step away, reflect, and re-define strategies for outlining expectations, encouraging better team connections with effective communication to make a better impact.
- Re-organized reporting and team meetings, rationalizing the need for the change by outlining goals and objectives for the new format, and with plans to evaluate the outcomes of this change.
- Strategic delegation, proactive talent management, and strengthening the culture of collaborative and motivated teamwork

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**Amy Smith, MBA, CMRP**  
 Sr. Director of Materials Management  
 Supply Chain Services

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<p><b>Experience</b></p> <p>30+ years of <b>experience</b> in Healthcare supply chain and leadership.</p> <p><b>Experienced Leader</b> in operations, purchased services, purchasing, sterile processing, value analysis, project management and distribution services throughout 6 healthcare organizations and 1 supply distributor.</p> <p><b>Networking</b> is key!</p> <p><b>Membership:</b></p> <ul style="list-style-type: none"> <li>• Assoc. for Health Care Resource &amp; Materials Management (AHRMM)</li> <li>• AHRMM24/25 Annual Conf. Committee</li> <li>• Alabama Society for Healthcare Materiel Management (ASHMM)</li> <li>• Professional Women of Healthcare (PWH)</li> </ul>	<p><b>Key Takeaways</b></p> <p><b>Peer Coaching:</b></p> <ul style="list-style-type: none"> <li>• Collaboration and support</li> <li>• Skill development</li> <li>• Enhanced problem solving</li> <li>• Strengthen relationships</li> </ul> <p><b>Mentorship:</b></p> <ul style="list-style-type: none"> <li>• Having multiple mentors is a benefit and your mentors can change throughout your career as you change.                             <ul style="list-style-type: none"> <li>• Diverse perspectives</li> <li>• Adaptability</li> <li>• Network expansion</li> </ul> </li> </ul> <p><b>Mistakes are OK:</b></p> <ul style="list-style-type: none"> <li>• Resilience (<i>embrace and grow</i>)</li> <li>• Continuous improvement (<i>personal &amp; professional</i>)</li> <li>• Problem solving (<i>prevent future issues</i>)</li> </ul>	<p><b>Growth!</b></p> <p><b>Professional Growth (Self &amp; Leaders):</b></p> <ul style="list-style-type: none"> <li>• Embrace delegation in the right way (<i>am I being strategic enough?</i>)</li> <li>• Celebrate mistakes (<i>learn from them</i>)</li> </ul> <p><b>Personal Growth (Self &amp; Leaders):</b></p> <ul style="list-style-type: none"> <li>• Do not expect perfection, it doesn't exist</li> <li>• Discover the positives in each situation</li> <li>• Self Care (<i>physical, mental, spiritual, emotional</i>)</li> <li>• Identify &amp; engage with mentors (<i>inside &amp; outside</i>)</li> </ul> <p><b>Employee Growth (Leaders &amp; Staff):</b></p> <ul style="list-style-type: none"> <li>• Continued leadership learning for me and my leadership team.                             <ul style="list-style-type: none"> <li>• DISC assessment and team building session w/LDO</li> <li>• Delegation exercise</li> <li>• SCOP (<i>survey feedback</i>)</li> </ul> </li> </ul>



“Change is inevitable, growth is optional.” John Maxwell

### STRENGTHS

Sense of Humor	Logical	Problem Solver	Conscientious	Loyal
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### VALUES

Honesty	Transparency	Loyalty	Integrity	Accountability
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### Team Impact

- Increased frequency of in-person leadership meetings. Conducted **delegation** exercise with leadership team, encouraging each leader to reflect and focus on ways to embrace the right type of delegation.
- Scheduled **DISC** assessment for the leadership team, with results session planned with the Leadership Development Office (LDO). This teambuilding activity is aimed at improving communication skills.
- Implemented the Strengths, Challenges, Opportunities, and Priorities (**SCOP**) framework to obtain survey feedback and prioritize action plan items.
- Leverage **tools** from this program to further self and leader development (*enhance training & competency document by job/title*).
- Committed to ongoing LDO leadership **coaching**, which has been helpful in discussing challenges and receiving actionable feedback.
- Continued reliance on **peer** rounding for idea exchanges and problem resolution (*gained new peer relationships and support*).
- Appreciate the entire **cohort** and gaining insight from additional perspectives.
- Will utilize all tools gained to develop the best possible **succession** planning for continued personal growth, the leadership team, as well as emerging leaders to better the organization overall.

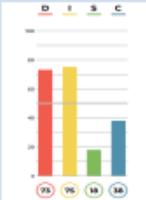
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**Bethany Tidwell, DNP, CRNP, WHNP-BC**  
 Senior Director of Clinical Operations  
 Department of Obstetrics and Gynecology

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>• Patient care experience: Labor &amp; Delivery RN (4 years), Women's Health NP in Women's Reproductive Health (10 years).</li> <li>• Management experience: APP Supervisor (5 years), APP Manager (2 years), and Sr. Director (&lt;1 year).</li> <li>• Teaching experience: Adjunct Instructor, then Asst. Professor with SON (7 years).</li> </ul> 	<ul style="list-style-type: none"> <li>• Personal Proficiency: "Never get too busy driving to take time to get gas." – Stephen Covey</li> <li>• Talent Management and Development: Provide FAST feedback. Ensure team has the skills and empowerment to execute in my absence.</li> <li>• Execution: A bad system will beat a good person every time.</li> <li>• Strategy: "If you don't know where you're going, you will end up somewhere else." – Yogi Berra</li> </ul>	<ul style="list-style-type: none"> <li>• I consider self-care and family to be a top priority for myself and my team, aiming to lead by example.</li> <li>• I prioritize developing relationships with my leaders and their teams.</li> <li>• I aim to continue to build upon my coaching skills and expand my knowledge and skills with regards to finance and budgeting.</li> <li>• I plan to continue to invest in my development by enrolling in additional program offerings, such as Momentum and Healthcare Leadership Academy, along with utilizing coaching and mentor resources.</li> </ul>

"The growth and development of people is the highest calling of leadership." – Harvey S. Firestone

SELECTED STRENGTHS				
Strategic	Responsibility	Communication	Command	Significance
SELECTED VALUES				
Integrity	Persistence	Flexibility	Community	Autonomy

**Team Impact**

- Addition of monthly Managers' Roundtable with open forum to encourage networking, brainstorming, and peer-based problem solving.
- Feedback received for more frequent interactions with direct reports outside of 1:1 meetings. Implemented weekly office hours and scheduled rounding sessions at the mid-point between monthly 1:1s.
- I have become empowered to delegate, realizing this demonstrates confidence in my team members and is fulfilling to them, especially when tapping into their "passion work".
- I am ensuring transparency around decisions, allowing team members to understand due diligence was taken.
- Utilizing strategy to reorganize leadership and clinic reporting structure, change management techniques for implementation.



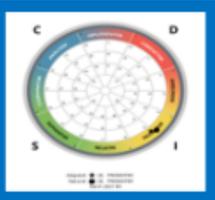
# UAB MEDICINE

## Institute for Leadership

Strengthening and expediting our leadership journey.

**Sherri Wall, DNP, MSHA, BSN, RN, CNOR, LSSGB**

Associate Vice President  
Heart and Vascular Services



<p><b>What I brought</b></p>  <p><i>Leading by example</i> "What you permit, you promote" Quint Studer Hardwiring Excellence</p>	<p><b>What I learned</b></p> <p><i>My leadership style promotes change by developing relationships within the organization.</i></p>	<p><b>Where I'm going</b></p> <p><i>Influencing the bridge between senior executives and frontline leaders towards organizational transformation; staying steadfast to our mission, vision and values.</i></p>
<p><b>40+</b> years in healthcare <b>25</b> years Healthcare Operational Leader</p> <ul style="list-style-type: none"> <li>Cardiovascular, Perioperative, Anesthesia, GI Endoscopy, TEE Endovascular, Pain Management and Imaging Interventional services: Radiology, Neuro, and Cardiology.</li> </ul> <p><b>Systemwide Executive Leadership Experience</b></p> <p><b>Results Driven</b> with a strong record of accomplishment in operational and financial strategic planning for healthcare organization success.</p> <p><b>Passion for supporting Quality Patient Care and Professional Development of Leaders and Fostering Organizational relationships and collaboration for success.</b></p> <ul style="list-style-type: none"> <li>Lean Six Sigma Green Belt</li> <li>Lean Six Sigma <u>Healthcare Excellence Certification</u></li> </ul>	<p><b>Strength Development!</b></p> <ul style="list-style-type: none"> <li>Relationship Building to Influence change</li> </ul> <p><b>Personal Productivity</b></p> <ul style="list-style-type: none"> <li>Professional Development begins with me!</li> <li>Always keep learning, growing towards a better person, a better leader:</li> </ul> <p><b>Talent Management and Development:</b></p> <ul style="list-style-type: none"> <li>Building the next generation is my priority!</li> <li>Move from Mentor to Coach!</li> </ul> <p><b>Leadership Execution:</b></p> <ul style="list-style-type: none"> <li>Making things happen!</li> </ul> <p><b>Developing a Strategy that shapes the future.</b></p> <ul style="list-style-type: none"> <li>Strategic thinking</li> <li>Keeping the Vision and Mission in real practice</li> </ul>	<p><b>Mission • Vision • Values</b></p> <ul style="list-style-type: none"> <li><b>Ensuring</b> our team promotes life changing care to every patient in Heart and Vascular Services.</li> <li><b>Promote</b> professional development every step of the way. Foster Mentor to Coach relationships creating a culture of continued learning.</li> <li><b>Expand</b> networking within the organization and system, building relationships and professional development.</li> <li><b>Continue</b> seeking executive opportunities to promote organizational success through long lasting stewardship, and quality care.</li> <li><b>Recognize</b> my opportunities for further developing my leadership style that influences positive change.</li> <li><b>Acknowledge</b> and celebrate high performers</li> </ul>

Strengths  
Learner  
Positivity Inspire  
Relator Developer

*The Supreme quality for leadership is unquestionable integrity. Without it, no real success is possible.*  
Dwight Eisenhower

Values Integrity  
Influence Dedication  
Vision Authenticity

**Team Impact**

- Leadership professional development is essential to team performance and organizational success!
- Utilizing DISC profiles to optimize leadership strengths and team building to promote positive change!
- Enhancing 1:1 Coaching for leaders and frontline staff to promote recruitment and retention!
- Operationalize High Performers! Steadfast purposeful focus on our organization's Mission, Vision and Values to promote life changing quality patient care and successful durable stewardship.
- This program has enriched my knowledge, enhanced my self-awareness for my professional development and energized me to further develop our team for organizational success.
- Strong and consistent leadership throughout Heart and Vascular Services driving results.

Spring 2024  
Cohort 8



# UAB MEDICINE

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*Strengthening and expediting our leadership journey.*



**Yajing Wang, M.D., PhD.**  
 Professor and Vice Chair  
 Department of Biomedical Engineering  
 School of Medicine and School of Engineering

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>MD, PhD Shanghai Jiao Tong University</li> <li>Residency in Hebei Staff Hospital</li> <li>Research Director in Thomas Jefferson University</li> <li>Research vice Chair in BME</li> <li>Education Certificates; Research Tracks</li> </ul>	<ul style="list-style-type: none"> <li>Practice with Peer coaching</li> <li>Balancing the work and assign responsibility in the field</li> <li>Communication with team member; more office time with team</li> <li>Being optimistic when bringing over difficulties</li> <li>5 competency domains:                             <ul style="list-style-type: none"> <li>Know self more ★</li> <li>Set strategy plan as early as we can with team members</li> <li>Organize time wisely ★</li> <li>Communications skills and how to handle well conflicts</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Leadership: More than a service</li> <li>Practice; <b>LinkedIn learn</b> helps to know my weakness</li> <li>Coaching skills for the fellows in the team; listening more from peers conversation</li> <li>Short-The team being productive and improve everyone competency</li> <li>Long- team and department people happy</li> <li>On handling the multiple jobs and handling of efficiency for the team while taking care of self</li> <li>Why:?. Make well arrangement of time is a key; never down estimate strategy plan power</li> </ul>

Blaming others distances you from success.  
 Blaming yourself messes you up.  
 No blame, achieve victory.



### SELECTED STRENGTHS

Optimistic	Restorative	Achiever	Significance	Activator
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### SELECTED VALUES

Growth	Competency	Efficiency	Balance	Family
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### Team Impact

- Establishing an research strategic plan committee and mentor committee and alumni committee in BME; Junior faculty actively involved in the committee; double win for BME and faculties
- Promoted research environment and start 1 on 1 mentor:mentee matches
- Doubled open office time for the team; conversation increase with trainee and faculties; Spring retreat in BME
- Green growth in the research environment in department and more junior and middle career faculty retention
- Self awareness and influence my team stronger and being, acting as a whole in this competitive environment
- Team leadership increase, cooperation strengthen by willing to share and get credits from each own unique skills while developing it. Faculty happy and department success.

Spring 2024

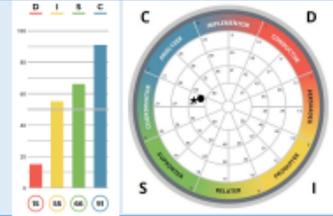
# UAB MEDICINE

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**Shi Wei, M.D., PhD.**  
 Director, Division of Women’s Health  
 Department of Pathology  
 Senior Scientist, O’Neal Comprehensive Cancer Center  
 Editor-in-Chief, *Human Pathology Reports*



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I’m going.
<ul style="list-style-type: none"> <li>MD in China; PhD in Japan</li> <li>Postdoctoral Fellow at Wash Univ</li> <li>AP/CP Residency and SurgPath Fellowship at UAB</li> <li>Additional subspecialty training at Emory, Mount Sinai and Harvard</li> <li>Specialized in Breast &amp; Bone/Soft Tissue Pathology</li> <li>Head of Surgical Pathology and Assoc. Division Director for AP at UAB</li> <li>Director of Translational Research at KUMC, 2021</li> <li>Returned to UAB, 2024</li> </ul>	<ul style="list-style-type: none"> <li>The power of feedback</li> <li>The strategy for one-on-one</li> <li>Share the vision and engage others</li> <li>Be a coach, not a micromanager</li> <li>The test of leadership is followership</li> <li>The essence of leadership is relationship</li> <li>Adopting flexible communicating styles</li> <li>Progress over perfection</li> <li>Selfcare is necessary for wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Contemplate my blind spots in leadership behavior identified by peers</li> <li>Concerted effort on becoming an emotional intelligent leader</li> <li>Working on improvement of personalized communication strategies; be more vocal and courageous</li> <li>Formal feedback solicitation at regular intervals</li> <li>Utilize Drucker’s 5 functions of management</li> </ul>



*“A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.” – Lao Tzu*

SELECTED STRENGTHS				
Deliberative	Achiever	Relator	Analytical	Significance
SELECTED VALUES				
Family	Client Service	Health	Commitment	Efficiency

Team Impact
<ul style="list-style-type: none"> <li>One-on-one check-in meetings regularly scheduled with faculty members and Admin Supervisor</li> <li>Goal check, progress check, pulse check and eternal impact on building deep relationship and timely feedback</li> <li>Apply leadership best practices from LDO offerings and the coaching program in leadership activities</li> <li>Incorporate my LPI360 feedback into leadership approaches</li> <li>One size does not fit all</li> <li>In the process of evaluating the impact on recently developed, standardized specimen processing and algorithms in performing advanced molecular testing</li> <li>Utilize Leadership Institute tools to develop national and international recognition of UAB Women’s Health Pathology</li> </ul>

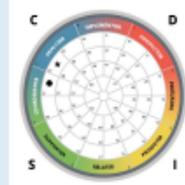
# UAB MEDICINE

## Institute for Leadership

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**Christopher White, M.D., M.S., FACEP**  
 Assistant Professor  
 Department of Emergency Medicine



Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Emergency Medicine Board Certification, FACEP, AL ACEP Board Member and liaison to the MASA President's Legislative Council</li> <li>Core Education faculty with pre-hospital education and care expertise (Medical Director CVFD, CFR, RTI and UAB Active Shooter SIM)</li> <li>USAF veteran, CCATT validated and former medical director of Eglin AFB Fire and EMS</li> <li>Relator, Deliberative, Learner, Achiever, Harmony</li> </ul>	<ul style="list-style-type: none"> <li><b>Personal Proficiency:</b> Prioritizing my mental health and wellbeing to be a more effective leader.</li> <li><b>Talent Management:</b> Develop standardized expectations for myself and team members when delivering patient care.</li> <li><b>Strategy &amp; Execution:</b> Application of leadership strategies for a structured approach to improving daily operations through changing demands.</li> </ul>	<ul style="list-style-type: none"> <li>This program helped sharpen old tools as well as put many new ones in the leadership tool box</li> <li>Expansion and improvement in RTI paramedic education across Alabama</li> <li>Foster collaborative relationships throughout UAB Medicine</li> <li>Advocate for Emergency Medicine through education and constant refinement of best operations</li> <li>Develop leadership skills in clinical operations</li> </ul>

A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent. —Douglas MacArthur

SELECTED STRENGTHS				
Selfless	Resilient	Strategic	Dedicated	Logical

SELECTED VALUES				
Integrity	Respect	Ownership	Competence	Family

Team Impact
<ul style="list-style-type: none"> <li>Implemented monthly proactive Active Shooter preparedness and response simulations for UAB Emergency Medicine.</li> <li>Expansion into Workplace Violence education and programs with anticipated policy development to strengthen staff safety.</li> <li>Developed novel training modalities and curriculums for paramedic education.</li> <li>Working Group leader focusing on interdepartmental collaborative efforts to reduce CT turnaround time.</li> <li>This program was truly beneficial in providing invaluable tools and helping instill confidence in myself as a leader.</li> </ul>

# UAB MEDICINE

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**Sarita Jackson-Womack, BA**  
**Operations Manager**  
 Department of Medicine – Division of Infectious Diseases

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>Formerly Certified Housing and Urban Development Comprehensive Housing Counselor for 14 years; 9 years Housing Program Manager. I mitigated mortgage foreclosures, rental delinquencies with mortgagees and property management companies. Facilitated homebuyer education seminars.</li> <li>Grant writing, quarterly grant reports to grant funders.</li> <li>Strong administrative and supervisory skills.</li> <li>Detail oriented</li> <li>Analytical</li> <li>Compassionate</li> <li>Problem solver</li> </ul>	<ul style="list-style-type: none"> <li>My confidence as a leader has increased having recognized my strengths.</li> <li>As a leader I play a role in positioning team members to become leaders.</li> <li>Asking "why" to get to the root cause of problems so that processes will improve.</li> <li>Recognize the triggers when other's behaviors are impacting my emotions. And have recourse in place to manage my emotions.</li> <li>Care for myself FIRST mentally, physically, spiritually and emotionally i.e. journaling, balanced diet, walking daily, prayer, Wordle)</li> <li>Extend grace to myself when I fail.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize LinkedIn Learning quarterly and attend UAB Leadership course offerings to continue developing leadership skills.</li> <li>Continue building more robust 1:1 meetings this is where relationships are established.</li> <li>Listen to and learn team members and see the unique leadership qualities they possess.</li> <li>Be attentive to opportunities to improve processes including those who would be impacted by the changes.</li> <li>Embody strategic thinking as a well-developed leader.</li> </ul>

*"The supreme quality of leadership is integrity."  
 Dwight D. Eisenhower*

SELECTED STRENGTHS				
HARMONY	LOYAL	COMPLIANT	ACHEIVER	DELIBERATIVE
SELECTED VALUES				
HUMILITY	COMPASSION	INTEGRITY	SELFLESSNESS	TEAMWORK

**Team Impact**

- The LDO program has been invaluable for me; I am more confident about my leadership this makes for solid unwavering decisions which ultimately strengthen the team.
- I anticipate a better understanding and utilization of the tools obtained regarding leadership development; effective communication across diverse personalities; building psychological safety and effective team coaching just to name a few.
- Due to my leadership intentionality, a few of the fruits reaped will be trustworthiness because everyone wants a leader they can trust. Resilience for when disappointments or processes fail...get up try a different approach; and compassion for team members.
- From this course the ultimate jewel needed and received was self-regulation; properly manage my emotions. Think before I act, take a moment to process the stressor and act appropriately even if it means delaying a decision.

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**Anisa Xhaja, MHA, MSHQS**  
 Director, Program Planning & Performance Improvement  
 Cancer Service Line

Pre-Program: What I brought.	Program: What I learned.	Post-Program: Where I'm going.
<ul style="list-style-type: none"> <li>• 11 years at UAB Medicine as quality &amp; process improvement leader</li> <li>• Executer and leader of large, system-wide &amp; complex initiatives</li> <li>• Developer of several key clinical care programs: UAB Care, Sepsis, Opioid Stewardship, Enhanced Recovery Protocol (ERAS), and Oncology Quality</li> <li>• Instrumental leader in the Covid 19 Testing Drive Thru Clinics</li> </ul>	<ul style="list-style-type: none"> <li>• Start with Yourself – self care is critical. Protect time for reflection, learning, professional development and relationship building.</li> <li>• There is meaning and lessons we learn from the most trying circumstances that makes us into the persons and leaders we are.</li> <li>• The importance of creating and working in a psychological safe environment.</li> <li>• Delegating is a tool to empower and mentor my team.</li> <li>• Helpful tools for time management, onboarding, competencies, one-on-ones, interviews etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Make time for self care and professional development</li> <li>• Obtain ongoing 360-degree feedback and adjust/shift leadership techniques as needed</li> <li>• Build a network of mentors</li> <li>• Continue my leadership and peer coaching</li> <li>• Develop a personal brand.</li> <li>• As an achiever, shift the mindset from task to people first. Be intentional and protect time to develop and maintain relationships.</li> <li>• Give more praise and recognition</li> <li>• Practice and learn to hold crucial conversations</li> </ul>

The joy of leadership comes from seeing others achieve more than they thought they were capable of. ~ Simon Sinek

SELECTED STRENGTHS				
Achiever	Relator	Servant	Responsible	Analytical
SELECTED VALUES				
Integrity	Family/ Relationships	Quality	Commitment	Hard Work

**Team Impact**

- The Institute for Leadership is an insightful program (*and my first formal leadership program*) as it gave me a tool kit for not only developing myself into a better person and leader, but also taught me how to reflect and be more intentional outwardly.
- I have become more self aware of my strengths and my shortfalls. This awareness has come with a lot of self growth that will not only benefit myself, but those in my team and the many stakeholders we work.
- Through this program our team hosted our first team workshop; dove into the DISC profiles of each team member and learned about each communication style. Further, I have updated some key team tools (i.e., interview guide, interview evaluation form, onboarding checklist; one-on-one check-ins meetings etc.).

