



NAPA's Proven Leadership Development Pathways Elevate Hospital Efficiency, Satisfaction, and Culture with Measurable Results



ASPIRATIONS
& ABILITY



LEARNING
& DEVELOPMENT



OPPORTUNITY
& GROWTH



IMPROVED
OUTCOMES

"Our hospital and ASC partners benefit from clinician continuity and stable anesthesia staffing. NAPA's clinical and quality site leaders are uniquely trained to add perioperative value that boosts ROI at facilities we serve."

— Rafael Cartagena, MD, Chief Executive Officer, North American Partners in Anesthesia (NAPA)

Overview »

NAPA is known for its differentiating leadership development programs that give clinicians the education and business skills to become inspired leaders and advance their careers. These proprietary programs are innovative in how they teach anesthesia professionals to contribute more effectively to our clients' institutional goals and to better communicate with their perioperative colleagues and administrators at NAPA's hospital and ASC partner sites.

In recent years, NAPA has invested in scaling an array of professional development opportunities to create greater access for its nearly 5,000 anesthesiologists, nurse anesthetists, and anesthesiologist assistants who aspire to leadership roles. NAPA has also engaged talent experts and technology to identify high-potential clinical leaders who have the interest and attributes to succeed as leaders in and beyond the operating room (OR).

Data now shows that our investments in leadership are a win-win for NAPA's anesthesia providers and healthcare partners. Metrics tracking staff retention,

performance, and engagement scores correlate with positive results for individuals and sites where NAPA clinicians and/or chiefs participated in leadership training. Advanced education and growth opportunities improve clinician retention, which creates anesthesia department continuity at NAPA sites. Inspired anesthesia leaders also build collaborative workplace cultures, which improve operational efficiencies and produce more satisfied clinicians and surgeons. At NAPA, we understand that putting patients first starts with investing in our people.



"NAPA's programs teach essential skills and knowledge for working with hospital leadership, pharmacy, nurses, nurse anesthetists, physicians, and surgeons. It's about bringing the entire collective together to be able to really implement change that will have a lasting and profound impact."

— Daren Covington, DO,
UPMC Northwest



Highlights

- » NAPA leverages innovative technology, assessment tools, and peer reviews to identify talented and high-potential clinicians who aspire to leadership roles.
- » NAPA creates customized development paths and provides proven leadership training through multiple in-person, virtual, and hybrid channels.
- » 75% of NAPA's Leadership Essentials Program (LEP) participants increased their performance category after completing the program.
- » Data captured in our NAPA Data Labs tool shows a positive correlation between NAPA's leadership training and clinician retention.
- » Stable anesthesia staffing reduces site costs for clinicians, including locums.
- » Metrics show higher site engagement scores for clinical leaders who participate in NAPA training programs.

Situation »

Healthcare providers cite clinical staffing as the biggest challenge impacting the industry today. For NAPA, delivering the highest-quality anesthesia services to more than 2 million patients annually at hundreds of sites requires the ability to provide staffing stability. Our priority is recruiting and retaining talented anesthesia clinicians who consistently provide exceptional patient care. NAPA's patient-first mission demands that we continually strive to be the Destination of Choice for dedicated anesthesia physicians, certified registered nurse anesthetists (CRNAs), and certified anesthesiologist assistants (CAAs).

"NAPA SELECT is a unique learning opportunity that offers huge benefits, including soft skills, leadership skills, and how to communicate with stakeholders. So many important aspects of leadership are explored in this program. It's a very valuable tool."

— Deadra Maxwell, CRNA,
Riverside Regional Medical Center

NAPA is distinguished by its industry-leading professional development opportunities that help anesthesia clinicians advance their careers. Ensuring a strong pipeline of anesthesia chiefs who have the clinical expertise to lead effective teams and business acumen adds value for our partners. As NAPA has grown to become the nation's largest single-specialty anesthesia organization, we have recognized the need to scale our leadership education programs without sacrificing quality. This includes creating customized learning pathways to meet our clinicians' individual needs and interests. We also realized that while NAPA offers best-in-class training, we needed better tools and processes to identify the best prospective leaders among our clinical talent pool. Our goal was to assess for clinicians who have both the aspiration and capabilities to become great leaders.

Solution »

NAPA now builds and maintains a deep leadership bench through a two-pronged assessment and education approach that matches individual objectives with hybrid learning programs complemented by practical training. The **assessment pillar** leverages cutting-edge technology with talent reviews in a standardized system that identifies high-potential anesthesia chief candidates and measures the ongoing effectiveness of NAPA's incumbent chiefs. This ensures that NAPA's partners are served by the highest-performing anesthesia department leaders. Key features of this proven process include a self-nomination tool that allows clinicians to easily communicate their career goals to NAPA's Talent and Leadership team, an on-demand People Experience and Technology Solutions (PXT) "full person" assessment of leadership potential, annual chief performance and potential reviews, and qualified candidate recommendations from current NAPA leaders.

64% of NAPA's LEP participants achieved a year-over-year improvement in overall scores.

The **education pillar** blends innovative classroom learning, leadership immersion programs, high-level seminars, simulations, mentoring, virtual programs, personal coaching, and self-paced training and skill development courses that teach clinicians what it means—and how to be—a strong leader. This includes an "essentials" toolkit program focused on leadership and communication skills typically not taught in medical and nursing schools, plus "select" cohort programs, clinical leadership orientations, and advanced summits with sessions delivered by NAPA business and industry experts. The various programs share a focus on strategic thinking, the business of the healthcare industry, driving OR efficiency, and relevant topics that enable NAPA chiefs to better understand and support

their site administrators' institutional and operational goals. NAPA's leadership development program is further differentiated by a structure that integrates education with on-site application, allowing clinicians to systematically practice and reinforce their evolving knowledge and skill sets.

Results »

We know that investing in meaningful professional development is intrinsically valuable for NAPA's anesthesia clinicians, patients, and partners. While redesigning our educational platform, we also wanted to learn how a state-of-the-art leadership training program impacts clinician satisfaction and retention. Utilizing custom-developed measurement tools, NAPA data has revealed a positive correlation for higher retention rates among anesthesia clinicians who have participated in our educational programs. Advanced education also improves engagement: Chiefs in leadership development tracks have significantly higher net promoter scores (eNPS)—a customer experience metric commonly used to measure loyalty to an organization.

Deeper engagement by our clinical leaders has a direct and positive impact on our NAPA site partners, as indicated by their renewals of anesthesia and perioperative services management contracts with NAPA. In today's challenging clinical staffing market, NAPA's successful leadership programs are an important differentiator that distinguish NAPA as a partner committed to creating leaders who—through their training and inspired leadership—have demonstrated abilities to improve clinical and operational outcomes. We understand what it takes to drive exceptional patient care and profitability, and we are training clinician leaders to meet our partners' needs.

2022 data shows that sites where a NAPA Chief participated in LEP achieved scores that on average were 19 points higher than other sites.