# Apply for the exclusive program to build leadership skills for life!

leadership skills.

✓ Track 1: ASDS FLN Program: Implement team projects that support the priorities of ASDS and the dermatologic surgery

community at-large while enhancing your leadership skills.

✓ Track 2: ASDSA (Advocacy) FLN Program: Implement a team project that supports reimbursement issues relating to dermatologic

The Future Leaders Network (FLN)

offers two tracks to enhance early and mid-career members'

surgery practice, expand your knowledge about the policymaking process and gain skills to have meaningful influence on the legislative and regulatory process while enhancing your leadership competences.

**Call for Applicants** 

# FUTURE LEADERS NETWORK

Deadline: June 11, 2021



AS DS.

American Society for Dermatologic Surgery

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# PROGRAM OVERVIEW

t is a fact of organizational life: Effective leadership goes hand-in-and with success – and the successful practice of leadership is particularly essential in uncertain times when difficult business decisions are made daily.

Strong leadership skills will enhance your personal life, help grow your practice, advance your career and help you make a difference through volunteering and other activities you undertake. Strong leaders advance the specialty at the community, state and national levels.

Understand what makes leadership different from other kinds of management roles, how to shape organizational excellence, which competencies are critical to success today and how to gain personal mastery of your own leadership. Benefit from the shared insights and experiences of peers who, like you, are dermatologic surgeons looking for answers through advanced leadership training and collaboration.

#### WHAT IS FLN?

The **Future Leaders Network (FLN)** creates opportunities for early and mid-career professionals to enhance their leadership skills and prepares them to become the next generation of leaders in dermatologic surgery. The one-year curriculum provides education for mentors and mentees and incorporates leadership training and skills building in project management and advocacy. Training is provided by professional, leadership educators and facilitators, combined with experienced ASDS / ASDSA members. Experiential learning through the development of a focused project or by participating in a congressional fly-in, for example, puts skills learned into action.

#### YOU'RE INVITED TO DEVELOP YOUR FULL LEADERSHIP POTENTIAL!

Early career mentees will be matched with mentors who will serve as their collaborators, confidants and sounding board. Participants will become stronger, more passionate leaders who will serve as adaptive agents for positive change. To be selected, participants must meet the eligibility requirements and be able to commit to and actively participate in the year-long program. Apply to take your leadership development to the next level!

Melanie Palm, MD, MBA

<sup>&</sup>quot;I cannot express adequately how much the FLN program has shaped my personal leadership development and professional involvement with ASDS. It is a unique and intimate opportunity to intermingle with the most altruistic leaders in our field and hone leadership and management skills with the help of your peers."

# 2021-22 ASDS FLN SCHEDULE

ASDS invests significant financial and staffing resources to support mentors and mentees who are accepted into FLN. As such, participation in all webinars and workshops is mandatory.



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Aug. 24, 2021	Webinar	Mentors, Jumpstart Your Mentoring!
Aug. 25, 2021	Webinar	Mentees, Jumpstart Your Mentoring!
Sept. 10-11, 2021*	In-Person	1½ day workshop and project presentation in Chicago, IL
Oct. 15, 2021	In-Person	Evening reception during the ASDS Annual Meeting with the Industry Advisory Council and ASDS/A Boards of Directors in Chicago, IL
Oct. 20, 2021	Webinar	Project Management
Nov. 17, 2021	Webinar	Leadership Development and Project Update
Dec. 15, 2021	Webinar	Resolving Conflicts
Jan. 12, 2022	Webinar	Leadership Development and Project Update
Feb. 9, 2022	Webinar	Art of Negotiating
March 11, 2022	Webinar	Virtual Workshop
March 25, 2022	In-Person	Evening reception with the Industry Advisory Council and ASDS/A Boards of Directors during the AAD Annual Meeting in Boston, MA
April 13, 2022	Webinar	Leadership Development and Project Update
May 11, 2022	Webinar	Delegating
June 8, 2022	Webinar	Leadership Development and Project Update
July 13, 2022	Webinar	Organizing Your Presentation
Aug. 26-27, 2022*	In-Person	1½-day workshop and project presentation in Chicago, IL
Oct. 5, 2022	In-Person	Project presentation and dinner with the ASDS/A Boards of Directors in Denver, CO
Oct. 6, 2022	In-Person	Final project presentation at the ASDS Annual Meeting's Opening Session in Denver, CO

NOTE: All webinars start at 7 p.m. CT and topics are subject to change.

Naomi Lawrence, MD

<sup>\*</sup> Travel costs to the August workshop located in Chicago will be reimbursed by ASDS.

<sup>&</sup>quot;Through FLN, you become involved in a meaningful project that has been vetted and develop a close relationship with a thought leader in our specialty. It is a truly unique experience. The course material will help you better manage your career and your practice."

# 2020-21 ASDSA (ADVOCACY) FLN SCHEDULE

ASDSA invests significant financial and staffing resources to support mentors and mentees who are accepted into FLN. As such, participation in all webinars and workshops is mandatory.



Aug. 24, 2021	Webinar	. Mentors, Jumpstart Your Mentoring!
Aug. 25, 2021	. Webinar	. Mentees, Jumpstart Your Mentoring!
Sept. 10-11, 2021*	In-Person	. 1½ day workshop and project presentation in Chicago, IL
Oct. 14, 2021	In-Person	Dermatologic Surgery Coding and Reimbursement session during the ASDS Annual Meeting in Chicago, IL
Oct. 15, 2021	In-Person	Evening reception during the ASDS Annual Meeting with the Industry Advisory Council and ASDS/A Boards of Directors in Chicago, IL
Oct. 20, 2021	Webinar	. Project Management
Nov. 17, 2021	. Webinar	. ASDSA Emerging Issues / Policies and Positions & Organized Medicine Involvement
Dec. 2021 (TBD)	Webinar	. Dermatologic Surgery Coding and Reimbursement
Dec. 15, 2021	Webinar	. Payment Policies & RUC /CPT
Jan. 12, 2022	Webinar	. Leadership Development and Project Update
Feb. 9, 2022	Webinar	. Art of Negotiating
March 11, 2022	Webinar	. Virtual Workshop
March 25, 2022	In-Person	Evening reception with the Industry Advisory Council and ASDS/A Boards of Directors during the AAD Annual Meeting in Boston, MA
March/April 2022	In-Person	. ASDSA Virtual Fly-in at Congressional Members District Offices
April 27-30, 2022**	In-Person	. Relative Value Scale Update Committee (RUC) meeting in Chicago, IL
May 11, 2022	. Webinar	. Delegating
May 12-14, 2022**	In-Person	. Current Procedural Terminology (CTP®) meeting in Chicago, IL
June 8, 2022	Webinar	. Leadership Development and Project Update
July 13, 2022	Webinar	. Organizing Your Presentation
August 26-27, 2022*	In-Person	. 1½- day workshop and project presentation in Chicago, IL
Oct. 5, 2022	In-Person	Project presentation and dinner with the ASDS/A Boards of Directors in Denver, CO
Oct. 6, 2022	In-Person	Final project presentation at the ASDS Annual Meeting's Opening Session In Denver, CO

NOTE: All webinars start at 7 p.m. CT and topics are subject to change.

"The underpinning of patient protection is fair reimbursement. Understanding how coding and procedural terminology is made and how physicians get reimbursed is a vital advocacy tool. I am pleased ASDSA is on the forefront of developing a new cadre of reimbursement policy experts to serve our patients and specialty now and into the future. Advocating may seem of less immediate benefit to patients than addressing their specific medical complaints, but if we don't ensure access to care for our patients and the financial stability of physician practices at the national or state level, patient care at the local and individual level will suffer."

Murad Alam, MD, MBA

<sup>\*</sup> Travel cost to the August Workshop located in Chicago will be reimbursed by ASDS. Travel cost to the CPT or RUC meeting in Chicago will be reimbursed by ASDSA.

<sup>\*\*</sup>Participation based on chosen project.

# LEADERSHIP PROGRAM DETAILS

# Phase 1: Understanding Yourself

Self-awareness as an individual, how to channel and hone your strengths and understanding personal weaknesses can be addressed effectively through leadership training. You will take a personality assessment and learn how to leverage your personality type to become a stronger leader. This provides a basis for ongoing discussions and allows the program to be customized to fit each participant's needs. Your personalized curriculum will draw on your strengths while working on areas that may challenge your ability to succeed.

# You will learn:

- Different leadership styles and how to describe your dominant style.
- How to identify and assess your personal behavioral preferences.
- How to develop a leadership style that adapts to the person and situation.
- Insights into the key leadership skills and techniques you need to create a winning strategy.
- How to create a self-development plan to continue your growth as a leader.

# Phase 2: Leadership Development Skills and Project Formulation

You will learn advanced leadership techniques, group dynamics, and skills to prepare you to be an effective leader in an organizational context. Vision and goals for the year will be reviewed. Participants will work with their mentors to develop plans utilizing best management practices and tools to help organize their efforts.

### Learn leadership skills to help you:

- Clearly communicate mission, vision and value statements.
- Translate your vision into productive strategies and actions.
- Develop your action plan and persuade others to adopt it.
- Build a cohesive team that performs well in all situations.
- Communicate effectively to achieve results.
- Discover the power of emotional intelligence leading with a healthy and wise demeanor.
- Use critical thinking and negotiating skills.
- Address tough and touchy topics in ways that defuse tension.
- Influence and inspire others into action.
- Build and maintain relationships.
- Take smart risks.

## Master project management skills to effectively:

- Manage project phases and processes.
- Identify critical success factors to successfully execute your work.
- Set goals and objectives.
- Use strategies to increase visibility.
- Develop metrics and schedules to stay on target.

"I beam with pride as I see continued publications, relevant studies, emerging leaders and educational programming that is the direct result of FLN graduates. I encourage anyone interested in giving back to their field or attentive to his/her professional development to apply to the FLN; the experience is unmatched and enduring."

Melanie Palm, MD, MBA

# **LEADERSHIP PROGRAM DETAILS (CONT.)**

# Phase 3: Leadership in Action

You will apply the skill sets learned during Phase 1 and 2 to practical life situations and challenges through your individual mentored experiences. Participants will refine their leadership skills and collaborate as a group to support each other. Ongoing feedback for mentoring, troubleshooting advice and leadership best practices will be shared.

Workshops and webinars conducted on leadership issues will enable young leaders to share experiences and insights. Key successes, challenges and lessons learned through project implementation will be reviewed. Mentees participating will present their projects, welcoming suggestions from their peers, mentors and consultants.

# Expand on your learning to:

- Enhance your active listening techniques.
- Understand body language, how to read an audience and techniques for engaging various-sized groups.
- Understand the cultural change processes that leaders can initiate, and support using vision, shared values, mission, and bold goals to organize resources, motivate action and guide steps through ongoing procedures and processes.

# Phase 4: Passing the Torch

Continue the relationships you have forged this year and transfer the knowledge gained from FLN to future program graduates by staying involved with ASDS / ASDSA. Learn how to inspire and advise others, use general strategic thinking and share your skills. This is an alumni network that you will value and use for years to come.

"We are facing many changes and challenges in healthcare. Health policy advocacy is essential to ensuring access to safe, high quality care for our patients and securing the future of our specialty. With the Advocacy Future Leaders Network (ASDSA FLN), ASDS has built upon the proven success of the traditional FLN program to provide dedicated individuals with the tools to be effective advocates. My own participation in FLN has been one of the most enriching and rewarding experiences I have had and the guidance I received, and continue to receive, from my mentor has been invaluable. Working together and learning how to best make a positive impact for our patients and our specialty is critical. ASDSA FLN is a tremendous opportunity for anyone who wants to take charge and help protect our patients and preserve our specialty."

Arash Koochek, MD, MPH

# FLN MENTEE PROJECTS RECOMMENDATIONS

Members who apply to be ASDS FLN Mentees must select three projects of interest from the following approved list of projects that advance the goals and priorities of ASDS and/or the dermatologic surgery community-at-large. Please rank your top 3 selections with 1 being your most preferred. It is important that you are excited about the project you will be undertaking for the coming year.

#### **Education**

- Add 500 board review Q&A on dermatologic surgery topics to ResQ to help residents and members
  prepare for exams and recertification.
- Create a recorded educational session on "Tricks of the Trade" or "What I didn't learn in Medical School" content that would help early career success.
- Create a Micrographic Dermatologic Surgery Exam Review Question Bank to help members prepare for the board exam.
- Develop before and after test questions based on the Venous Disease Primer and Video Series.
- Create a diversity, equity and inclusion (DEI) presentation for use in Grand Rounds or to deliver to other organizations to promote DEI.
- Create a diversity, equity and inclusion curriculum for Fellowship Programs.

#### **Public Education**

 Create a Diversity Skin Health webpage and/or social media content of skin treatments for skin of color patients with copy, images or videos.

#### Research

- Update the Pioneer and Innovation study to determine which medical specialties have made the most advances in cosmetic treatments in the literature.
- Conduct research on safety in cosmetic procedures when performed by physician vs. non-physician providers.
- Conduct a truth in advertising research study for aesthetic procedures (i.e., PAs or NPs promoting themselves as a dermatologist or dermatology expert).
- Conduct a study on the impact of physician specialty on the safety of cosmetic procedures.
- Study the potential negative impact and increased costs associated with non-physicians practice of dermatology.
- Conduct a study on patient satisfaction following treatments for skin cancer by dermatologic surgeons vs. other medical specialties.
- Conduct research on cost effectiveness of treatments provided by dermatologic surgeons in procedural dermatology.

#### **Dermatologic Surgery Community**

- Develop a Digital Member Toolkit for Staff Training Resources or How-to Guide videos to assist with training practice staff. For example, how to set up a surgical tray or clean a room after a patient.
- Create a viable new business practice resource for the ASDS Own Your Expertise social media
  campaign by developing content such as video clips, Instagram stories/reels and graphic posts to
  reinforce the Society's messaging. In addition, create an effective member communication plan to
  encourage stronger participation.

Email twalton@asds.net with any questions.

# FLN MENTEE PROJECTS RECOMMENDATIONS (CONT.)

Members who apply to the ASDSA (Advocacy) FLN track are asked to select one of the two approved projects listed below. This year's focus is building reimbursement competencies in ASDSA members.

- Develop a primer and orientation guide for understanding and participation in the AMA's Specialty Society Relative Value Scale Update Committee (RUC). When Medicare transitioned to a physician payment system based on the <u>resource-based relative value scale (RBRVS)</u> in 1992, AMA anticipated the effects of this change and formulated a multispecialty committee. This primer and orientation manual is intended to provide education for members on how codes are valued as well as provide insight into the RUC process to develop future ASDSA RUC advisors. This committee provides medicine a voice in shaping Medicare relative values. ASDSA has a RUC advisor and works with the other dermatologic societies for patients and dermatology. The <u>RUC committee</u> is dedicated to describing the resources required to provide physician services which the Centers for Medicare & Medicaid Services (CMS) considers in developing Relative Value Units (RVUs). Although the RUC provides recommendations, CMS makes all final decisions about Medicare payments.
- Develop a primer and orientation guide for understanding and participation in the AMA's Current Procedural Terminology (CPT) Advisory Committee. The AMA's CPT® Editorial Panel (Panel) is responsible for maintaining the CPT code set and is authorized by the AMA Board of Trustees to revise, update or modify CPT codes, descriptors, rules and guidelines. This primer and orientation manual is intended to provide education for members on CPT, the Editorial Panel and how these codes work with payers to help develop future ASDSA CPT advisors. The panel is composed of 17 members, including 11 physicians nominated by the national medical specialty societies and approved by the AMA Board of Trustees. Other slots are designated for insurance and other health care professionals. ASDSA, along with other medical specialties, supports the work of the CPT in a larger body of CPT advisors, called the CPT Advisory Committee (CPT). The members of this committee are primarily physicians nominated by the national medical specialty societies represented in the AMA House of Delegates. Currently, the advisory committee is limited to national medical specialty societies seated in the AMA House of Delegates and to the AMA Health Care Professionals Advisory Committee (HCPAC), organizations representing limited-license practitioners and other allied health professionals. CPT's objectives are to:
  - Serve as a resource to the CPT Editorial Panel by giving advice on procedure coding and appropriate nomenclature as relevant to the member's specialty.
  - Provide documentation to staff and the CPT Editorial Panel regarding the medical appropriateness of various medical and surgical procedures under consideration for inclusion in the CPT code set.
  - Suggest revisions to the CPT code set. The advisory committee meets annually at the CPT February
    meeting to discuss items of mutual concern and to keep abreast of current issues in coding and
    nomenclature.
  - Assist in the review and further development of relevant coding issues and in the preparation of technical education material and articles pertaining to the CPT code set.
  - Promote and educate its membership on the use and benefits of the CPT code set.

"Patients and physicians are facing an ever evolving and complex health care environment. As we face challenges in patient access to care and medications, patient safety, scope of practice, fair reimbursement, new practice models, and physician burnout, it is critical that we as physicians stand up and empower ourselves to direct the future of healthcare. It is our responsibility to educate legislators and the public regarding issues that will affect the health of the community. In our training, we are provided with the best tools to advocate for our patients on an individual level. In our lifelong careers, we must gain the tools to protect our patients and profession on a national level."

Divya Srivastava, MD

# MENTEE ELIGIBILITY

Applicants must be an ASDS / ASDSA Fellow or graduating resident in good standing at time of application; willing and able to commit the time required to fully participate in the program and <u>attend all mandatory</u> <u>meetings both in person and via webinars</u> (see calendar for respective track).

#### **Program Deposit: \$500**

Mentees are required to submit a program deposit of \$500. The deposit is intended to reflect your commitment to being fully immersed in the program. When you complete the program and your project, the deposit will be refunded to you in full or applied towards your registration fee to attend the 2022 ASDS Annual Meeting. *Please note: If you do not complete the program your deposit will be forfeited.* The deposit is due upon acceptance into the program. Instruction on how to submit payment will be provided.

# MENTEE EXPECTATIONS

- Actively participate in all mandatory in-person workshops, meetings and scheduled webinars.
- Be diligent about completing your project or assignments on time.
  - Projects must be completed by August 2022.
  - Keep your mentor and staff informed of your project progress.
  - Reach out to staff as needed.
- Connect with your mentors/team at least once a month.
  - Share your accomplishments, learnings and challenges with your mentors/team. Be open to feedback and ask for suggestions and advice.

# APPLICATION PROCESS

#### 1. Complete the application.

For ASDS FLN mentees applicants, please select three of the approved projects and rank order of interest. For ASDSA (Advocacy) FLN mentees applicants, please select one of the two approved projects. If you are interested in both ASDSA (Advocacy) projects, please indicate and rank order.

# 2. Provide two letters of recommendation.

One letter of recommendation must be from your residency program chair.

#### 3. Include a two-page CV.

Identify your organizational volunteer experiences you think would benefit your application.

# 4. Review 2021-22 schedule.

You must be able to attend all mandatory webinars, in-person workshops and meetings identified in the applicable schedule.

- 5. Sign the Participant Commitment.
- Return application, signed participant commitment and deposit to ASDS by June 11, 2021.
   Applicants will be notified of their status in the program no later than July 9, 2021.



COSMETIC AND RECONSTRUCTIVE **EXPERTISE** FOR YOUR *skin health and beauty* <sup>544</sup>

# FUTURE LEADERS NETWORK EARLY-CAREER LEADER (MENTEE) APPLICATION FORM

I am applying for the:   ASDS FLN Pro	gram □ ASDSA FLN Program
Name	
ASDS ID #	
Address	
City, State, ZIP	
Home Phone	Cell Phone
Email	
PROFESSIONAL AFFILIATIONS	
VEAR COMPLETED RECIDENCY	
YEAR COMPLETED RESIDENCY	
YEAR COMPLETED FELLOWSHIP, IF APPL	ICABLE
RECOMMENDATION LIST WITH "1" BEIN IMPORTANT TO US THAT YOU ARE EXCIOMING YEAR:	ND RANK THREE PROJECTS OF INTEREST FROM THE ASDS PROJECT IG MOST PREFERRED AND "3" BEING LEAST PREFERRED. IT IS TED ABOUT THE PROJECT YOU WILL BE UNDERTAKING FOR THE
1	
2	
	ITS, IDENTIFY ONE PROJECT OF INTEREST FROM THE ASDSA PROJEC E INTERESTED IN BOTH, STATE BELOW AND RANK ORDER:
1	
2	
(Attach additional sheet if needed.)	(CONTINUED)

# EARLY-CAREER LEADER (MENTEE) APPLICATION FORM (CONTINUED)

# Mentee Commitment and Expectations

I understand the success of the **Future Leaders Network** is based on my commitment to active participation including attendance at workshops and webinars; completion of assignments; engagement in the mentormentee partnership and collaborating with the other participants and facilitators.

I commit to actively participating in the **Future Leaders Network** by:

- Attending and actively participating in all in-person mandatory workshops meetings and scheduled webinars (see your respective schedule)
- Connecting with my mentors monthly via phone, email or in person.
  - Share my accomplishments, learnings and challenges with my mentor/team.
     Ask for suggestions and advice.
- Initiating and completing my approved team project by the project deadline of August 2022.
  - Keep mentors and ASDS/A staff informed of my project progress.
- Preparing and presenting the progress of my project during Project Update webinars (see your respective schedule).
- Presenting a summary of your project to the ASDS/A Boards of Directors (see schedule).
- Presenting project summary during the ASDS Annual Meeting Opening Session (see schedule).

By signing, you are stating you have read and agree to the commitment and expectations above.

Signature		
Print Name and Date		
DID YOU REMEMBER TO:		
☐ Sign the Participant Commitment.		
☐ Include your two-page CV.		
☐ Include your two letters of recommendation.		
Complete all necessary information and return with proper documentation NO LATER THAN Wednesday, June 11, 2021, to:		

#### **Future Leaders Network**

American Society for Dermatologic Surgery 5550 Meadowbrook Drive, Suite 120 • Rolling Meadows, IL 60008 Or email Tamika Walton at *twalton@asds.net* 

"FLN offers an incredible array of resources to an early-career dermatologist. In this stage of my career, it's often hard to find resources to help develop my leadership and communication skills. FLN provides all of this and more."

Kachiu Lee, MD

# **MENTORS**

Dear Colleagues:

On behalf of ASDS/A, I invite you to take part in a program that has a potentially far-reaching impact on ASDS/A and dermatologic surgery. FLN creates opportunities for early-career members to enhance their leadership skills and prepare them to become the next generation of leaders.

It only takes one person to make a difference. Mentoring provides an opportunity to affect the future; you transmit a part of yourself to each person you mentor – your ideals, ethics and professionalism. This legacy continues long after you retire. By helping a young leader succeed, you will rediscover your passion for dermatological surgery, learn new skills and gain the satisfaction of knowing that you have made a difference in someone's life.

#### What's involved?

FLN offers a level of engagement and member development designed to be a beneficial experience for both mentors and mentees. The curriculum incorporates topics and training exercises while working with a professional leadership educator and facilitator. You will share your experiences, interests and knowledge as you watch your mentee grow and meet the challenges of leadership.

#### How much time is involved?

All participants meet for monthly one-hour webinars in addition to two required in-person weekend workshops and more depending on which track is selected. Mentors' active participation is required in webinars and workshops to help ensure mentees' development in leadership and project success. In addition, each mentorsmentees team sets their own schedule for development. This translates to just a few hours each month to help an early-career dermatologic surgeon develop skills and learn lessons that will last a lifetime.

# Why do it?

As a mentor, you have an excellent opportunity not only to apply and enhance your own leadership skills but also to develop new friendships and enhance your understanding of ASDS and ASDSA and the work it does. All agree that it is one of the most satisfying and rewarding experiences you will ever have.

### **Next steps**

Contact Tamika Walton at 847-956-9132 or *twalton@asds.net*. Once we receive all applications, mentees and mentors will be matched.

I hope you consider mentoring a future leader this fall. This is an extremely rewarding way to make a difference.

Sincerely,

Abigail Waldman, MD

Chair, ASDS Leadership Development Work Group

"You have the opportunity improve the future of our specialty by mentoring young people in such a way as they will add to the body of knowledge or help us perform service. Giving in this way reinvigorates your love for our specialty and keeps you sharp."

Naomi Lawrence, MD



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# ASDS LEADERSHIP DEVELOPMENT WORK GROUP

Abigail Waldman, MD, Chair Ramona Behshad, MD Swati Kannan, MD Arash Koochek, MD, MPH Vineet Mishra, MD Nazanin A. Saedi, MD Charles A. Sola, MD Divya Srivastava, MD Lauren N. Taglia, MD

Terry Cronin, MD

<sup>&</sup>quot;Advocacy on behalf of our specialty is about providing support for our patients' way beyond what we offer during a standard office visit. Whether it's working at the grassroots up to the national level, our patients' care and interests are paramount and must be protected. Mentoring the physician leaders of tomorrow in advocacy safeguards dermatology and our patients for the future."