

Georgia Association of Healthcare Executives

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care™



Newsletter – Winter 2017

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CALL FOR CONTENT

PRESIDENT’S LETTER

By Mary Germann, FACHE

As we find ourselves in the middle of the hustle and bustle of the holiday season, I hope you will take time to relax, enjoy families and friends, reflect on your 2016 personal and professional accomplishments and prepare to greet 2017.

For GAHE, we have looked back on the 2016 year and have projected our plan for 2017. Earlier this month we completed our annual board review and planning session for 2017. Under the leadership of Tripp Penn, the organization has seen growth in its membership, fellow advancement and educational opportunities, in addition to providing a high member satisfaction. Thank you to Tripp and the 2016 Board and Committee members for their commitment and dedication to the organization.



Here is a snapshot of where GAHE is today:

Georgia Association of Healthcare Executives – 12/19/2016 YTD

Chapter Performance Data		Data
Members eligible to advance	Membership	454
Total chapter membership	Membership	1607
Total Fellows in chapter	Membership	335
Percent Fellows in chapter	Membership	21%
Membership retention rate	Membership	101%
Total chapter events	Events	30
Total programming hours	Events	101
Total attendee hours	Events	7940
Member Satisfaction Results	2016 survey	4.0 (out of 5)

Based on your feedback on the 2016 member’s survey, we have outlined a plan to meet your needs. I would like to outline for you our 2017 action items:

- Growth in Membership reaching out to both senior, mid and early careerists

- Increase Fellowship through mentoring and broadening Board of Governors tutorials
- Improve Membership satisfaction by responding to the membership needs
- Enhance our educational and networking programs throughout the state meeting the needs of the various leadership levels of the membership

We will continue to listen to you and serve our membership to insure that GAHE supports your professional pursuit.

I am excited, pleased and humbled to serve as the President of this valuable organization. The newly elected board members are some of the most dynamic people in healthcare, I believe they will represent each of you well as we continue to move the organization forward. On behalf of the 2017 GAHE board, I would like to extend our promise and commitment to continue to serve you the membership in the upcoming year. We wish each of you joy and best wishes for a successful, prosperous, and happy New Year.

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MEMBER NEWS

GAHE 2017 Officers and Board

A very BIG thank you to our outgoing 2016 officers, board, advisors, committee, task force chairs and volunteers who served GAHE this past year. You made it a fantastic year of service to our members!

Congratulations to the following **Officers and Board of Directors** of GAHE for 2017 who were elected at the November 16, 2016 Annual Meeting:

President – Mary Germann, FACHE

Vice President – Timothy Slocum FACHE

Secretary – Marlene Sidon, FACHE

Treasurer – Matthew Jernigan, FACHE

Immediate Past President – Tripp Penn, FACHE

At-large Members – Bryant Cornett; John Henson, MD, FACHE; Chad Knight, FACHE; Bill Lee; Stephanie Troncalli

ACHE Regent for Georgia – J. Larry Tyler, FACHE, FHFMA, CMPE

Along with our new board, we begin 2017 with **new and returning heads of our committees and task forces**. We look forward to a great year!

Board Advisor – Craig Honaman, FACHE

Communications Committee – Alexandra Pieper-Jones

Member Relations Committee – Taylan Bozkurt and Preston Smith, FACHE

Programs Committee – Stephanie Troncalli and Bobby Ryan, FACHE

Joint Programs – Bryant Cornett

Regional Programs – Kirsten Jones and Bill Lee

Physician Executives Group – John Henson, MD, FACHE

Senior Executive Committee – Jay Dennard, FACHE and Larry Tyler, FACHE

Sponsorship Committee – Callie Andrews, FACHE

Officers and Members At Large elected
at the Annual Meeting



Outgoing & incoming Secretaries
Nancy Greene and Marlene Sidon, FACHE



Member Awards presented

ACHE Recognition Program – This year we honored outstanding GAHE members who have provided leadership and volunteerism within ACHE. The ACHE Recognition Program celebrates members’ commitment to the healthcare management profession. Through this program, ACHE members earn points for volunteer activities and contributions at both the local and national level. You can learn about these awards at www.ache.org/abt_ache/awards/acherecognition.cfm . Those honored this year were:

- **Robin Singleton, FACHE** – Service Award (1 Star Fellow)
- **Asbury Stembridge Jr., FACHE** – Service Award (1 Star Fellow)

Regent’s Awards – Congratulations to the following GAHE members who were selected by our ACHE Regent, Larry Sanders, FACHE, for the 2016 Regent Healthcare Executive Awards. These awards recognize ACHE members who are experienced in the healthcare field and have made significant contributions to the advancement of healthcare management excellence and the achievement of ACHE’s goals.

- **Callie Andrews, FACHE**
- **John Henson, FACHE**
- **Joan Wilson, FACHE**

Receiving awards... Matt Jernigan



... and Asbury Stembridge



Thank You to Our Sponsors

We again offer a very BIG thank you to our four Corporate Sponsors in 2016. We are pleased to announce our first Corporate Sponsor returning for 2017 (as of publication date 12/29/16): **DTSpade, Silver Annual Sponsor.**

We cordially invite inquiries about becoming such a supporter of GAHE. Through the Annual Sponsorship Program, our sponsors reach over 1,600 healthcare professionals and prime decision makers in this industry. Sponsorships are limited in number to ensure maximum visibility for these much-appreciated partners. Please see the Sponsors page of our website for details of our 2017 Sponsorship Program at <http://georgia.achechapter.org/sponsors/>.

Photo, right – Eric Kreimer of Gold Sponsor Applied Economics addresses the audience at the November 16 Annual Meeting



ACHE Credentialing changes take effect beginning January 1, 2017

On Nov. 14, 2016, ACHE's Board of Governors made an important decision designed to maintain and enhance the value and credibility of attaining board certification in healthcare management through the FACHE[®] designation. The Board approved the [Credentialing Task Force recommendations](#) to streamline the Fellow application process and increase awareness of the credential to employers and the healthcare field as a whole. You can review a succinct overview of the changes, **scheduled to go into effect Jan. 1, 2017**, in this [quick reference guide](#) and [FAQs](#).

Major Implications of Credentialing Changes – Starting Jan. 1, 2017, Fellow candidates **must meet all requirements and submit the \$250 application fee prior to applying and sitting for the Board of Governors Examination.** A key change is the candidate is required to submit two references (instead of three), one as a structured interview with a Fellow and one additional written reference from someone who can attest to the candidate's work experience. This written reference can be from either a current Fellow or from a senior leader (vice president or higher) in the candidate's organization. *All other requirements remain the same.* Members who **apply for Fellow by Dec. 31, 2016**, will need to meet the [current requirements](#) and **complete them by Dec. 31, 2017**, in order to advance to Fellow status. If you are currently a Fellow, please know that [recertification requirements](#) will not change. 1

Questions? Contact ACHE's Customer Service Center at (312) 424-9400, Monday through Friday, from 8:00 a.m. to 5:00 p.m. Central time or email contact@ache.org.

MEMBERS ON THE MOVE

GAHE Member Carrie Montagna receives 4 Under 40 Award
<http://www.prweb.com/releases/2016/10/prweb13744775.htm>

Congratulations to member and 2016 GAHE Communications Committee Chair Carrie Montagna, Senior Marketing Manager, McKesson, who received the "4 Under 40 Marketing Emerging Leaders Award" in a presentation in October at American Marketing Association Annual Conference in Orlando, Florida. The award program honors young leaders working in marketing and its sub-fields who are making significant contributions to the future success of the industry. These individuals are passionate leaders who have a high potential for

collaboration and success, including leading by example, mentoring, transferring knowledge, taking a risk to achieve a desired outcome and motivating others.

GAHE Member Loy Howard among Becker's '135 Nonprofit Hospital and Health System CEOs to Know' www.tanner.org/media-center/news-article?news=366

Tanner President and CEO Loy Howard earned the distinction this November of being named by *Becker's Hospital Review* as one of 2016's "[135 Nonprofit Hospital and Health System CEOs to Know](#)." According to *Becker's*, the healthcare executives on the list "lead some of the largest, most successful and prominent nonprofit healthcare organizations in the country." The selections for the list were based on the judgment of the healthcare periodical's editorial staff, based in part on nominations the newsletter received. Only three other health system CEOs in Georgia — Kevin Brown, of Piedmont Healthcare in Atlanta; Maggie Gill, of Memorial Health in Savannah; and John Hauptert, FACHE, of Grady Health System in Atlanta, made the list.

Howard has served as president and CEO of Tanner Health System for more than 20 years, growing the organization from a small two-hospital health system to a regional destination for health comprised of four — and with the construction of the new hospital in Wedowee, Ala., expected to be completed in the fall of 2017, five — hospitals and 30 medical practices throughout six counties in Georgia and Alabama...

GAHE Member Dr. Doug Patten named Associate Dean of MCG Southwest Campus

Staff Report From Augusta CEO albanyceo.com/features/2016/11/patten-named-associate-dean-mcg-southwest-campus/

Dr. Doug Patten, chief medical officer for the Georgia Hospital Association, has been named campus associate dean for the Southwest Campus of the Medical College of Georgia at Augusta University effective Jan. 1. "In his new role as the leader of our Southwest Campus, Dr. Patten will guide our faculty recruitment efforts, support our students as they complete their clinically intense third and fourth years of medical school and advocate for them as they represent MCG in Southwest Georgia," said Dr. Kathryn Martin, associate dean for regional campus coordination...

GAHE Member Lance Jones, FACHE, CEO of Coliseum Medical Centers promoted to StoneSprings, Virginia

Coliseum Medical Centers announced that Lance Jones, FACHE, Chief Executive Officer, has been promoted by HCA to serve as CEO of StoneSprings Hospital Center in Loudoun County, Virginia, with HCA's Capital Division. Jones will continue to serve at Coliseum Medical Centers through the end of 2016 and will start his new role January 1.

Coliseum Northside Hospital CEO, **GAHE Member Stephen J. Daugherty**, will assume Interim CEO duties for Coliseum Health System.

→ **Your news wanted!** — GAHE members who have moved to a new position, received a promotion or achieved professional accomplishment, we would like to hear from you! Notices may be submitted to GAHE Administrator Karen Manno, [kmanno AT gahe.org](mailto:kmanno@gahe.org), or any member of our Communications Committee. Photos are encouraged but not required.

MEMBERSHIP REPORT (Fourth Quarter 2016, as of publication date 12/29/16)

Congratulations to these GAHE members who **achieved their Fellow of ACHE (FACHE) credential**. Please take a moment to congratulate your colleagues for their commitment to advancing their healthcare careers:

Michael G. Justice, FACHE

Jennifer R. Bonds, FACHE

Marty Chafin, FACHE

Matt Jernigan, FACHE

Darrell L. Nash, FACHE

Michelle L. Wallace, RN, FACHE

Kevin F. Weeks, FACHE

Lily Jung Henson, MD, FACHE

We also congratulate these **Fellow Designate members: Col William A. Thomas Jr., MD, Laura Drew, Jean C. O'Connor**, who recently passed the Board of Governors Examination in Healthcare Management and are well on their way to earning the distinction of board certification in healthcare management

And we congratulate the following members who **recently recertified their Fellow status**:

Linda A. Cole, FACHE, Patrick D. Ebri, PhD, FACHE, Allyson B. Keller, FACHE, Sonja F. McLendon, FACHE, Monica G. Richey, FACHE, Toni F. Wimby, FACHE, Charles T. Adams, FACHE, Michelle D. Adzhemyan, FACHE, Mary Beth Allen, FACHE, Chris C. Bogiages III, FACHE, Arthur D. Ferreira, FACHE, Lorry Lewis, FACHE, Don McKenna, FACHE, Pooja Mishra, FACHE, Kem M. Mullins, FACHE, Teresa P. Sappington, FACHE, Ardith C. Barrow, FACHE, Jason Hayes, FACHE, Nathan Nipper, FACHE, Michael O. O'Toole, FACHE, John W. Scuderi, FACHE, Douglas B. Welch, FACHE, Dena P. Zinker, FACHE

We welcome the following new members of GAHE and hope to meet you soon at one of our events:

Catherlyne E. Glascock, SGT Michael Jones, Philicia Andrews, MD, Jasroop K. Bambrah, Timothy Bryant, Kiersten Campos-Van Zant, Tommy Edwards, Neiger Green, Whitney Haller, DeAnne Herring, Yen-Vi Khuu-Eickhoff, Cheryl MacMillan, RN, Tiffany L. Marshall, Gregory Mauldin, MD, Carla Noe, Scott Pecore, Joseph Takon, Sage Wang, Thomas A. Barry, Michael P. Britton, Michael Broxterman, Catherine Carmichael, Glory Dogini, Todd Domangue, Tammy Dudley, Joseph Forese, MD, Min Lee, Paul McCarty, Annecia McNeil, Perry L. Mitchell III, Lan M. Nguyen, Aarti Ranani, Torry Robinson, LTC Wayne White, Jennifer Young, Christopher J. Ayers, Jeffrey Berklich, Anthony L. Carter Sr., Erin Glen, Taylor C. Harrison, Marion Spears Karr, Michael Kedme, Nancy McConnell, Darlene L. Morocco, RN, Deborah M. Olmos, Monica V. Page, Fadi Rammo, Bria Taylor, Jonathan Turner, PhD, Susan Walker, Joseph Wilson, MD, Margaret Xu

FROM YOUR ACHE REGENT

The Grand-Slam Interview

December 2016

By J. Larry Tyler, FACHE, Regent for District II, Georgia, Chairman Emeritus of Tyler & Company, Chairman and CEO of Practical Governance Group



I've known people who've landed a job without a resume, cover letter, LinkedIn profile and reference checks. But I've never known anyone who won a job without an interview. This series of Regent's Messages reflects the various aspects of handling new opportunities. Let's discuss the most important part of the job-change process – the interview.

PREPARATION

There really are only three things you must know to prepare for an interview:

- 1) Know the organization.
- 2) Know the hiring manager.
- 3) Know yourself.

Preparation in these three areas separates the winners from the losers. Here's how to do it.

Know the organization by doing your research.

- For starters, Google the organization. In the healthcare field, a prospective employer's website may not only shed light on its services, but also its staff, challenges and news.

Other resources that come in handy include:

- State hospital association
- State health planning agency (Seek information about any CON applications that may be new or in progress)
- *AHA Guide* (good for finding statistics)
- Guidestar.org (ideal for reviewing IRS Form 990 if interviewing for a nonprofit) and EDGAR via sec.gov (for reviewing company filings of for-profit organizations). Be sure to assess the last two years of available financials as they will help you generate questions for your interview.

Know the hiring manager.

If you [networked](#), you'll have at least a silhouette of the hiring manager. You even may have an entire portrait. Thus, networking not only is important for finding an opportunity, but also gathering intelligence about the organization and hiring manager. Also, Google the individual and review his/her LinkedIn profile.

You also may ask the organization's interviewing scheduler for information. She/he may send you a resume, biography or other information. A friend of mine manages one of the largest public hospital systems in the country. He compiled his management and leadership beliefs and readily shares it. This document provides good insight about him and what it's like to work with him.

Get to know yourself.

It's important to match your abilities and personality with the needs and culture of the organization you're considering joining. Early in my career, I didn't know myself well. Instead of trying to figure out what made me tick, I relied on others to assess my strengths. Now you know how I ended up in accounting. Within six months

of joining Price Waterhouse, I knew that being a successful auditor was not in my cards. The work was dreadful, but I wasn't going to leave without a CPA certificate. The day I became a CPA, I resigned and went to work as a CFO for a PW client. It was the start of a journey to learn about myself. I would have also advanced faster had I participated in a 360-degree evaluation early on. Consider taking one yourself.

Throughout the years, I took many psychological instruments to glean more about myself. Now, nearly 40 years and many psychological assessments later, I have a really good understanding of my passions, dislikes and where I excel. While I may sometimes misread an organization, I rarely misread myself.

THE INTERVIEW

Arrive early.

If you haven't already driven the route or are familiar with the interview location, leave extra early. This tip also comes in handy if there's traffic or you have problems finding the office of the first interviewer. However, don't enter immediately. Grab a cup of coffee or visit the restroom, then enter the office at the appointed time. Be especially nice to administrative assistants; they often discuss you with the hiring manager and can be an ally within the organization.

Start with small talk.

Be prepared to break the ice if the hiring manager struggles starting the interview. For example, bring up something you learned about the manager while networking and preparing for the interview. Or, you can ask about something you see in the office, like pictures of the kids or spouse, or discuss something from a sporting event.

Confidently answer questions succinctly, but don't sound rehearsed.

Your first question likely will be, "Tell me about yourself." The answer is at best a five-minute soliloquy, starting with your childhood, education and past jobs. Subsequent questions usually pertain to your resume. Be sure to review your resume, and have an extra copy or two in your padfolio. For brevity's sake, we've posted a [list of the possible questions](#) on GAHE's website. Review and formulate your answers before an interview.

The odds are high that the interviewer has Googled you. If any negative information exists, you may wish to dive in and address it. I once had a candidate tell me early in the interview that if I Googled him, there was a possibility I'd find a felon by the same name. He assured me it wasn't him, which was a relief. Google yourself! Is there anything that might be confusing to an interviewer? I like the idea of addressing these findings up front. Even if the information is negative, proactively tackling it shows a high degree of forthrightness.

You may be asked some behavioral questions, which are posed to see how you think and act. Some examples are, "Tell me of a time when you encountered an ethical challenge. What were the circumstances, and what did you learn from the resolution?" Another question might be, "How do you handle interpersonal disagreements?"

Finally, you might be asked left-field questions. I ask these in my interviews, not worrying what the answer might be, but for merely testing how well a candidate thinks on his/her feet.

Let's try these from Microsoft – How do you put an elephant into a refrigerator? Answer: You open the refrigerator door, put the elephant inside, and close the door. Next question – How do you put a giraffe into a refrigerator? Answer: Open the refrigerator door, remove the elephant, put the giraffe into the refrigerator and close the door. Although you can't prepare for these questions, you can buy time as you formulate your answer by asking clarifying questions and slowing your speech. Keep in mind that saying, "I don't know" or "I can't figure this out," is an interview killer.

Engage your audience.

There are certain questions you need to ask of everyone you meet. For instance, ask the hiring manager to describe his/her management style. Then confirm that answer with others you meet. A “red flag” is inconsistency. Others questions include:

- What’s it like to work here?
- How will I know at the end of the year if I’ve been successful?
- What are the first three things that I need to complete in the first six months?
- How many people have held this job in the last five years? Where are they now?

These questions help you decipher whether the job is doable and if the organization supports the position.

Leave the interview informed.

As you exit the interview, prepare to have questions that need to be answered. If you don’t have questions, the interviewer may think you lack an inquiring mind or that you’re not interested in the job.

As the interview ends, thank the hiring manager for the time spent with you, and ask when a decision is going to be made on your candidacy. Then, express your sincere interest in the position. As you exit the executive offices, once again thank the administrative assistant for the time spent coordinating the interview. Your enthusiasm for the job may be the winning ticket when all candidates are reviewed and a selection is made.

Add the finishing touch.

When you get home, write thank-you notes to your interviewers. Ensure each one is different, and get them out the door pronto.

-> **If you’re worried about your position – for whatever reason – don’t miss the GAHE luncheon Jan. 19, 2017, about “[Executive Transitions](#).”** Join Andrew P. Chastain, incoming President of Witt/Kieffer, and J. Larry Tyler, FACHE, Chairman Emeritus of Tyler & Company, as they discuss career disruptions and how to deal with them.

For more interviewing resources, don’t forget about [ACHE’s Interview Prep Tool](#). This one-year subscription provides you with a choice of a self-directed model or one in which you are critiqued by the ACHE Career Resource Center team.

As Georgia Regent, I support our chapter and ACHE however possible. This includes representing Georgia favorably when interacting with other Regents, as well as the ACHE board and administration in Chicago; being a career development resource for members; encouraging senior-level executives to become involved in our local chapter, Georgia Association of Healthcare Executives (GAHE); and promoting the benefits of earning a Fellowship to CEOs who are not yet credentialed.

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UPCOMING EVENTS

Get the most current details and registration for all GAHE programs on the [“Events” page](#) (list here accurate as of publication date 12/29/16)

BOG Exam Study Course 10-week Prep Course by SC ACHE and GAHE March 17 – June 2, 2017

- Lunch-n-learn webinar study group course combining resources from the ACHE website, Board of Governors Reference Manual, books, articles, and sample questions.
- One in-person Orientation Meeting in Columbia, SC on Friday, March 17 (attendance required)
- Ten weekly webinar/phone conference sessions 12:00 – 1:00 pm every Friday, March 31 to June 2, 2017
- Team-based approach: Everyone registered will be paired with other participants to assemble the materials (provided) and will teach one section to the rest of the group. Participants will receive knowledge area assignments and additional course information before the orientation on March 17.

Registration cost: Early Registration Fee) \$75.00 (before January 31, \$100 after. Registration deadline: Friday, February 24. Registration fee will be **REFUNDED** for SC ACHE and GAHE Chapter Members who meet attendance requirements and sit for the exam before the end of 2017.

For complete details and registration go to <http://georgia.achechapter.org/event/scgahe-bog-exam-study-course/>

GAHE Events

- **Thursday, January 19 meeting** – “Executive Transitions: A Conversation on Careers and Their Disrupters”—a conversation featuring J. Larry Tyler, FACHE, Chairman Emeritus of Tyler & Company, and Andrew P. Chastain, Managing Partner and Chairman of Witt/Kieffer’s Healthcare Practice. 11:30 am – 1:30 pm at Maggiano’s Little Italy Atlanta-Buckhead (extended networking time through 2:00 pm). CEUs: 1.5 hours ACHE Qualified Education
- **Friday, January 27 Lunch with the CEO** – with Dan Woods, Wellstar Kennestone Hospital, Atlanta, 11:30 am – 1:00 pm. For ACHE Members Only.
- **Thursday February 2 Physician Executives Group Dinner** – For Physicians Only: “Georgia Professionals Health Program: Healthy Physicians For Healthy Patients” – a presentation and group discussion, with Paul Earley, MD, FASAM – Medical Director, Georgia Professionals Health Program, Inc., and moderator Doug Patten, MD – CMO, Georgia Hospital Association GA Professionals Health Program. 6:30 pm – 8:30 pm at Piedmont Cancer Conference Room, Atlanta.
- **Wednesday, February 8 Lunch with the CEO** – with John Hauptert, FACHE, Grady Health System, Atlanta, 11:30 am – 1:00 pm. For ACHE Members Only.
- **Thursday, February 16 meeting** – “The Impact of Patient Experience”. 11:30 am – 1:30 pm at Maggiano’s Little Italy Atlanta-Buckhead (extended networking time through 2:00 pm).
- **Thursday, March 16 meeting:** – Topic TBA. 11:30 am – 1:30 pm at Maggiano’s Little Italy Atlanta-Buckhead (extended networking time through 2:00 pm).
- **Wednesday, March 29 Lunch with the CEO** – with Anne Meisner, FACHE, CTCA at Southeastern Regional Medical Center, Newnan, 11:30 am – 1:00 pm. For ACHE Members Only.

RECENT EVENTS RECAP

The **inaugural networking event of GAHE's Physician Executives Group (PEG)** was held at the Dunwoody Country Club on October 6. Eight physicians attended as ACHE Regent Larry Tyler, FACHE lead a discussion of the role of mentoring in professional development. There was abundant opportunity for good interaction among the participants. All physicians are invited to the next PEG gathering on February 2, 2017.

Photo (L to R): Jay Thakkar, MD, Bo Walpole, MD, Andy Jaffal, MD, Larry Tyler, Lily Henson, MD, John Henson, MD, Mary Gregg, MD, Ellen Boney, MD, Adam Nowlan, MD.



Our **November 16 Annual Meeting** presented an expert panel on “MACRA: Preparing for the New Medicare Payment Reform Requirements,” in addition to our officer/board election and awards presentations. *Photos by Nancy Greene, Karen Manno.*

Lively discussion... Panelist Arun Mohan



Dee Cantrell



Lizbeth Hansen



... and moderator Preston Smith, FACHE



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CAREER CORNER

The Instant Change!

*By GAHE Board Advisor J. Craig Honaman, FACHE, CRC – Principal
H & H Consulting Partners, LLC , a healthcare consulting firm specializing in career transitions for healthcare executives, in Atlanta, GA
careerdir1@aol.com / www.careerpiloting.com / 770.394.2221*

Life can change in an instant. Witness the recent national elections; or the excellent health one has maintained suddenly changes with a fall; or an auto accident causes a disruption of previous routine life style; or a long flight to Europe spurs DVT which suddenly takes a life. Elections have major changes in the course of governance and leadership. Careers and jobs can change in an instant. Sudden changes can be good or less than favorable. Mergers and acquisitions can change the organization dynamics. In all change, look for the good things.1

Everything in life has a starting point and an ending point. Our careers and individual jobs within the careers have a beginning and a finishing point. Some executives carefully plan the finishing point with retirement while others may be asked to leave sooner than they would like. Still others simply know when they need to move on to a new opportunity. There are always cracks in the foundation. Weeds can grow through those cracks and destroy the foundation.

Having the vision and foresight to plan ahead for the time, date, and place to finish the job and knowing when it is time to move on, is a key personal trait to develop and refine. Losing ones eyesight or vision is probably one of the most traumatic situations that could be thought of. Losing the vision of your career can also be traumatic. Do not rely on your employer to be planning your career for you. The many changes to the healthcare systems on the horizon create exciting opportunities for the future. We should not have to get ready, but instead, we should stay ready for the next chance of a lifetime career move.

Visionary executives are expected to provide the leadership of the organization, to see into the future, anticipate actions, and have the management team move to the objective. The vision of your current position and career future must also be developed. Perhaps a “career health checkup” would help to formulate the vision. If we do not take care of ourselves, no one else will look out for us. If the vision of your career is lost, then help is needed to get it back on track. Identifying the new skills needed for the changed landscape is a strong attribute of leadership

The store sign read, “closed for inventory.” Executives most often simply do not stop, and close up, to take a personal inventory of their skills. Waiting or procrastinating will not help to reestablish the vision of needed skills to move forward. Unforeseen, instantaneous changes can pop up to afford the chance to seriously advance your career. The window of opportunity opens and closes very quickly. Being ready to dive through the opening may be the ticket to your future success if the proper skills inventory has been accomplished.

In the career game, the first half is often made up of learning by the mistakes. Trial and error provides for successful failures along with huge successes. However, it is the adjustment done after the first half that may be the key for a highly successful career. Success in the second half because of the changes and adjustments made at half time may help propel mid-careerists to new heights. Coaching yourself to success may identify some adjustments that need to be made, particularly with new skills and knowledge of emerging technologies.

Here are some suggestions to overcome the vision stagnation and capitalize on sudden changes:

1. The vision starts in the mind. What we see ahead and believe in the career vision will guide us. Careers are not blue prints but instead mosaics.

2. Develop habits to act on the vision. Good habits are just as easy to develop as bad habits. Develop good habits. Constantly refine skills needed in the future, by maximizing a life long learning program, and networking with colleagues as stepping stones to success.
3. Visualize the person you want to become. Leadership is “how to be.” The kind of leader you want to become should be part of the career vision and actions should employ the characteristics of the person you want to be.
4. Some people only go far enough to say they did it. We need to go all the way. Do not stop at being “Great!” Be Extraordinary above the rest!
5. A realization and recognition of how much we need to know and how little time there is to learn. The amount of new knowledge in the healthcare field will escalate very quickly in the years ahead. Instantaneous changes can occur because of being “out of date” or “obsolete.” Education should be an integral part of ones career life.

The credentials of tomorrow are based on the decisions and choices we make today. The instant obstacles and hazards that we encounter must be dealt with effectively. “Stuff Happens!” We can not run away because, there is no place to hide. The leader who knows how to make it through the tough stuff and get the end results are the successful leaders. They simply keep turning the pages of life to meet the vision of the future with constant and sometimes instantaneous changes.

ACHE Career Resources

- ACHE Job Center – www.ache.org/career.cfm – search or post jobs
- To develop a more strategic career plan, check out ACHE’s Career Resource Center with **CareerEDGE** at www.ache.org/newclub/career/career_development_new.cfm

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TOPICS IN LEADERSHIP

7 Ways Accomplished People Begin Their Morning Routine

Travis Bradberry, author of the best-selling book *Emotional Intelligence 2.0*, recently published an article on Forbes.com outlining seven early-morning habits people who want to be successful should adopt, summarized below.

1. **Drink lemon water.** The nutrients in lemon water improve physical and mental energy levels.
2. **Exercise.** Research has shown exercising can boost a person’s energy as well as their outlook. Positive, energized people tend to get more done.
3. **Disconnect from technology.** Avoid jumping onto your phone before you even get out of bed. Texts, emails and social media alerts can clutter the mind.
4. **Eat a healthy breakfast.** There’s a reason breakfast is called the “most important meal of the day.” Eating a healthy breakfast can enhance short-term memory and concentration levels.
5. **Be mindful.** Many successful leaders begin each day by meditating. The quiet time allows the mind to focus, combat stress and be more creative.
6. **Set goals.** Setting specific, feasible goals helps leaders remain calm and productive in the face of a hectic workday.
7. **Say no.** It’s important for leaders to honor their commitments, even if the commitment is to a quiet, work-free morning routine. People who can say “no” to taking on a new commitment that would encroach upon a previous engagement are less likely to overextend themselves.

— Adapted from [“7 Things Wildly Successful People Do Before 7:30 A.M.”](#), by Travis Bradberry, Forbes.com, Oct. 18, 2016.

How to Sustain Healthcare Improvement Efforts: 4 Keys to Success

There are few things more frustrating than pouring time and effort into a process improvement just to see those new workflows forgotten and an organization regress to its bad habits. Highlighted below are four tips to help overcome that obstacle.

1. **Test new work processes in a pilot unit.** Rolling out a new work model tends to be easier when the model has already been tested on a small scale. Having a pilot unit allows management to standardize good habits and ensure the new model is aligned with the organizational goals.
2. **Implement improvements on the front line.** Engaging frontline clinical staffers who deal with the day-to-day operations of an organization is critical to the success and sustainability of a process improvement. Without the frontline staff, systems frequently revert to their old ways.
3. **Celebrate small successes to build morale.** Change is difficult and asking for too much too quickly can be demoralizing for any staff. During the early stages of major process change, be prepared to recognize small, short-term achievements that could boost buy-in and momentum.
4. **Address staff grievances with improvement efforts.** Positive performance reviews and promotions are not the only ways to motivate employees; frontline managers are also more likely to stick with an improvement effort if it eliminates a daily hassle in their own work processes.

— Adapted from “[4 Steps to Sustaining Improvement in Health Care](#)” by Kedar S. Mate, MD, and Jeffery Rakover, *Harvard Business Review*, Nov. 9, 2016.

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HEALTHCARE INDUSTRY EXTRACTS

2016 Georgia Hospital Association Hospital Hero Winners Announced

From the Savannah Business Journal Staff Report – On Nov. 11, 2016, the Georgia Hospital Association (GHA) presented its annual Hospital Hero Awards at the association’s Annual Meeting held in Savannah. Recipients of the award were recognized for their outstanding contributions to the health care field. **GHA Chairman and GAHE Member Steve Gautney, FACHE** and GHA President/CEO Earl Rogers presented the prestigious awards to eight Hospital Hero winners, two Physician Hero winners, and one Lifetime Heroic Achievement Winner, H. Kenneth Walker, M.D. of Grady Memorial Hospital in Atlanta. Stories of the winners in a video format can be found [->here](#).

In Hospitals, Board Rooms Are as Important as Operating Rooms

Austin Frakt

Several studies show that hospital boards can [improve quality](#) and can make decisions associated with [reduced mortality rates](#). But not all boards do so.

http://www.nytimes.com/2015/02/17/upshot/in-hospitals-board-rooms-are-as-important-as-operating-rooms.html?_r=0

What's Under the Hood? Quick Look at Hospital Expenses

Brad Flansbaum

It's helpful to know where hospitals spend their money. You might see a lot of technology and devices floating around the wards, but to keep the beds full, it's all about FTEs and human capital.

<http://blogs.hospitalmedicine.org/Blog/whats-under-the-hood-quick-look-at-hospital-expenses/>

6 tips for using digital media to reach and engage patients

Jenn Riggle

In today's always-on world, your organization is competing for mindshare with programming on TV and Netflix, Facebook posts from friends, images on Pinterest and Instagram, and the noise of everyday life. The problem facing hospitals is how to be heard over the noise and provide information that resonates with patients.

<http://www.fiercehealthcare.com/hospitals/hospital-impact-tips-for-using-digital-media-to-reach-patients>

What Millennial Managers Will Do for Health Care

Genevieve Diesing

As millennials assume their leading role in the workforce, health care leaders find ways to groom them for the management ranks.

<http://www.hhnmag.com/articles/7697-how-millennials-will-transform-health-care>

7 Insights: What Patients Want in the Financial Experience

A recently conducted study of 1,000 patients' needs, behaviors, and preferences when it comes to paying for healthcare reveals more about the patient experience than providers once thought.

<http://www.hhnmag.com/events/207-7-insights-what-patients-want-in-the-financial-experience>

Rise to the Occasion When You're Tapped to Lead

Cleveland Clinic

Healthcare institutions urgently need strong leaders. Perhaps you urgently need to fulfill your annual CME requirements, or you've been called to lead in your organization but are struggling with the transition from patient care to business management.

<https://consultqd.clevelandclinic.org/2016/09/rise-occasion-youre-tapped-lead/>

A New Generation Is Poised to Lead Health Care. Is Everybody Ready?

Bill Santamour

Here's how some of today's health care leaders are preparing the leaders of tomorrow.

<http://www.hhnmag.com/articles/7771-a-new-generation-is-poised-to-lead-health-care-is-everybody-ready>

Path from Hospitalist to Transformational Healthcare Leader

Brett Radler

Brian Harte, MD, SFHM, longtime member of the Society of [Hospital Medicine \(SHM\)](#) and now president of its Board of Directors, was recently named president of Cleveland Clinic Akron General and the Southern Region. He previously served as president of Cleveland Clinic Hillcrest Hospital, the 500-bed flagship for the Cleveland Clinic Health System.

<http://www.the-hospitalist.org/article/brian-harte-md-sfhm-discusses-path-hospitalist-transformational-healthcare-leader/>

Healthcare will be the Industry to Propel More Women into Leadership

John Flannery – President and CEO at GE Healthcare

Many industries struggle with this challenge. In the business of healthcare, we have a unique ability and reason to solve it. Doing so can in turn tackle the pressing challenges threatening access to healthcare across the world.

<http://sdvoice.info/healthcare-will-be-the-industry-to-propel-more-women-into-leadership/>

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ACHE NATIONAL NEWS

Register now for the 2017 Congress on Healthcare Leadership March 27-30

The American College of Healthcare Executives' Congress on Healthcare Leadership brings you the best in professional development, opportunities to network with and learn from peers, and the latest information to

enhance your career and address your organization's challenges in innovative ways. The 2017 Congress on Healthcare Leadership, "Discovering Possibilities & Opportunities," will be held March 27–30 at the Hilton Chicago/Palmer House Hilton.

Join us in 2017 and be part of this dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world. Registration and hotel registrations are now open at ache.org/congress. This premier healthcare leadership event provides:

- Access to more than 150 cutting-edge professional development sessions
- Networking opportunities with more than 4,200 professionals from around the globe
- Innovative solutions from the nation's top thought leaders
- The latest tools and techniques designed to enhance your career

Call for Innovations — Management Innovations Poster Session at 2017 Congress

ACHE invites authors to submit narratives of their posters for consideration for the 33rd Annual Management Innovations Poster Session. We are interested in innovations on issues affecting your organization that might be helpful to others, including improving quality or efficiency, enhancing patient or physician satisfaction, implementing electronic medical records, using new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters Monday, March 27, between 7 a.m. and 8 a.m. and posters will remain on display March 27–29 at Congress. Please go to ache.org/CongressPosterSession for the full selection criteria and submission instructions. Submissions will be accepted through **Jan. 17**.

Forum on Advances in Healthcare Management Research at 2018 Congress

ACHE would like to invite authors to submit proposals to present their research at the 10th annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's 2018 Congress on Healthcare Leadership, which will be held March 26–29, 2018. The senior author of each selected proposal will receive a complimentary registration to Congress. Please visit ache.org/Congress/ForumRFP.cfm for the selection criteria and submission instructions. Submit your up-to-400-word abstract by **July 10**.

IFD, ACHE Alliance to Expand Healthcare Internships for Diverse Individuals

The American Hospital Association's Institute for Diversity in Health Management and ACHE have entered into a strategic collaboration to co-promote the Summer Enrichment Program, which is designed to grow and strengthen the pipeline of healthcare leaders from underrepresented groups. The SEP places diverse graduate students pursuing advanced degrees in healthcare administration or a related field in 10-week, paid internships at healthcare organizations. As of Oct. 31, 2016, hospitals, health systems and other healthcare organizations interested in hosting an SEP intern in 2017 can register at diversityconnection.org/SEP. IFD staff will work with organizations to match SEP students with host sites beginning in February. Internships generally will take place from June through August. The SEP will be administered by IFD and co-promoted by ACHE, primarily through ACHE chapters across the country. 1

For more information about the SEP or on becoming a host site, visit diversityconnection.org/SEP or contact Jasmin Clark, membership and educational specialist, IFD, at ifd-sep@aha.org or (312) 422-2658; Terra L.

Levin FACHE, CAE, regional director, Division of Regional Services, ACHE, at tlevin@ache.org or (312) 424-9329; or Cie Armstead, director, Diversity and Inclusion, ACHE, at carmstead@ache.org or (312) 424-9306.

Access Complimentary Resources for the Board of Governors Exam

For Members starting on the journey to attain board certification and the FACHE[®] credential, ACHE offers complimentary resources to help them succeed so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning. These resources, which include [the Board of Governors Examination in Healthcare Management Reference Manual](#) and [quarterly Advancement Information webinars](#), are designed to be supplements to other available Board of Governors Exam study resources, such as [the Board of Governors Review Course](#) and [Online Tutorial](#).

- The *Reference Manual*, found at ache.org/FACHE, includes a practice 230-question exam and answer key, a list of recommended readings, test-taker comments and study tips.
- Fellow Advancement Information webinars provide a general overview of the Fellow advancement process, including information about the Board of Governors Exam, and allow participants to ask questions about the advancement process. An upcoming session is scheduled for Dec. 8. Register online at ache.org/FACHE.

ACHE Announces Nominating Committee 2017 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 25, at the Council of Regents meeting in Chicago. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting on March 25. The 2017 slate is as follows:

Nominating Committee Member, District 2 (includes Georgia) (two-year term ending in 2019): Dolores G. Clement, DrPH, FACHE – Sentara Professor and Director, Dual Degree Programs, Department of Health Administration, VA Commonwealth University, Richmond, Va.

Governor (three-year term ending in 2020): Anthony A. Armada, FACHE – Executive Vice President and Chief Executive, Western Washington, Providence Health and Services, Seattle; Nancy M. DiLiegro, PhD, FACHE – Vice President, Clinical Operations/Physician Services and Chief Clinical Officer, Trinitas Regional Medical Center, Elizabeth, N.J.; Sara M. Johnson, FACHE – Director, Executive Education, Indiana University School of Public and Environmental Affairs, Indianapolis; Edmund L. Lafer, MD, FACHE – Medical Director, Health Partners Plans, Philadelphia

Chairman-Elect – David A. Olson, FACHE – Chief Strategy Officer, Froedtert Health, Milwaukee

Additional nominations for members of the Nominating Committee may be made from the floor at the annual Council of Regents meeting. Additional nominations for the offices of Chairman-Elect and Governor may be made in the following manner: Any Fellow may be nominated by written petition of at least 15 members of the Council of Regents. Petitions must be received in the ACHE headquarters office (American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529) at least 60 days prior to the annual meeting of the Council of Regents. Regents shall be notified in writing of nominations at least 30 days prior to the annual meeting of the Council of Regents. Thanks to the members of the Nominating Committee for their contributions in this important assignment:

ACHE Call for Nominations for the 2018 Slate

ACHE's 2017–2018 Nominating Committee is calling for applications for service beginning in 2018. All members are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Open positions on the slate include Nominating Committee Member Districts 1, 4 and 5 (two-year terms ending in 2020); Four Governors (three-year terms ending in 2021); Chairman-Elect.

Candidates for Chairman-Elect and Governor should submit an application to serve that includes a copy of their resume and up to 10 letters of support. For details, please review the Candidate Guidelines, including guidance from the Board of Governors to the Nominating Committee regarding the personal competencies of Chairman-Elect and Governor candidates and the composition of the Board of Governors. Candidates for the Nominating Committee should only submit a letter of self-nomination and a copy of their resume.

Applications to serve and self-nominations must be submitted electronically to jnolan@ache.org and must be received by July 15. All correspondence should be addressed to Richard D. Cordova, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

The first meeting of ACHE's 2017–2018 Nominating Committee will be held March 28, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting, an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs. Following the July 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed. All candidates will be notified in writing of the committee's decision by Sept. 30, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 26. To review the Candidate Guidelines, visit ache.org/CandidateGuidelines. If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

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GAHE NEWSLETTER SUBMISSION GUIDELINES and CALL FOR CONTENT

Audience and Focus

The GAHE newsletter is published quarterly, with each issue focusing on topics relevant to both professional development and healthcare administration. The newsletter is distributed electronically to all GAHE chapter members. Previous issues of the newsletter can be found on the GAHE website. Contributions to the newsletter may include: Articles on healthcare laws, regulations, finance, leadership, innovation, professional development, or healthcare administration; Member and GAHE event news; GAHE members who have moved to a new position, received a promotion, or other professional accomplishment ; Photographs from GAHE events.

Content Submission Requirements/ Deadlines

Content submissions to the GAHE newsletter are for reviewed for appropriateness by the Communications Committee. Please send your contributions, including articles, news, member accomplishments and photos to kmanno AT gahe.org, no later than close of business by the 10th day of the last month of each quarter (March,

June, September, December). Approved submissions made after this date will be placed into the next newsletter.

Please note that GAHE reserves the right to reject submissions that are not consistent with the goals and purposes of the organization. Articles that endorse or appear to endorse specific products, businesses, services, and are self-promotional or advertorial will not be accepted. Subjects that are appropriate deal with healthcare industry news (national and local), career management, leadership, mentoring, diversity and other professional topics. If you are not sure, please ask.

Article Submission Instructions

Articles submitted for the newsletter must be relevant to professional development or healthcare administration. Please format content in a Microsoft Word document, left justified, and be 1-2 pages in length. The content of the article must include: title; name of the author; the source the article was obtained from; full URL that links to the article (if applicable). Please submit photographs as email attachments in JPG file format. Please do not embed photographs in your article text. Provide name and affiliation of any person shown in photographs along with a brief caption. When using a reprint article, please provide credit to the author and/or obtain permission to use the article before submission.

Article Editing

GAHE reserves the right to edit, change or omit certain content (including photographs) because of length, style, relevance, or simply due to lack of space as deemed appropriate.

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