



GEORGIA ASSOCIATION
OF HEALTHCARE EXECUTIVES

CONNECTING | LEARNING | LEADING

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

Newsletter – Fall 2017

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PRESIDENT'S LETTER

"Leading Leaders"

As I write my last newsletter as President of GAHE, I cannot help but reflect on what has transpired since my first meeting with the members of the 2017 Board about ten months ago. I continue to be in awe of the governance and leadership of GAHE. To have been given the opportunity to lead this organization has been both humbling and inspiring. The strategic insight and the high performance of its members have catapulted us to be a successful organization, well positioned to meet the challenges and opportunities we are poised to face.

I am reminded of a book I recently read entitled "Turn the Ship Around" by David Marquet. This book masterfully illustrates how followers become leaders, teaching the concept of "leading leaders." GAHE, its board and its members are truly the embodiment of Marquet's theory on leadership excellence as manifested in three simple but bold concepts, namely: control, competence and clarity. Control moves the responsibility to the team members. Competence gives the freedom to execute and deliver. Clarity is having the line of sight to get to a common goal.



While we have three months more to go to finish the year, our accomplishments bode well for our ability to lead with distributed control, capable competencies and a clarity that is forthright and engaging. On the local and regional front we have forged a direction that is compelling. On the national front we continue to be admired and recognized for our work as exemplified in the most recent ACHE Chapter Leadership Conference in Chicago where we presented GAHE's journey in developing successful chapter strategies.

This year's leadership journey has been a very special one for me, one that I desired and one that gives me great pride. I am most appreciative of the opportunity to serve you. I cannot thank all of you enough for allowing me the privilege of being GAHE's President. My dreams for GAHE are only rivaled by my own personal passion to give our organization all that I can humbly offer. So to all of you, I extend my heartfelt appreciation for the opportunity to work with the industry's best. I am equally appreciative of HCA Healthcare and its leadership for supporting me in my pursuit for excellence at work and at GAHE.

At our annual meeting in November, I will be passing the baton to GAHE's President-elect, Tim Slocum. I am confident that he will build upon what we have established and take GAHE to bigger and better heights of excellence.

As I finish this message to you, I want to share a quote shared by a friend and one that I endeavor to do in my life... "You must leave people and/or places better than when you found it..." My humble wish is that I have.

Thank you to all of you, to our board members and committee members for their dedication and achievements this year. It is an honor to serve with you.

With sincere appreciation,

Enjoy the Holidays!

Mary

Mary Germann, MN, FACHE, SFHM
President, GAHE , 2017

MEMBER NEWS

GAHE Gets a Makeover

By Alexandra Pieper-Jones, GAHE Communications Committee Chair

In January, 2016 the board agreed GAHE needed to update its website and logo. Recognized nationally as a dynamic ACHE chapter, the board wanted branding that more effectively communicated the chapter's vibrancy and its sizeable network across Georgia. It also was important that any rebranding satisfy existing expectations of what our original mark stands for while simultaneously moving the brand forward as a complement to the iconic and recognizable ACHE mark.

Launched in August, the new logo features the Peach State as a prominent graphic within the letters *GAHE*. Beneath the logo is the new positioning statement: **"Connecting. Learning. Leading."** — three words that are the essence of the chapter's value proposition. Monthly programs, frequent networking events, quarterly newsletters and timely social media posts connect members with healthcare peers across Georgia and nationwide. This exchange of information fosters a learning environment that supports healthcare leaders, as they strive to improve the health and well-being of all those they serve. Connecting, learning and leading is how GAHE members excel as servant leaders within an industry where outcomes are life-changing and opportunities outpace resources on a daily basis.

Randy Taylor of Taylor Designs volunteered his talents to design the new logo. He carefully deconstructed the existing mark, studying its fundamental shapes, angles and weight. This process and understanding the goals of the chapter provided him with the necessary perspective to create the new mark, just in time for the new website. The green and peach logo will be seen on future GAHE PowerPoint presentations, brochures, flyers and stationery.





The refreshed website went live in late August. The URL address is www.gahe.org. It is visually appealing and welcomes visitors to learn more about GAHE services, events and leadership education platforms. Visitors will discover enhanced functionality and ease of navigation, as they explore opportunities to become more engaged with all that the chapter offers. Designed by **Eric Reynolds** of Trancefusion, the new platform allows visitors to quickly browse chapter information based on their own interest. It also offers quick links to the national Association website.

The new website is interactive and gives better access to *About Us, Membership, Career Focus, FACHE Credential, Events, Job Board, Sponsorship, News and Contact*. Current and prospective members will find timely announcements and upcoming event information on the homepage. Be sure to browse two new sections on the homepage: *Event Snapshots* and *Get Involved* to find out more about how to become more deeply involved with the Association.

"Active committee involvement is an ideal way to maximize membership," says **Timothy A. Slocum FACHE**, and Vice President of Support Services for Navicent Healthcare. As GAHE Vice President and President-Elect for 2018, he chaired the website subcommittee and worked with Communications Committee members **Alexandra Pieper-Jones**, Chief Marketing Officer for APJ Communications, **Sepi Browning**, President, Brighthour HIT Consulting, and GAHE Administrator **Karen Manno** to create the site wireframe and refresh chapter content while Reynolds worked behind the scenes on an energetic design and improved functionality.

Another new feature is the integrated social media buttons for Facebook, Twitter, and LinkedIn to foster improved communication with members. We will be constantly updating our content with helpful information, articles, newsletters, chapter announcements and member successes in the *News* section. Current chapter and ACHE newsletters as well as past editions also are also catalogued for easy access.

"We hope visitors to the site find the fresh look appealing and appreciate the improved navigation. As the primary source for chapter information, content will be kept relevant and timely. Ideally, it will be a visitor's portal to connecting, learning and leading," Pieper-Jones explains.

Elect our New Regent for Georgia - Vote by October 8

The 2017–2018 elections for Regent in 18 jurisdictions of ACHE, including Georgia, started September 18 and will run through October 6. All Members, Fellows and Life Fellows in the Georgia chapter area (GAHE) received an email with a link to a secure online ballot where members can view candidate statements and vote. The email ballot was sent on September 18 with the subject line "Vote for your ACHE Regent for Georgia". Please look for your ballot and be sure to cast your vote to select our next Georgia Regent for 2018-2021! (If you are unable to locate your ballot email, please contact Caitlin E. Stine at cstine@ache.org or (312) 424-9324.)

Slate of Nominations announced for 2018 GAHE Board of Directors

Report From The Nominations Committee

By Timothy A. Slocum, FACHE – GAHE Vice President & President-Elect

The Nominations Committee is pleased to present the Slate of Nominations for the GAHE Board of Directors for 2018! The committee is made up of J. Larry Tyler, FACHE, ACHE Regent for Georgia; Mary Germann, FACHE, President of GAHE; Tripp Penn, FACHE, Immediate Past President of GAHE; Tim Slocum, FACHE, Vice President and President-Elect of GAHE.

As you'll recall, we solicited nominations in the late summer, interviewed each nominee and then made recommendations. The committee's task was tough this year because we had more qualified nominees than open slots. As a result, our chapter should feel a sense of pride in having such a great group of capable, committed leaders.

I'd like to thank the current GAHE Board of Directors for setting such a high standard for next year's Board to achieve. We are fortunate to have a high-functioning group, and we are looking forward to continued success in 2018.

2018 Slate of Officers

President - Timothy A. Slocum, FACHE, CSSBB (automatic succession)

Vice President - Callie Andrews, MBA, MSHA, FACHE

Secretary - Marlene Sidon, MSHSA, FACHE

Treasurer - Bryant Cornett, FACHE, SIOR, LEED AP

Immediate Past President - Mary Germann, MN, FACHE, SFHM (automatic succession)

Members At Large:

Ty Bozkurt, MBA

John W. Henson IV, MD, MBA, FACHE

Matthew S. Jernigan, FACHE, MBA

Bobby Ryan, FACHE, MBA

Lynne Scroggins, FACHE, MHA

Election at GAHE Annual Meeting, November 16

Towards that end, I would like to encourage all members of GAHE to attend the GAHE Annual Meeting on Thursday, November 16. In addition to our informative session and lunch, we'll be voting on the slate presented below. Thank you for your continued commitment to the success of GAHE, and please don't hesitate to contact me via email at Slocum.Timothy@navicenthealth.org with any questions.

-> **View the biographies for all candidates** on our website at <https://gahe.org/wp-content/uploads/2017/09/GAHE-2018-Slate-of-Officers.pdf>

2017 Chapter Leaders Conference

Several of GAHE's board members attended the annual ACHE Chapter Leaders Conference in Chicago in September. *(Photos by John Henson, FACHE and Mary Germann, FACHE)*



Group discussion during the morning symposium "Forming a Physician Executive Group in Your Chapter" given by John Henson, MD, FACHE, chair of GAHE Physician Executives Group; Mary Germann, FACHE, GAHE President; and Toby Marsh, RN, FACHE, incoming president for California Association of Healthcare Leaders.



Three speakers for the session (l-r) Toby Marsh, FACHE, Mary Germann, FACHE, John Henson, MD, FACHE.



A short meeting of GAHE attendees prior to the Board of Governor's Networking Reception and Dinner, graciously sponsored by Bryant Cornett, FACHE - DTSpade.



Roxanne R. Rosa, FACHE, Executive Director at University Health System, San Antonio, Texas, and John Henson catch up.

New Members: Join ACHE now and get 2017 free!

New members of ACHE are invited to join now. If you register by the end of this year, your one year of dues will cover all the rest of 2017 PLUS the full 12 months of 2018. Your ACHE national dues automatically include membership in GAHE, your local ACHE chapter if you live/work in Georgia—you'll get our member rates and all our great Georgia programs and benefits at no charge to you! See information and join now at www.ache.org/Membership .

Fall Special Offer for former Members and Fellows

Are you a former ACHE member, or do you know of one who did not get around to renewing ACHE dues in 2017? ACHE is making a special Fall Reinstatement Offer: now through the end of the year, former Members and Fellows who did not renew in 2017 can reinstate their ACHE membership and receive benefits for the rest of 2017 PLUS all of 2018. For complete details visit www.ache.org/Membership/JoinReinstate.aspx . If you have any questions regarding your membership status please contact [ACHE Customer Service](#) .

Why become a Fellow of the American College of Healthcare Executives (FACHE)?

By GAHE Member Shinal Patel, MHSA

Receiving the distinction of board certification in healthcare management as a Fellow of the American College of Healthcare Executives (FACHE) signifies your knowledge, experience and commitment to continuous learning and professional development.



Similar to how doctors and other clinical professionals can earn board certifications in their area of specialty, healthcare executives are eligible to earn this ACHE credential. In order to become a FACHE, healthcare executives have to meet specific criteria. Those interested in becoming a Fellow must:

- * hold a Master's or other post-baccalaureate degree
- * have at least 5 years of healthcare management experience
- * be a member of ACHE for a minimum of three years.

Once the above criteria is met, the Fellow application needs to be completed which includes:

- * a copy of your resume, job description, and company organizational chart
- * community activism
- * references from 2 Fellows, or 1 Fellow and 1 senior-level executive in your organization
- * record of at least 36 hours of continuing education in the last 3 years (12 hours must be ACHE Face-to-Face Education)

Following the acceptance of your Fellow application, you are allowed up to 2 years to prepare for and pass the ACHE Board of Governors Exam.

In the past few months GAHE has had the privilege of adding 13 new Fellows. Many of us have gone through various thoughts when determining if we should go for our Fellow. However for many the process can seem a bit challenging. I had the honor of

interviewing a few Fellows who reassured me that preparing a few years in advance will help you meet your goal. **Lauren E. Ford, FACHE** found that the process helped her expand her knowledge in all portions of the healthcare field as well as again a well-rounded understanding.

Prepping for the Fellow process does take preparation for the requirements. Lauren Ford, FACHE found the online BOG Exam tutorials from ACHE extremely helpful when preparing for the process and recommended any future candidates utilize the online tutorials as well as the in-person seminars that are offered by ACHE and by GAHE. Through the online tutorials, Lauren was able to realize what areas she needed to focus on versus the ones she understood.

Many of the Fellows I had a chance to talk to agree that being a Fellow sets you apart from others in the field and shows others that you strive to be a leader. For those of you out there who are similar to me and feel as if you don't meet one or two of the requirements, this shouldn't stop you. **W. Bryant Cornett, FACHE** suggested sitting down with your supervisor and discussing your goals of becoming a Fellow and what it takes. He suggests that being transparent will not only help you achieve your goal of being a Fellow, but employers would love to help you grow and accomplish your goals. **Jarvis T. Gray, FACHE** believes that the journey has been worth it; the journey has made him more confident in himself and his career. His piece of advice is to make the most of being a part of GAHE and get more involved; the opportunities are endless.

So we encourage you, go for your Fellow! There are many resources for you to use from current Fellows to BOG Exam tutorials in order to prepare you. For complete information about the Fellow Advancement process, requirements, and how to apply, please visit www.ache.org/membership/credentialing/index.cfm . Start now to prepare for the journey!

MEMBERSHIP REPORT *(third quarter 2017, as of publication date 9/29/17)*

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:

MAJ Michael F. Brown, III, FACHE
Jarvis T. Gray, FACHE
William B. Cornett, FACHE
Kelly L. Norling, FACHE
Stephanie Troncalli, FACHE
Alora Brock, FACHE

We also congratulate these **Fellow Designate members** 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: **Gregory L. Mauldin, MD, Vindali Vartak, James S. Zacharias, MBA, CMPE.**

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

Charles Esposito, FACHE, Jeff Heffelfinger, DMin, FACHE, LTC Teresa S. Hinnerichs, FACHE, W. Asbury Stembridge, Jr., FACHE, Michael S. White, FACHE, John Davanzo, FACHE, LTC Daniel P. Fisher, FACHE, Andrew T. Sumner, ScD, FACHE, Amy L. Browning, FACHE, Heath A. Evans, FACHE, Sherry N. Williams, FACHE.

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

Steven M. Atkins, RN, Brock H. Beisel, Lori Bell, Jonathan P. Croom, Drew Dempsey, Tony Eshoo, Ryan Fleming, Harold Glenn, Jr., Michele Hagerman, Jeffrey M. Harden, RN, Kimberly Harrison, Lisa Johnson, RN, Adrienne Johnson Ross, Jennifer Lindsay, Daniel Miller, Angela M. Mitchell, RN, Wyn Mortimer, MD, Petra C. Parry, Felicia E. Powell, Emily Ryan, Guillermo F. Sanabia, Adam D. Townsend, Sara Ashe, Elizabeth L. Bollier, Michelle E. Cort, DHA, Christine Edwards, Wandella Ezell, Ashley B. Gotlieb, Stephanie Griffin, SGT Althoria Johnson, Brian Kenah, Joena King, William Korwan, Patricia Little, Freda G. Lyon, DNP, Kendra D. Madison-Harswell, Fredrick Rhodes, Lawrence J. Rowley, MD, Col Maria Santiago-Sosa, SSG David A. Viera, Kelley Wierson, Nicholas Wood, Ghada Atic, Crystal S. Bowens, RN, James D. Cashion, Lainie Conley, Takisa Dallas, James Gilmore, PharmD, Brian Goodner, Erin Hendrick, PharmD, Jason Lucas, PhD, Tanya Martinez, Benjamin Mennis, Brenda D. O'Steen, Shelia H. Palmer, PA-C, Katie Rattray, Michael Rovinsky, Drew Smith, Lorraine C. Smith, Kristen S. Trice, Annette Willins

UPCOMING EVENTS

- **Wed., October 4 - Senior Executive Dinner**, by invitation only: "The Pursuit of Healthcare Performance Excellence and the Importance of Physician Engagement/Alignment" featuring Rulon Stacey, PhD, FACHE (Managing Director, Navigant and former ACHE Chairman) and Alex Hunter (Managing Director, Navigant). 6:00 – 8:00 pm at Dunwoody Country Club, Atlanta. **Special Sponsor for this event: Avery Partners.** CEUs: 1 hour ACHE Qualified Education Credit
- **Thurs., October 26 - October meeting:** "Entrepreneurship in Healthcare" featuring Richard Jackson (Chairman & CEO, Jackson Healthcare) and Larry Tyler, FACHE (ACHE Georgia Regent). 11:30 am - 2:00 pm at Maggiano's Atlanta/Buckhead. CEUs: 1.5 hours ACHE Qualified Education Credit
- **Thurs., November 16 - "Selling to The C-Suite"** special presentation prior to the November meeting for Vendors and Consultants, featuring Philip Wolfe, FACHE (CEO, Gwinnett Medical Center) and Larry Tyler, FACHE, 10:30 - 11:30 am at Maggiano's Atlanta/Buckhead
- **Thurs., November 16 - GAHE Annual Meeting:** "Diversity in Healthcare Management" panel discussion. At this event will be the GAHE 2018 Board election.



11:30 am - 2:00 pm at Maggiano's Atlanta/Buckhead. CEUs: 1.5 hours ACHE Face To Face Education

- **Mon., December 4 - GAHE Mini-Cluster in Macon, 6 CEUs.** "Leading and Managing in Changing Times" featuring Thomas Atchison, plus two panel discussions: "Best Practices in Adapting to Regulations and Trends" and "Advances in Telemedicine to Drive Efficiencies". 7:45 am - 4:30 pm at Macon Centreplex.

Additional Opportunities with Our Education Community Partners:

- **October 17 in Atlanta** - GA HIMSS Annual Conference at Cobb Galleria, Atlanta. ACHE Qualified Education Credit.
- **October 18 in Auburn, AL** - 1.5 ACHE Face To Face CEUs. The Alabama chapter of ACHE presents "Partnering with Employers and Commercial Payors: How Clinical Integration Organizations are Leading Population Health Management"
- **November 7 in Atlanta** - TAG Health IT Leadership Summit at Crowne Plaza Atlanta Perimeter. Up to 4 hours ACHE Qualified Education

RECENT EVENTS RECAP

May 18, 2017 meeting: "Leveraging Telehealth to Drive Efficiencies"

By GAHE Member and GAHFMA Outreach Committee Co-Chair Shawn McBride

The 5/18 GAHE Meeting at Maggiano's in Buckhead focused on Leveraging Telehealth to drive efficiencies. This event was cohosted by GAHFMA and GAHIMSS, an extended program including an introduction and overview by Georgia State University and their Center for Health IT. We had over 85 in attendance for this meeting on what is becoming such a critical topic. Following the extended program, GAHE hosted a Career Clinic for early careerists and students, allowing them to collaborate with professionals in a discussion focused on career path covering a variety of sales, consulting and executive positions.

This panel focused on the recent innovations in telemedicine and some of the ways in which our regional providers are leveraging telemedicine as a means not only to deliver care to a wider base of patients, but also to drive efficiencies in their care delivery.

Leveraging telemedicine to drive efficiencies of care delivery will go a long way to help reduce the cost of care, improve the patient experience and meet the changing dynamics now required through Value Based Reimbursement. The panel members brought perspectives ranging from provider leadership building a strategy around telemedicine, all the way to the clinical perspective and delivery of care and services to the patients they serve. The expanding role telemedicine plays in our region will pave the future for care delivery models across the US.

Like any other technology strategy, as important as the platform and technology you choose, are the expectations, targeted measurable results and leadership commitment to drive behind the strategy and effective deployment of that strategy.

The panelists covered a broad range of provider types and collectively brought a history exceeding 60+ years. Panelists included Brad Lochman of REACH Health as Moderator, Jill Davis, director of Telemed CHOA, Dr. Mac Knight of Coker Advisors, Dr. Jackson Slappy with VA Atlanta and Emory School of Medicine and Dr. Alex Mason with Emory Neuro and Specialist Telemed.

The following links provide articles related to some of the points discussed in the discussion and are a good source for further information.

Modern Healthcare on Using Telehealth to advance Value Based Care - www.modernhealthcare.com/article/20161116/SPONSORED/161119929

mHealth Telemedicine Success Linked to Workflow Rather than Technology - mhealthintelligence.com/news/telemedicine-success-linked-to-workflow-rather-than-technology

For more information on this topic, feel free to reach out to GAHE or the panelists directly. For more information on GSU's Center for Health IT, Phyllis Parker, Director of the Center for Health IT is a wonderful resource and orchestrated the GSU presentation.



July 18, 2017 meeting: "Leading Exceptionally in the Era of Consolidation"

Kevin Lofton, FACHE, CEO of Catholic Health Initiatives (center in bottom left photo) was our special speaker for our July program. See lots more photos from this event in the Event Photo Gallery on our website at www.gahe.org/georgia-association-of-healthcare-executives-event-gallery/ . (Photos by Alexandra Pieper-Jones)



August 17, 2017: "Bundled Payments, Is Our Industry Ready?"

By GAHE Member Diane McKenzie

During GAHE's luncheon on August 17, 2017, Kevin Lieb (photo, right by Sepi Browning) presented on "Bundled Payments, Is Our Industry Ready?" Mr. Lieb discussed that we are slowly moving away from a fee-for-service model and bundles allows us to minimize risks and move towards value-based care. The core belief is physician alignment and in order to be successful physicians should also be engaged. Mr. Lieb recommends that physicians form an LLC and own their own bundles in order to share the risks. When physicians own bundles they are much more successful than hospitals as they are able

to be profitable in six to nine months as hospitals may take up to three years. Bundled payments drives data which provides quality metrics and improved care.

The four keys to success in bundled payment are:

1. Physician alignment and leadership
2. Care plan redesign
3. Preferred post-acute care network
4. Informed data analytics

The luncheon also included a panel of speakers who were able to share their real life experiences with bundled payments. The panel included: Louise Bryde – Stroudwater, Todd Schmidt, MD – OrthoAtlanta, Michael Behr, MD – OrthoAtlanta, Michael Ochal – OrthoAtlanta, and Wanda Katich – NGHS.

Louise Bryde – Post-acute network is necessary to ensure that there is timely follow-up with the patient. Where will the patient go when they are discharged? If they should go to a skilled nursing what are the performance metrics? Hospitals need to further delegate the next steps when patients are discharged.

Todd Schmidt, MD – Voluntarily joined as he would like to be at the point of the spear and not at the end of the spear. The financial incentives are a key part of how the program works and quality improvements in the care of patients are successes.

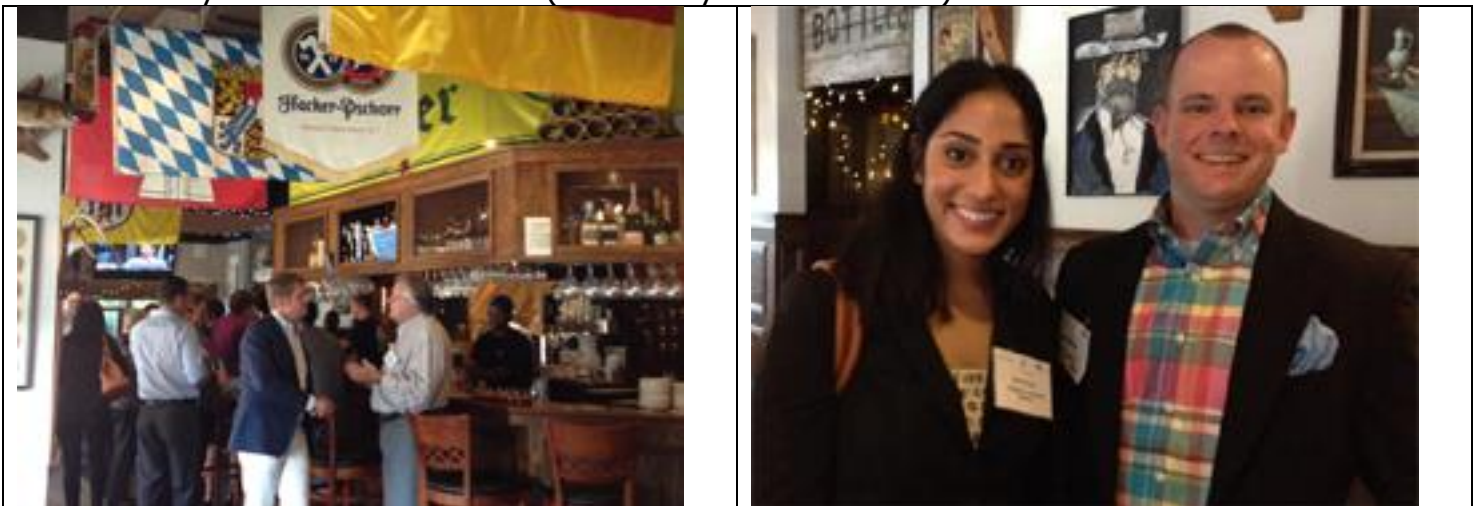
Michael Behr, MD – With 35 orthopedic surgeons the practice was able to be successful because they are a large group with the resources. BPCI has a 92% patient approval rating.

Michael Ochal – Physicians want to do the right thing and should be on board. The practice is doing better since volunteering to bundle.

Wanda Katich – Finishing up second gain share. CJR accelerated conversation and collaboration which developed an Orthopedic Council to decide on initiatives and priorities. Payment reform is here to stay. There is greater purpose and strategy on how to leverage in the commercial market.

August 27, 2017 - Summer Networking Evening

An enjoyable time was had by all at our Summer Networking Evening, an joint gathering with members of GA HIMSS and GA HFMA associations at The Village Corner restaurant and brewery in Stone Mountain. (Photos by Karen Manno)





“The Impact of Patient Experience: Reinventing Customer Service in Healthcare”

By GAHE Member Kirsten Jones

Improving satisfaction and engaging patients means going beyond the surveys. GAHE’s expert panel of speakers led discussion centered around The Patient Experience... why it is important and the implications for delivering quality care; identifying opportunities for improvement based on real patient experience; and connecting patient experience to quality and outcomes as well as to enhance ways to meaningfully engage patients. The topic of patient experience was presented in three locations throughout Georgia and included Atlanta, Augusta and Macon (with a total of over 145 attendees).

Participants watched a series of video interviews, prepared especially for our program series by **DST Health Solutions**, gleaned an account of the patient’s experience. Moderators and panelists led interactive discussions on the questions below along with their expert insights and responses to audience questions.

- **Communication:** What are the root causes of poor communication and what should providers and patients do to improve communication? Are patients asking the right questions?
- **Respect and Loyalty:** How can hospitals and health systems encourage the provider behavior patients are seeking? What resources are available for patients to find compatible providers? What must providers do to remain competitive with alternate sources of care entering the market (Minute Clinic, House Calls, Call a Doctor, etc)? What level of services are reasonable to expect? Scheduling is often a frustration for patients. What can providers do to improve the process and increase availability?
- **Billing / Paperwork:** Is there such a thing as stream-lined patient billing? What is being done to move toward such? Other industries are ahead of healthcare in terms of electronic interaction, what is healthcare doing to automate information and reduce redundant paperwork?
- **Follow-up and at Home Care:** What are providers doing to support patients once they leave the hospital and/or treatment regime? What can providers do to improve care continuity?

- **Connectivity:** What can/should providers do to make it easier for care givers to coordinate their loved one's care? What information should be available to the patient and family electronically?

A special thank you to our all volunteer speakers for each event panel in Atlanta, Augusta and Macon.

Additional Patient Experience resources:

- "We need to focus on the quality of our interactions with patients. Do patients feel truly cared about, listened to and respected? Are we taking enough time to answer their questions? The most positive patient experiences arise from workplace cultures that understand the value of the patient relationship, and build teamwork, communication and processes that strengthen our engagement." – from "Going Beyond HCAHPS to Improve Patient's Experience", William Naples, M.D., Hospital & Health Networks, January 2017.
- "Achieving High Reliability with People, Processes, and Technology" by Candice L. Saunders, FACHE and John A. Brennan, FACHE, *Frontiers of Health Services Management*, Vol. 33 No. 4 Summer 2017 (ACHE Membership required).
- "Enlisting Patient and Family Advisers in the Design of Clinical Pathways" by Shawn R. Smith CPXP, vice president of patient experience, Christina Care Health System, Wilmington Delaware: *Journal of Healthcare Management* Volume 62, Number 3: May/June 2017 (ACHE Membership required).
- "Measuring the patient experience: Lessons from other industries", August 2015 by Brandon Carrus, Jenny Cordina, Whitney Gretz, and Kevin Neher, A comprehensive approach health systems can use to better understand the patient experience and thereby improve patient satisfaction.

HEALTHCARE INDUSTRY EXTRACTS

Successfully Implementing Transformational Technology in Hospitals and Health Systems

By GAHE Member Glenn E. Pearson, FACHE - Principal, Pearson Health Tech Insights, LLC

Although healthcare has traditionally been about ten years behind other industries concerning embracing emerging technologies, the industry may finally be catching up. Beyond merely complying with regulations like HIPAA and the reporting requirements of MACRA and the 21st Century Cures Act, hospitals should embrace the revolutionary promises technology offers.

Emerging technologies can be placed into four categories:

1. Patient-touching – Diagnostic tools and interventional therapies
2. Personalized medicine – Made possible by the Genomics Project, IBM Watson, etc.
3. Clinical Communications – Both among various providers and between patients and providers
4. Standard business functions – Scheduling of ORs and handling HR matters. etc.

All new technologies require the following:

- Internal support of key staff
- Underlying infrastructure to support implementation
- Ability to modify operations
- Ability to be actionable
- Solid and credible ROI projections

Additionally, patient-touching products need compliance with rigid regulatory requirements and support of key clinical staff. Personalized medicine technology requires rock-solid underlying data and clinical algorithms to withstand possible challenges from clinicians.

Products that enhance clinical communications must have identification of key communications connection points, and Business Associate Agreements or other privacy requirements. Standard business products don't need anything beyond the "all technologies" list above.

Here are eight potential global pitfalls any project must watch out for:

1. Underestimating the possible disruption to existing operational processes or concern for additional workload
2. Underestimating resistance from people or departments whose status or revenue could be threatened
3. Having to run all technology-related offerings through IT and getting squeezed out by other priorities
4. Possible preference for "single source" supplier rather than "best of breed"
5. Possible resistance from "incumbent" vendors
6. Lack of senior executive enthusiasm
7. Extreme sensitivity about security vulnerabilities, especially if project involves off-shore data storage
8. Concerns about assuming additional risk

Despite these challenges, the payoff of new technologies is huge.

Theme: Hospital Leadership

"Hospital Impact—Putting team-based leadership into action at your organization"

Author: Scott Kashman, chief acute care officer for Lee Health, a health system based in southwest Florida.

Summary: An overview on one hospital's team-based leadership structure that will foster collaboration, alignment and where appropriate, standardization.

Link: <http://www.fiercehealthcare.com/hospitals/hospital-impact-putting-team-based-leadership-into-action>

Theme: Nursing Leadership

"How STTI board membership has influenced my work and passion"

Author: Thóra B. Hafsteinsdóttir

Summary: A member of the board of directors of the Honor Society of Nursing, Sigma Theta Tau International shares three themes she is passionate about and how her board membership has provided additional insights into nursing globally and changed the focus of her research.

Link: <https://www.reflectionsonnursingleadership.org/features/more-features/how-stti-board-membership-has-influenced-my-work-and-passion>

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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](mailto:kmanno@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.

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.

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.