



An Independent Chapter of



American College of
Healthcare Executives
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PRESIDENT'S LETTER

Happy 2019, Georgia Association of Healthcare Executives. I hope that 2018 was a successful year for you and that you have started 2019 off renewed for the year ahead.

It is an incredible honor to serve as 2019's Georgia Association of Healthcare Executives Board President. Thank you to our Georgia members who elected an impressive Board to serve alongside me this year. Your 2019 GAHE Board Members include: Callie Andrews, FACHE as President; Trent Lind, FACHE as Vice President; Taylan Bozkurt, FACHE, as Treasurer; John Kueven, FACHE as Secretary; Chet Bhasin, FACHE as Member at Large; Rahul Ghotge, FACHE as Member at Large; Doug Gregory, FACHE as Member at Large; and Bobby Ryan, FACHE as Member at Large. Additionally, we are thrilled to welcome Mary German, FACHE as our ACHE Regent. On behalf of our Board, we look forward to serving you and honoring our GAHE tenets Connecting, Leading and Learning.



We have a busy year of educational and networking programs that we're excited to bring to our Georgia membership. These include our monthly educational events, Senior Executive events, CEO lunches, Early Careerist events, Volunteering Saturdays and Networking events.

Our focus this year will be to:

- Enhance our service offerings throughout Georgia, utilizing technology to expand our reach
- Offer compelling and educational opportunities with industry leaders locally and nationally
- Connect with our HEN partners and offer expanded early

- careerist opportunities
- Support our membership in advancement towards Fellowship

As our Past President, Tim Slocum, FACHE, reflected in his last newsletter, we have the benefit of leading through ‘VUCA’ times (Volatile, Uncertain, Complex, Ambiguous). At GAHE, we believe that we will navigate through these turbulent waters more successfully by looking forward together and it’s our goal at GAHE to offer opportunities to do just that. Whether it’s connecting to other industry leaders through our mentorship program or investing in your own personal development at one of our educational events, we hope you’ll engage with our chapter throughout this year.

Please read through this newsletter for more information about upcoming events. We hope to see you soon.

In a spirit of Connecting, Leading & Learning,

Callie Andrews, FACHE, MSHA, MBA
2019 President, Georgia Association of Healthcare Executives

MEMBER NEWS

At 2019 ACHE Congress: GAHE receives Chapter of Excellence Award

GAHE is proud to be a winner of the ACHE Award of Chapter Excellence. GAHE was one of only 7 out of the 78 ACHE local chapters to receive this award this year. In addition we received the ACHE Award of Sustained Performance for the third year in a row. Each year ACHE recognizes its local chapters with awards for meeting or exceeding performance measures. This program helps ensure the delivery of high-quality services to members at the local level by acknowledging outstanding chapter accomplishments. The Award of Chapter Excellence recognizes chapters which achieve three of ACHE’s four annual goals in education & networking performance, membership growth, member satisfaction and advancement of eligible members.

These awards recognize the work of our chapter in 2018 and over the last three years. They were presented at the Chapter Leaders Reception during ACHE’s Congress held in Chicago in March. Congratulations to all our outstanding officers and committee leaders!

Below—2018 GAHE President Tim Slocum, FACHE receives award certificate with ACHE Chair Heather Rohan, FACHE. Photo by Mary Germann, FACHE



Interim Regent for Georgia announced

GAHE thanks **Jay Dennard, FACHE** for his service to ACHE and the Georgia chapter as our ACHE Regent in this last year. In his Regent's Letter to the membership in February (below in this newsletter), Jay announced his resignation from the position due to having accepted a position outside the state.

GAHE welcomes **Mary Germann, FACHE** as the Interim Regent for Georgia to serve through March 2021. Mary is well known to Georgia members, having served GAHE in several positions including 2017 President.



GAHE Committee spotlight: Growth & Satisfaction Committee

The Growth and Satisfaction Committee wants to hear from members. If you have ideas for events (networking or educational) please let us know. We want to make sure we are meeting the needs of our members in all phases of their careers. Please send all questions or ideas to: Chet Bhasin, FACHE (Chet.Bhasin@shepherd.org). We are planning some events for later this year.

New at GAHE meetings this year: CNE credit hours

GAHE's Programs Committee is working in conjunction with Emory Nursing Professional Development Center (ENPDC) to have our monthly meetings this year certified for continuing nursing education credits (CNE). RN's may receive these credits by signing the extra sign-in sheet at the event. In addition, members of GONL (Georgia Organization of Nurse Leaders) may attend the meetings at the ACHE Member rate (a savings of \$20 per event). Please be sure to check the announcements of each monthly program to learn if CNE credits are available for the date you attend, in addition to the ACHE CEUs for the event (whether ACHE Face To Face or ACHE Qualified Education credits).

MEMBERSHIP REPORT

(January and February 2019)

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:

Kofi A. Cash, FACHE

John H. Williams, FACHE

We recognize the following **members who recently recertified their Fellow status**:

Joe Austin, Jr., FACHE

Pamela L. Cartwright, FACHE

James D. Dennard, Jr., FACHE

Carlos R. Escobar, FACHE

Col Barry S. Herrin, JD, FACHE

Vicki J. Lewis, FACHE

William E. Lindsey, Jr., FACHE

Carrie Owen Plietz, FACHE

Robert F. Reeder, FACHE

Jack R. Sauls, FACHE

James H. Stephens, DHA, FACHE

William B. Stuart, FACHE

Karen L. Brown

J. Michael Butler, FACHE

Deborah Matthews, RN, FACHE

Linda Townsend-Green, FACHE

We welcome the following new members of ACHE in the Georgia chapter and hope to meet you soon at one of our

Charleata Battle
William L. Buck, MBA
Nicole D. Denham
COL Samuel F. Driver
Joseph W. Farar
Jose Edison Gumarin, MD, MBA
Brad Harkey
Dona J. Harmon
Tom Knight
Kevin Matson
Raoul Mayer
Collins Mkandawire, PhD
Chris Newman, MSHA
James A. Powell, II
Annamalai Ramanathan, MBA

James B. Richardson
John Robitscher
Lydia Sciarrino, MBA
Matthew W. Stuenkel
Marsha Suber
Kristen M. Thomson
Justin Carswell
Jenna Drevins
Edward E. Farr
Wesley Fetner
DD Fritch
Anthony J. Gallagher
Taylor A. Howell
Denitra Johnson, MSN, RN

Alan C. Kattelmann
Ava King-Byrne
Barry McWhirter
Sergio T. Mejias, MD
Stephen G. Molineaux
Riley E. Penn
Corey M. Poindexter, Jr.
Luther Reeves
James J. Sanders
Robert W. Scruggs, II
CAPT (USPHS) Joseph M. Shurina, III
Amy S. Valimont
Erin K. Vickery
Kiovan Williams

UPCOMING EVENTS

Get the most current details and register for all GAHE events on the [“Events” page at www.gahe.org](http://www.gahe.org) (list below accurate as of 3/1/2019):



March 4-7 - ACHE’s Annual Congress on Healthcare Leadership
Hilton Chicago/Palmer House Hilton | Chicago



**Thursday, March 14 - Partner event:
Healthcare & Wellness Practice Marketing Conference**
Kennesaw State University @ 9:00 AM - 3:00 PM | Atlanta/Kennesaw
CEUs: 3.5 hours ACHE Qualified Education



**Thursday, March 21 - GAHE March Meeting:
“RN and Clinical Staff Retention and Turnover”**
Maggiano’s Little Italy @ 11:30 AM - 2:00 PM | Atlanta/Buckhead
CEUs: 1.5 hours ACHE Face To Face Education



Friday, March 22 - Lunch with the CEO in Vidalia
With Alan Kent, FACHE - CEO, Meadows Regional
Meadows Regional Medical Center @12:00-1:30 PM | Vidalia



Saturday, March 30 - Community service volunteering
Medshare @ 9:00 AM - 12:00 PM | Atlanta



Friday, April 5 - Lunch with the CEO

With Callie Andrews, FACHE - President, Wellstar Cobb Hospital
Wellstar Cobb Hospital @12:00-1:30 PM | Atlanta/Austell



Thursday, April 18 - GAHE April Meeting:

“Legislative Update and the State of Healthcare in Georgia”

CEUs: 1.5 hours ACHE Qualified Education

Maggiano's Little Italy @ 11:30 AM - 2:00 PM | Atlanta/Buckhead



MedShare

Saturday, April 27 - Community service volunteering

Medshare @ 1:00 - 4:00 PM | Atlanta
hours ACHE Face To Face Education

Save the date:

- May 16 - Monthly meeting at Maggiano's Buckhead
- May 16 - Senior Executives evening at the Braves game, by invitation
- May 18 - Saturday volunteering at Medshare
- July annual BOG Exam Tutorial 2-day workshop

RECENT EVENTS RECAP

Photos courtesy Communications Committee chair Sepi Browning

January meeting: Emergency Preparedness

Our presenters (l-r): Jeani Van Someren, FACHE -Regional Senior Director, Kaiser Permanente of Georgia; John Kuevan, FACHE - CEO, Wellstar Paulding; Kim Ryan, FACHE - CEO, Wellstar AMC



February meeting: Stark Implications and Other Concerns in the Changing Sphere of Physician-owned Medical Office Buildings

Our presenters (l-r): Greg Gheen - President, Realty Trust Group; Jonathan Sheridan - Senior Associate, Medical Management Associates; Joy Hord - Regulatory and Compliance Attorney, Parker Poe Attorneys & Counselors at Law; moderator: Bryant Cornett, FACHE - President, DTSpade



TOPICS IN LEADERSHIP

Three Steps for Engaging Healthcare Providers in Organizational Change

As healthcare organizations feel pressure to cut costs, reduce medical errors and adopt standardized processes and innovations, providers must give up some established and comfortable ways of working. Many view changes as clashing with patient care values. The following are three key ways managers can engage providers and connect innovation efforts to core motivations, passions and values.

Learn *why* staff think changes do not align with the existing culture and mission.

One medical practice CEO listened as managers explained employees' concerns regarding quality care versus financial pressures, and the replacement of familiar processes and techniques. The CEO first recommended that the managers listen to doctors and staff to understand the perceived misalignment between the changes and organizational values of the practice. The CEO then took steps, to reframe and strengthen the connection between innovations and the practice's core values to eliminate the perception of misalignment.

Use data to engage and explain how to address the problem.

Data and metrics can create an awareness of problems, a means to explore them, and a goal post to measure progress. One hospital leader ordered the collection of observational data regarding staff hand hygiene to change existing norms and routines and drive more hand washing. The collated data became an agenda item during the weekly staff dialogue. This not only kept the problem in the forefront, but also engaged employees in diagnosing the barriers and factors outside their control that made change difficult to implement. This combination of data, staff engagement and appealing to the mission of good patient care increased the handwashing rate from 45 percent to 82 percent in one year.

Pay attention to the behaviors you reward and tolerate.

As part of the same hand-washing initiative, the hospital system introduced a campaign empowering staff members,

including clinicians, to remind each other—on the spot and regardless of level or status—to wash their hands. The change would not stick if it were exempt from this feedback. An administrator reminded physicians reacting negatively to feedback that the mandate was everyone’s responsibility for patient health. During weekly huddle meetings, the CMO distributed gift cards as positive reinforcement to those who had reminded others of hand washing.

The status quo persists when unwanted behaviors at any level of the organization are tolerated. When leadership understands that ignoring one act of poor behavior can decimate the adoption of innovation, they may be more willing to hold difficult conversations with the highest-status employees in their organizations.

Seeking to understand staff perspectives, using data and holding all employees accountable will help providers understand how change can support, rather than contradict, the values they hold dear.

—Adapted from “[3 Steps for Engaging Health Care Providers in Organizational Change](#),” by Joan F. Brett and Margaret M. Luciano, *Harvard Business Review*, Oct. 18, 2018.

FROM OUR ACHE REGENT

Winter 2019 [February 5, 2019]

According to Paul Theroux, "Winter is a season of recovery and preparation." It is a time where we move forward from the Holiday Season cherishing our time we had with family and friends, near and far. A focus on resolutions for improvement for personal goals and professional growth. For those of us engaged with GAHE and ACHE, winter is a time for planning the year ahead. Looking for ways we can improve our skills and experiences for advancing ourselves in our careers and profession.



The Albert W. Dent and Foster G. McGaw Graduate Student Scholarships

Each year ACHE awards up to a total of 15 scholarships, for \$5,000 each. Requirements for eligibility are:

- Applicant is not required to be a Student Associate* of ACHE. However, during the selection process, preference is given to applicants who are Student Associates of ACHE.
- Applicant must be enrolled in his or her final year (fall/spring) of full-time study in a healthcare management graduate program** and have a graduation date between Sept. 1, 2019 and Aug. 31, 2020. If you have a residency as part of your program and the upcoming fall term will be your second year of study, you may apply for a scholarship.
- Applicant must demonstrate financial need.
- Applicant must be a U.S. or Canadian citizen.
- Applicant cannot be a previous recipient of either scholarship.

How to Apply:

Visit [ache.org/Scholarships](https://www.ache.org/Scholarships) beginning Jan. 1, 2019, and click "Albert W. Dent" or "Foster G. McGaw" to complete the scholarship application.

- Be sure to include the following with your application:
- Current resume or curriculum vitae
- Official undergraduate and graduate transcripts
- Three current letters of recommendation (one must be from your graduate program director)
- Application essay Applications are accepted between Jan. 1 and March 31, 2019. Applicants will be notified in July about the status of their application.
- Contact ACHE's Customer Service Center with questions at (312) 424-9400 or contact@ache.org.

Congress on Healthcare Leadership, March 4 – 7, 2019

ACHE's Congress on Healthcare Leadership gathers more than 4,000 members from the healthcare leadership community for this annual premier education and networking event. Congress offers each attendee countless opportunities to innovate, collaborate, grow, and transform by having access to top thought leaders on a variety of hot topics and networking events to share perspectives and insights with their diverse array of interprofessional leaders. The key themes for the 2019 Congress on Healthcare Leadership:

- Innovation – Explore cutting-edge solutions to persistent challenges.
- Growth – Enhance your career, strengthen your leadership skills, market your abilities and broaden your network.
- Transformation – Help transform healthcare delivery by elevating yourself and your organization to new levels.
- Opportunity – Seize educational and networking opportunities to gain new insights on relevant topics that will help you advance health.
- Collaboration – Build and fortify relationships with more than 4,000 executives from across the healthcare leadership community.

ACHE's 2019 Leaders Conference

The Conference will be held May 6-7, 2019 at the Hyatt Regency Boston in Boston, MA. This program is designed for emerging healthcare leaders interested in boosting their leadership potential and career trajectory. The Leaders Conference is a highly interactive program that features team-building exercises, insightful personal assessments, leadership coaching, individual leadership action plans and opportunities to interact with other participants. A limited number of full scholarships are available to individuals who do not have the organizational resources to cover the cost of tuition. Scholarship application deadline is February 15, 2019 and all applicants will be appraised of the scholarship decisions by March 22. Visit ache.org/Leaders for full details.

The Fund for Healthcare Leadership

The Fund for Healthcare Leadership acts on ACHE's mission to advance our members and healthcare management excellence by providing scholarships to access unique educational opportunities for developing leaders in our field. This philanthropic platform supports important initiatives such as scholarships for the Senior Executive and Executive Programs and the Thomas C. Dolan Executive Diversity Program. We aim to create a culture of philanthropy at ACHE, and your role as leaders sends a strong message of support. I encourage you to join me investing in the future of advancing our members and healthcare management excellence!

Remember, as Anne Bradstreet wrote, "If we had no winter, the spring would not be so pleasant: If we did not sometimes taste adversity, prosperity would not be so welcome."

For me, serving as your Regent has been a tremendous honor and privilege. As many of you know, I have accepted a position outside of Georgia. Thus, I have submitted my resignation as Regent. Many of you have had a positive impact on me personally and professionally. I will not begin to name individuals as I would not want to omit anyone. I will never be able to sufficiently express my heartfelt appreciation and gratitude, however, please know that I value each of you!

Until we meet again!

James D. "Jay" Dennard Jr., FACHE
Past Regent for Georgia

Fellow Status: Your Next Step in Career Advancement

The importance of earning the distinction of board certification as a Fellow of the American College of Healthcare Executives cannot be overstated. Taking the next step in advancing your career by achieving Fellow status benefits your professional goals and the healthcare management profession as it demonstrates a healthcare leader's competence, leadership skills and commitment to excellence in the field. Fellow applicants who successfully meet all requirements by Dec. 31, 2019, including passing the Board of Governors Examination, will be eligible to participate in the 2020 Convocation Ceremony at the 2020 Congress on Healthcare Leadership.

Complimentary Resources for the BOG Exam Available

For Members starting on the FACHE[®] journey to board certification and the FACHE credential, several resources are available. These complimentary resources include quarterly Advancement Information webinars, designed to supplement other Board of Governors Exam study resources, such as [the Board of Governors Review Course](#) or [Online Tutorial](#).

Opportunity to List Your Postgraduate Fellowship

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. If your organization is offering a postgraduate fellowship, we encourage you to add it to ACHE's complimentary Directory of Postgraduate Administrative Fellowships at ache.org/Postgrad. You may add a new listing or update a previous one at any time by completing the online listing form. The directory can help you gain exposure and start attracting top-notch applicants to your program. **Questions?** Please contact Audrey Meyer, membership coordinator, at (312) 424-9308, or via email at ameyer@ache.org, Monday through Friday, 8:00 a.m. to 5:00 p.m. Central time.

ACHE Announces Nominating Committee 2019 Slate

The ACHE Nominating Committee has agreed on a slate for presentation to the Council of Regents on March 2 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 2. The 2019 slate is as follows:

Nominating Committee Member, District 2 - Donald G. Henderson, FACHE, Leesburg, Fla.; District 3 - David A. Stark, FACHE, Des Moines, Iowa; District 6 - COL Mark D. Swofford, PhD, FACHE, U.S. Army
Governors - Kurt A. Barwis, FACHE, Bristol (Conn.); Brian C. Doheny, FACHE, Louisville, Ky.; Michael A. Mayo, FACHE, Jacksonville (Fla.); Mary C. Starmann-Harrison, RN, FACHE, Springfield, Ill.
Chairman-Elect - Michael J. Fosina, FACHE, Bronxville, N.Y.

Thanks to the members of the Nominating Committee for their contributions in this important assignment: Edward H. Lamb, FACHE, Charles D. Stokes, FACHE, Chisun S. Chun, FACHE, Dolores G. Clement, DrPH, FACHE, Carle-Marie P. Memnon, FACHE, Stephen J. Pribyl, LFACHE, Michael O. Ugwueke, DHA, FACHE, Adam C. Walms, FACHE

ACHE Call for Nominations for the 2020 Slate

ACHE's 2019–2020 Nominating Committee is calling for applications for service beginning in 2020. 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 term ending in 2022), Four Governors (three-year terms ending in 2023), 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 qualifications for open positions that are listed in 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 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 Charles D. Stokes, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698.

The first meeting of ACHE's 2019–2020 Nominating Committee will be held on March 5, during the 2019 Congress on Healthcare Leadership in Chicago. 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. 24. 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.

CONNECT WITH GAHE

GAHE is on social media – so remember to connect with us for the most up to date news and photos...

- Linked In: www.linkedin.com/groups/1121747
- Twitter: @GAHEConnect -- twitter.com/GAHEConnect
- Facebook: www.facebook.com/GAHEConnect



CALL FOR CONTENT

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@gahe.org, no later than close of business by the 20th 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.

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