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PRESIDENT'S LETTER

Greetings! Fall is in the air, leaves are changing colors, and College Football!! A time to reflect and a time to look forward to a new year!

Board Meeting and Strategic Plan

The GAHE Board held a retreat on July 31 to brainstorm around strategic planning. Hosted by Allyson Keller, FACHE, the GAHE Officers, Board Members, Committee Chairs, and Advisors gathered for an afternoon of learning and collaborative thinking in order to develop the GAHE 2016–2018 Strategic Plan. We were honored to have Terra Levin (Regional Director for ACHE) facilitate our retreat. I will admit, it was exciting to work with such a committed and dedicated group of volunteers who shared great comments, ideas, and yes, even radical concepts as we “blew things up” in order to develop two key strategic goals for the GAHE 2016–2018 Strategic Plan:



I. Achieve GAHE Chapter Growth through Increased Executive Membership and Participation – Project Lead – Larry Tyler, FACHE, ACHE Regent

- Increase GAHE Executive and / or C-Suite Engagement
- Increase the number of ACHE Fellow Members
- Increase Awareness of the Value Proposition of being an ACHE Member

II. Maintain Financial Stability through the Expansion of GAHE to become a Statewide Chapter – Project Leads: GAHE Board Members At Large Marlene Sidon, FACHE and Asbury Stembridge, FACHE

- Increase Regionalism across the State
- Increase Face-to-Face Educational Opportunities across the State

Chairman of ACHE and Service Awards

On August 28 we were privileged to have Edward Lamb, FACHE - ACHE Chairman-Elect and Western Division President, IASIS Healthcare at GAHE's Lunch with the Chairman of ACHE. This annual event is an opportunity to learn how our activities connect with those of ACHE. It was great to hear Mr. Lamb share the status of ACHE's Strategic Plan, his journey of healthcare leadership, and particularly, delivery of healthcare in Alaska! Who knew that even moose visit hospital Emergency Departments!



Photo, courtesy Ed Lamb, FACHE – Moose dropping in for emergency room visit at IASIS in Alaska



*Above - Board members at the strategic planning board meeting;
GAHE officers with our ACHE Regional Director: Mary Germann, FACHE;
Jay Dennard, FACHE; Regional Director Terra Levin; Nancy Greene; Tripp Penn, FACHE*

In addition, at our August 28 meeting we honored a group of GAHE members who 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:

- **Barry S. Herrin, JD, FACHE** – Exemplary Service Award – 3 Star Fellow

- **Samuel D. Franco, FACHE(R)** – Distinguished Service Awarded – 2 Star Fellow
- **Christopher L. Morgan, FACHE** – Distinguished Service Award – 2 Star Fellow
- **John S. Bowling, LFACHE** – Service Award – 1 Star Fellow
- **Christopher R. Mosely, DC, FACHE** – Service Award – 1 Star Fellow
- **Jerry Tillery, FACHE** – Service Award – 1 Star Fellow
- **James D. Dennard, Jr., FACHE** – Service Award – 1 Star Fellow



*Dinner with the Chairman of ACHE and Service Awards presented:
left: Dennard, Lamb, Tyler, Herrin
right: Dennard, Tyler, Lamb, Morgan*

Chapter Member Needs Survey Results

We have received the results from the American College of Healthcare Executives (ACHE) annual Chapter Member Needs Survey. The input and feedback received from the survey will assist us in improving our Chapter. A snapshot of the 2015 survey results are as follows:

- Number Surveyed = 817
- Number of Responses = 284 (35%) compared to 39% in 2014.
- Rate for overall satisfaction with your chapter = Mean of 4.04 compared to 3.91 in 2014.
- Fifty-five (55) percent ranked the overall satisfaction with the meeting or events attended as excellent! In 2014, this percentage was 51%. Kudos to Bryant Cornett and the Programs Committee for raising the bar for our programs this year!
- When asked what would make it more likely that you would increase your attendance at chapter education and networking events, 50% of you stated, “the locations were more convenient to me”.
- When asked about specific career assistance services that might be offered by your chapter, the responses were overwhelmingly centered around increased involvement and presence of senior level C-suite healthcare leaders.
- Only 10% of the respondents answered if they had served as a Chapter Volunteer in the last twelve months. This is the same percentage as 2014.
- For the question, “I would more likely to serve as a volunteer if...,” 47% of respondents selected the response, “I had more information about volunteer opportunities available to me.”

As you hear more about the GAHE 2016–2018 Strategic Plan, I know you will find that we are listening to you, the members! We will be seeking ways to improve and enhance your experience with GAHE and ACHE.

Upcoming this year

For the remainder of 2015, we have on schedule several exciting programs:

- On October 9, a joint program with Georgia Healthcare Financial Management Association (HFMA) will be held in Augusta, Georgia. This program is an opportunity to hear Carie Summers (GHA Vice President of Healthcare Financing) speak on the 2015 Georgia Legislative and Budget Update, and earn 1 hour of ACHE Qualified Education Credit (formerly “Category 2”).
- On November 11 our annual Joint GAHE / ACHE / NAHSE Breakfast will be held at the Hyatt Regency, Savannah during the annual GHA meeting. Colonel Paul F. Martin, FACHE, Deputy Command Surgeon, Air Force Special Operations Command and Air Force Regent will be our speaker. Hope you will plan on attending this dynamic session where you will also earn 1 hour of ACHE Qualified Education Credit (formerly “Category 2”).
- The GAHE Annual Meeting and Luncheon will be held on November 17. Please plan on attending this important meeting where the 2016 Officer and Board slate will be voted upon as well as earn 1.5 hours of ACHE Face To Face Education Credit (formerly “Category 1”). The program, “Developing High Performance Teams” could not be more timely and relevant!
- Finally, on December 7, GAHE’s Annual Mini-Cluster will be held in Macon, Georgia at the Macon Centreplex. This program affords the opportunity for members to earn six hours of ACHE Face To Face Education at an extraordinary value! Kudos to Asbury Stenbridge, FACHE for his leadership in bringing this program together again!

My Thanks

As my year as President of GAHE comes to a close, I cannot thank you enough for the honor and privilege to have had this opportunity to lead and for your patience as I grew in my position. This is definitely one experience I will never forget! My journey in leading GAHE was not done alone. I was accompanied by a team of dynamic individuals, both elected and not, who shared in our successes and learned from our opportunities for improvement. So I would like to take this opportunity to thank a number of people for their hard work and dedication, and without whom leading GAHE would not have been possible.

First, **my wife, Margaret and our two sons, Trey and Will**. With their support, I can do anything! I would like to thank **Tripp Penn, FACHE, 2015 Vice President and 2016 President-Elect** for all his support and encouragement during my term, and all the members of the **Executive Committee and the Board of Directors** for their dedication in serving with me. I would be remiss if I did not recognize the true heroes of this past year, our dedicated **committee chairs and their volunteer members**. There are not enough words to express the thanks and appreciation of these great leaders, for without their passion and undying commitment to devote thousands of hours of volunteer service, we would not have achieved any of our goals. Further, my sincerest thanks to our **Business Manager and Administrator, Karen Manno**. Thank you, Karen, for your tireless commitment and continued service to GAHE. We would never get off the ground if it weren’t for you! And, thank you to the **leadership of Gwinnett Health System, particularly, Thomas Shepherd, FACHE and Phil Wolfe, FACHE** who support my involvement in GAHE and ACHE.

But most importantly, my thanks go out to **you, the Members**, for all your support during this past year! For without you, GAHE would not exist. It has been my pleasure to serve you!

In closing, I do have one final request. I ask that each of you pledge your continued support to GAHE and help our 2016 leaders continue our journey to deliver the success GAHE deserves. As you know, we can do this. But only Together.

At your service,

Jay Dennard, FACHE

2015 GAHE President | 2016 GAHE Past President

“It is not the critic who counts, nor the man who points how the strong man stumbled or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena; whose face is marred by dust and sweat and blood; who strives valiantly...who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who, at best, knows the triumph of high achievement; and who, at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who know neither victory nor defeat.” — Theodore Roosevelt, 1910

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[MEMBER NEWS](#)

MEMBERSHIP REPORT *(Third quarter 2015, as of publication date 9/30/15)*

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

Ryan R. Chandler, FACHE

Brian Church, FACHE

MAJ John Lavoie, 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:

Kimberly Adelman, PhD

Robert J. Brown

Thomas C. Wohlford III

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

David L. Castleberry, FACHE, David P. Henderson, FACHE, Keith Higgins, FACHE, Benita K. Miller, FACHE, Lori Rakes, FACHE, Robert F. Reeder, FACHE, Lynne M. Scroggins, FACHE, Penny Windham, FACHE, Philip R. Wolfe, FACHE, Michael D. Wright, FACHE, Gary L. Friestad, FACHE, Michael E. Garrard, FACHE, Jerry D. Hooks Jr., PhD, FACHE, Susan A. McLaren, FACHE, Rhonda T. Moore, RN, FACHE, James A. Mumford, FACHE, Jack R. Sauls, FACHE, Michelle M. Breitfelder, RN, FACHE, Pamela L. Cartwright, FACHE

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

Esther Bailes, Taylor Bowles Jr., Tammy Cagle, Charles E. Meyers III, Jean O'Connor, Werner Boel, Andrese L. Brooms, Col Cynthia B. Camp, Carlton Deese, Jose R. Gonzale, William K. Horton, Joanna Ivanov, LTC Drevon M. Jones, Eran P. Lylel, Marilyn Margolis, Hong T. Nguyen, Meridith O'Keefe, Ronald H. Reese, RN, J C Shirley, DMD, Amber Thomas-Hutson, RN, Calvin Walker Jr., Corlis

Weathers, Myra White, John D. Young, CPA, CMSgt DuWayne Albrecht, Suhaniya Aumbhagavan, Cari E. Brannen, Emily Cade, Hal Coble, Calhoun, Leslie Diehl, SGT Le'Gregory J. Dykes Sr., Lacey Emert, RN, Lisa Flag, JD, Chinwe Gaines, Simone Gully, Alfreda C. Hobson, Michelle Horne, Caitlin M. Janofsky, Amy Katnik, Darrell McCall, Sherril A. McFarlane, Siva Mohan, Anju Nair, Vania T. New, Samuel Opoku, Shinal Y. Patel, Jeffrey Richards, Joseph Thornton, Sue Warshal, PhD, C.A. Bud Zborowski, Miriam Bell, 1Lt Courtney R. Daigle, Ahmed M. Elsedawy, Edward V. Fletcher, Iris Grimm, 1Lt Mikia B. Grissett, Martha Guerra, Shalanda Henderson, Iphraim Igweke, Talayah Jackson, Michael Knerr, Michelle T. McBee, JD, Sheriff Muse-Ariyoh, 1Lt Lawrence Rice, Terrance Richard, Tampa, CPT Ebony M. Stubs, Duke Vinson, Regina Washington

MEMBERS ON THE MOVE

GAHE Member Brian Fuller, promoted from Director to Vice President of Avalere Health.



*--> **Your news wanted!** -- GAHE members who have moved to a new position, received a promotion or other 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. A notice should not exceed 40 words and should tell the member's name and credentials, accomplishment /new position/ new location, former position and location, and effective date. The suggested form is "John Doe, FACHE, to Vice President Medical Center of Central Georgia, Macon, from Department Director, Houston Healthcare, Warner Robins, effective June 1, 2015." Photos are encouraged but not required.*

FROM YOUR ACHE REGENT

Leadership Lessons from Admiral Horatio Nelson
August 2015

By J. Larry Tyler, FACHE, Regent for District 2, Georgia, and Chairman Emeritus of Tyler & Company



Admiral Horatio Nelson likely is the most revered officer to serve in Britain's Royal Navy. He rose to fame primarily because of his daredevil exploits during the French Revolutionary and Napoleonic wars of the late 1700s and early 1800s, respectively. In this message we'll discuss leadership lessons taught by this famous sailor.

Nelson married Frances "Fanny" Nisbet, whose family had a plantation on Nevis. (I have walked on part of the plantation, which today is a resort.) Their marriage seemed to be a happy one, until Nelson took as mistress Lady Emma Hamilton, whose dalliance apparently was condoned by her husband, as they both traveled with Nelson. They had a daughter named (get ready!) Horatia.

Lesson 1: Most leaders are flawed, but other attributes make it easier to overlook their faults.

Lesson 2: Don't expect perfection from your leaders. For the most part, Nelson was beloved by his crews and senior officers, whom he inspired. Though the origin of "The Nelson Touch" is up for debate, it later became

synonymous with his talent for fostering trust and creating strong relationships among his officers and sailors. Endearment for Nelson seemed to grow as he matured as a captain and learned more about human nature and the nature of sailors.

Lesson 3: As noted in my Spring 2015 Regent's Message, leadership is evidenced by the presence of willing followers.

Lesson 4: Take care of your crew members, and they will take care of you. Nelson lost sight in his right eye in the siege of Calvi in 1794. He lost his right arm due to a musket ball at the Battle of Santa Cruz de Tenerife in 1797. Despite having these and other health problems during various times of this career, Nelson proved to be a highly effective leader. For example, during the Battle of Copenhagen, his admiral ran up the flag to signal retreat from a battle with a Danish fleet. Nelson purposely raised his telescope to his defective eye and informed those on the quarter deck that he could not see the signal. He continued to fight, resulting in an overwhelming victory for the British.

Lesson 5: Sometimes it is better to "turn a blind eye" to achieve a goal.

Lesson 6: If you disobey an order, you had better hope things work out as you planned. Nelson was famous for adopting a style of fighting that led to numerous victories. Typically, the British and French warships would conduct their battles by lining up in two parallel lines and pound cannon balls at each other. Nelson, on the other hand, thought it was better to sail through the line (perpendicularly) so that both sides of enemy ships were engaged simultaneously. This maneuver also afforded the British the opportunity to engulf the two most vulnerable parts of a ship (bow and stern) with cannon fire. Although not invented by Nelson, this tactic proved quite effective.

Lesson 7: Don't be afraid to try something different. Nelson eventually became Vice Admiral of the White Squadron of the Fleet and Commander in Chief of his Majesty's Ships and Vessels in the Mediterranean, both among the titles inscribed on his coffin. Unfortunately, he was killed in 1805 by a French sharpshooter at the Battle of Trafalgar aboard his flagship, the HMS Victory. It was interesting touring this vessel in Portsmouth, England, where it's docked and serves as a living museum.

Nelson maintained consciousness for several hours after being shot in the shoulder, dying shortly after the battle against the French and Spanish fleets was declared victorious. The words he spoke on his dying day have become famous quotes. As the British fleet began to engage the French and Spanish, Nelson signaled, "England expects that every man will do his duty." The battle later was regarded as Britain's greatest sea victory as the French and Spanish never again invaded England by sea. Among Nelson's last words were, "Thank God I have done my duty."

Returning the hero's body to London was important as he would receive a state funeral. However, to endure the arduous journey, his body initially was preserved in a large barrel called a leaguer, which was filled with brandy. Nelson was placed to rest at St. Paul's Cathedral, which is within walking distance of Trafalgar Square, where you will find Nelson's Column – a must-see statue of the late admiral.

Lesson 8: Everyone should do his/her duty.

Lesson 9: To secure your legacy, exit with a victory at the height of your career. (You don't have to die first.) A final tidbit – as the story goes, or legend has it, after the body was removed from the leaguer, Captain Thomas Hardy, a close friend of Nelson who escorted the body back to England, gave the command that the brandy be discarded overboard. Sailors, being sailors, decided that throwing away good brandy was a disgrace, so they drank it! Hence, we have the toast made by sailors in memory of Nelson – "To Nelson's Blood!"

Lesson 10: Never underestimate human nature ... or the nature of sailors.

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 GAHE; and promoting the benefits of earning a Fellowship to CEOs who are not yet credentialed.

Thanks again for your support and here's to smooth sailing,

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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 9/30/15)

This year at GAHE Meetings - CPR Training

GAHE continues its partnership with the American Heart Association this year. At the November 17 Annual Meeting we will offer a 30 minute CPR session by the American Heart Association immediately after the program, free of charge to all attendees who are interested. We hope you'll take advantage of this great opportunity to learn the latest in CPR methods.

Lunch with the CEO -

Special small-group opportunity for early-mid careerists, by invitation

Thursday, October 1 - featuring Candice Saunders, FACHE, Wellstar Health System

Friday, October 23 - featuring Philip Wolfe, FACHE, Gwinnett Medical Center

Friday, October 9 - Augusta Region luncheon - A joint program with GA HFMA

11:30 am – 1:00 pm at Enterprise Mill, Augusta

Speaker: Carie Summers - VP Healthcare Financing, Georgia Hospital Association

CEUs: 1 hour ACHE Qualified Education Credit (formerly "Category 2")

Tuesday, November 3 - For Fellows (FACHE) only: "The State of Healthcare"

11:00 am -1:00 pm at Emory in Atlanta midtown

Limited seating for this special videoconference panel and luncheon linking senior healthcare leaders in Georgia and California, 1.5 hours Qualified Education Credit

Wednesday, November 11 in Savannah - Joint GAHE/ACHE/NAHSE Breakfast at Georgia Hospital Association Meeting at Hyatt Regency, Savannah

Speaker: Colonel Paul F. Martin, FACHE - Deputy Command Surgeon, Air Force Special Operations Command, Hurlburt Field, and Air Force Regent to ACHE

CEUs: 1 hour ACHE Qualified Education Credit (formerly "Category 2")

Tuesday, November 17 - GAHE Annual Meeting - "Developing High Performance Teams"

11:30 am - 1:30 pm at Maggiano's Atlanta/Buckhead

CEUs: 1.5 hours ACHE Face To Face Education (formerly "Category 1")

Monday, December 7 in Macon - GAHE Annual Mini-Cluster

7:30 am – 4:45 pm at Macon Centreplex

CEUs: 6 hours ACHE Face To Face Education (formerly "Category 1")

PREVIOUS EVENTS IN PICTURES



At the July 17-18 BOG Exam Tutorial



At the July 21 program: "CEO Diversity Roundtable: The Professional Journey of a Healthcare CEO" with panelists Valerie Montgomery Rice - Morehouse Sch. of Medicine, Ninfa Saunders, FACHE - Navicent Health, Leslie Wiggins - Atlanta VA Medical Center led by Moderator Neysa Dillon Brown - Diversified Search



Members at the CPR session following the July 21 panel discussion

CAREER CORNER

Let's Celebrate the Good Things!

*By GAHE Board Advisor J. Craig Honaman, FACHE, CRC - Principal, H & H Consulting Partners, LLC
Healthcare Strategic Career Management Consultant, careerdir1 AT aol.com / www.careerpiloting.com /
770.394.2221*

So many good things happen in healthcare every day. Yet, we generally hear only about the problems, adverse events, and less than ethical behavior of some healthcare executives. Bad news sells! Witness the Ebola research and support of the CDC in Atlanta, working with healthcare providers, to coordinate and cooperate worldwide to identify, track, contain, and offer a public awareness position for the disease outbreak. Further, their efforts to develop a test for the disease have traveled at “warp” speed. Leadership was needed to cross the worldwide political and geographic boundaries to move at an astounding pace to limit this very serious disease. Medical personnel and researchers contributed to the effort. Good things are happening through the leaders in such situations.

Another example, a food poisoning outbreak in Buckhead in June caused wide spread illness. CDC traced the problem to cilantro from Mexico which was used in salads throughout the area. The parasite (not a bacteria) was difficult to eradicate and those exposed could encounter recurrences if not properly treated.

Leaders are needed more than ever in today's healthcare systems. The changes in the health systems are not always the best but there are still many opportunities to make the delivery system better. We tend to forget that the obstacles we face today are the opportunities of tomorrow.

The upheaval experienced over the last couple of years has caused many new problems to deal with for a smooth system. Trying to pick out the good features while changing the issues that are not fair to the consumer is a challenging effort.

The consolidation of health providers in the Georgia market continues with the latest announced arrangement between Northside Hospital and Gwinnett Health System. These, coupled with the organization structural changes of WellStar in Marietta and changes to Emory Health System, make for exciting opportunities of leadership.

New drugs in the market place, technology such as Theranos and the smart shirts which can collect data of the person wearing the garment, all present opportunities for the future.

Some senior executives claim “it is not fun anymore” and perhaps should consider all the positives, or get into a new job they find fun. Leave the challenges to others who will find the joy and reward in giving quality services to the community and patients we serve. There is a certain amount of joy to installing new programs and services which make a difference in the health and wellbeing of patients.

There are always choices. However, we must live with the choices we make. For example, yes, you should have changed jobs some years ago but did not. Yes, that new program would really make a difference to the patients

but the Board said no. So, what is the next step? Maintaining a great attitude and perseverance may make all the difference for your personal career and the organizations we lead. Griping, moaning, and whining are not management principles. Execution to achieve results to make things better for the patients and the community is essential. There are so many achievements to celebrate and more to come.

Today's choices are your credentials for the future. The good things you accomplish today, the character building decisions of honesty and integrity, the giving of oneself to help others will all add up to a definition of your leadership style. The reward comes from employees, peers, colleagues, and the community who say "you really made a difference and did it with character."

Let's celebrate the good things!

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TOPICS IN LEADERSHIP

Checking In With Employees

Communicating and checking in on employees on a regular basis is important for a successful workflow. One-on-one meetings are a great way to consistently discuss duties, deadlines and questions and to keep in touch. The below will ensure the meetings are productive and necessary communication is shared in an effective manner.

Stick to a Specific Time — Consistency is key to beneficial communication. Connect with the employee regarding the day and time that would work best for both of you to meet on a weekly basis, and create meeting reminders for the discussion that extend far in advance. This ensures you will both be on the same page and that the meeting won't be easily forgotten. Additionally, don't cancel a check-in meeting at the last minute. There are exceptions, but sticking to a schedule shows your employee you value their time and creates a pattern that is easy to adhere to.

Create a Safe Space — Although constructive criticism on projects and management of workload is helpful for success, being respectful in delivering this feedback is a must. Employees should not be punished for speaking their mind. Make sure to answer their questions with respect, and try sharing something they've excelled in that week while offering suggestions for improvement in other areas. Such a gesture can boost morale and build trust. Creating a trusting environment will strengthen the bond between you and your employee.

Value Honesty — When chatting with an employee, strive to answer his or her questions as honestly as possible. If you can't share something, explain why. And if you don't have an answer, admit it and try to find out after the meeting.

Coach Employees — Instead of telling employees what to do, collaborate with them to help them find their own solutions and answers. This will help build their own confidence and their trust in you. Help them develop their skills so they feel empowered and engaged instead of dependent on you for advice.

Ask for Feedback — One-on-one discussions should not solely be a question-and-answer sessions. Engage in a real dialogue and ask employees what they desire from you and how you can help to manage them in a stronger way. They'll welcome and appreciate the opportunity to give you their thoughts on your performance and other matters.

End on a Positive Note — At the end of each meeting, share at least one way in which the employee excelled that week. Thank the employee for his or her questions and the discussion itself, and express confidence in his or her abilities. Workers will feel better about meeting with you if you close on a high note.

— Adapted from *Communication Solutions May 2015 newsletter*, www.communicationbriefings.com

Communicating Change

Change is frequent within an organization. Whenever something is looming on the horizon, employees will look to you for information and answers. Whether this is layoffs, leadership change or simply rumors, you need to be prepared to foster an honest dialogue and share as much information as possible with employees.

Share What You Know — Even if you're not completely sure of the exact steps that will be taken, explain what the final process is supposed to look like and what it might mean for them. Let's say the topic is salary increases. Noting that management is looking over the options in front of them, but that decisions won't be made until next year will give workers a stronger sense of relief. It may not provide much insight into the final outcome, but employees will feel better having some idea of what's going on.

Listen for Concerns — Pay attention when you meet with employees to learn what worries they have. Setting up small group discussions with employees to discuss their concerns will help set in place a stronger peace of mind. Knowing their thoughts regarding the change can help you work to find out more information and allows you to share the details you think will quell their concerns.

Be Timely — Allowing employees to hear information through the grapevine rather than you is the biggest way to lose their trust and confidence—delaying bad news does not make it better. During these times, make communication with your team a priority.

— Adapted from *Communication Solutions July 2015 newsletter*, www.communicationbriefings.com

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ACHE NEWS

Introducing CareerEDGE

In the rapidly changing healthcare field, a career plan is more important than ever. If you're not proactively managing your career, finding success and reaching your goals may be a challenge. To help you navigate this evolving marketplace, ACHE is pleased to bring you a unique, interactive and comprehensive tool for planning and managing your career—CareerEDGE™, available as a complimentary benefit to ACHE members. CareerEDGE features:

- A personalized online “Career Dashboard” featuring career planning tools, job site links, news items and other career resources
- Access to several free assessments including a 360° Working Style tool and a modified version of ACHE's popular Healthcare Leadership Competencies Assessment Tool
- An innovative career planning framework to guide your thinking about career success in healthcare today and in the future and help you build a solid career plan

- A process to help you make the connection between clarifying goals, identifying the competencies required for success, assessing the level of progress toward developing needed skill sets, and determining programs, products and services that align with your leadership development efforts

CareerEDGE is an easy-to-navigate, one-stop source for the full array of resources needed for a strategic approach to career management at any career level. Find out more by visiting CareerEDGE at www.ache.org/careeredge.

Rainbow Healthcare Leaders Association

The Rainbow Healthcare Leaders Association is a national organization whose mission to enhance the representation of lesbian, gay, bisexual and transgender healthcare executives and to promote high-quality care for LGBT individuals and their families. RHLA is committed to focusing on disparities in care and preparing the next generation of LGBT healthcare executives. RHLA and ACHE have a shared interest in fostering the development of diverse healthcare leadership.

Join RHLA and you will have access to the RHLA Mentorship Program and RHLA Forums, both of which will enable you to connect with other members in a meaningful and confidential environment. Members can share and receive feedback on business and personal issues as they navigate their careers in healthcare. For more information about RHLA membership or any of its programs, visit www.rhla.org.

Postgraduate Fellowship Area of [ache.org](http://www.ache.org)

Postgraduate fellowships are essential to attract and develop highly qualified healthcare management professionals. ACHE offers robust online resources regarding postgraduate fellowships at www.ache.org/PostGrad. The materials are for those seeking to develop a postgraduate fellowship, organizations that want to find the best candidate and new healthcare management entrants looking for a fellowship opportunity. The site includes the Directory of Fellowships in Health Services Administration in which organizations post their fellowship offerings and for students to find opportunities they want to pursue. Additionally, there are resources for organizations seeking to start a fellowship—these include sample manuals, templates and checklists.

Physician Executives Forum Education Program - Saturday, October 10

The Physician Executives Forum launched two years ago to provide added value to physician executive via tailored resources to meet these groups' unique professional development needs. A one-day education program is a cornerstone benefit of the Forum that offers an affordable learning and networking opportunity. Physician Executives Forum Education Program on Oct. 10, 2015 at Hyatt Regency Washington on Capitol Hill. Details are available at www.ache.org/PEForum. For more questions about this Forum program or Forum membership, please contact Erika Joyce, CAE, assistant director, Division of Member Services, at (312) 424-9373 or ejoyce@ache.org.

ACHE Tuition Waiver Assistance Program

To reduce the barriers to ACHE educational programming, ACHE makes available a limited number of tuition waivers to Members and Fellows whose organizations lack the resources to fund their tuition for education programs through the Tuition Waiver Assistance Program. Members and Fellows in career transition also are encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership
- Cluster Seminars
- Self-Study Programs
- Online Education Programs
- Online Tutorial (Board of Governors Exam preparation)
- ACHE Board of Governors Exam Review Course

All requests are due no less than eight weeks before the program date, except for ACHE self-study courses; see quarterly application deadlines on the FAQ page of the tuition waiver application. Recipients will be notified of the decision not less than six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline. For information, visit www.ache.org/Tuitionwaiver. If you have more questions please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-9354 or [tsomrak AT ache.org](mailto:tsomrak@ache.org).

Take Charge of Your Career

Kenneth R. White, PhD, RN, FACHE, and J. Stephen Lindsey, FACHE, share teaching tips and a sample syllabus and course schedule in their Health Administration Press Book *Take Charge of Your Healthcare Management Career: 50 Lessons That Drive Success*. In the book, you will find 50 lessons that will help students navigate the bridge to a successful career in healthcare management and help them obtain success and professional development regardless of their position. Each lesson describes traits, behaviors and skills needed to maximize strengths, master career success and achieve the perfect career fit for them. Find an excerpt at www.ache.org/pubs/White_Lindsey_sample_chap.pdf. This book will be of particular interest to recent master's programs graduates and early careerists.

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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 features messages from the President, Member Spotlights, Regent's Letter, Career Corner, news about GAHE events and recaps, and informative articles relating to strategies in leadership. 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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