

Georgia Association of Healthcare Executives

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®



Georgia Association of Healthcare Executives (GAHE)

Newsletter – Spring 2016

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PRESIDENT'S LETTER

As we look ahead to spring and the changing season, many of us are experiencing substantial changes and uncertainties in our organizations and the industry in which we serve. And while those changes may not be as predictable as the azaleas blooming, we can either cling to the past we know and understand, or embrace the excitement of seasons to come. With the quality of healthcare leaders we have in Georgia, together we can navigate a new course to better quality and service, lower costs and improved health for our communities.



The past couple of months were a busy time for the Georgia Association of Healthcare Executives (GAHE). In addition to participating in the annual Congress for the American College of Healthcare Executives (ACHE), GAHE hosted three significant educational programs in Atlanta. The theme of this year's ACHE Congress was "Leading Well" and the event was held the week of March 14th in Chicago. That phrase, "Leading Well," has so many connotations that relate to the challenges we face in healthcare and the response needed from us as leaders. First, in order to perform well in the world of health reform and population health, our organizations are depending on us to be the best possible leaders we can be. Yes, our strategies and tactics may change from year to year, but our team members and the people we serve are counting on us to provide consistent, evidence-based leadership. In addition, "Leading Well" speaks to the fact that we need healthy organizational cultures to adapt to the challenges ahead. We need to hire well, train well, and recognize and reward well in order to meet and exceed the expectations of our customers and the market. And, finally, as purveyors of healthcare, "Leading Well" means that our goals have to be focused on healthier team members, customers and communities.

Again, the past several weeks have been productive for GAHE. On February 25th, we hosted a videoconference between Atlanta and Savannah that focused on regulatory and market changes in healthcare and the consolidation of the industry. The videoconference was a new experiment for GAHE, and while there were some technical issues that could be improved upon, the panelists were outstanding and the format has promise for the future as we continue to work to represent the entire state. On March 18th, we gathered for a Senior Executive Breakfast that featured "The Regulator and The Deal Maker." The topic was very timely and we took that opportunity to recognize all of our former GAHE presidents and thank them for their many contributions to the organization. One of the primary reasons GAHE is one of the largest and most successful chapters in the country is because of these individuals and the countless volunteers who served alongside them. Finally, on March 24th, we had an excellent program on "Best Places to Work" that featured senior leaders from Children's Healthcare of Atlanta and Northeast Georgia Health System. In the coming weeks, we will host our next program on April 14th in Atlanta and focus on the "Three Fronts of the Technology

Revolution.” Please mark your calendars and plan to join us for a great meal, networking and an informative panel of experts.

As mentioned above, GAHE is a volunteer-driven organization. The reason we are able to provide high quality educational experiences is because of the heart and energy of our dedicated volunteers. I continue to be grateful for our Board, committee members, advisors and other volunteers who share their time and expertise to make GAHE stronger. Perhaps the best way to get the most out of GAHE is to become further engaged as a volunteer. There are many opportunities to become more involved. If you are interested in volunteering, please do not hesitate to contact us. Another way is for your company to become a sponsor. We continue to be grateful for the generous support of corporate partners such as Applied Economics and DTSpade.

Challenging times require each of us to bring our best to the workplace every day... our team members, patients and many other constituents are depending on it. Hopefully, with each of our educational programs you take away some new information or a few lessons learned to make you a better healthcare leader. Thank you for your support of and involvement with GAHE. May the season ahead be far more exciting and fulfilling than any of us have imagined.

Tripp Penn, FACHE
GAHE President

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MEMBER NEWS

GAHE wins second consecutive ACHE Award of Chapter Merit

GAHE is proud to be a winner of the 2016 ACHE Award of Chapter Merit, earning this award for the second year in a row. Each year ACHE recognizes local chapters with awards for meeting or exceeding performance measures. This program helps ensure the delivery of high-quality services to ACHE members at the local level by acknowledging outstanding chapter accomplishments.

The award recognizes the work of our chapter in 2015 and was presented to last year's GAHE president, Jay Dennard, FACHE, at the Chapter Leaders Reception during ACHE's 2016 Congress held in Chicago in March.

(photo - Jay accepting the award at Congress, by John Henson, FACHE)



GAHE committees need you

Did you know GAHE is composed of several different committees of members like you? Are you a communications professional who excels at messaging and telling stories? Are you passionate about networking and want to help recruit new members? Is there an event topic you'd like to see on our calendar of upcoming events? It's easy to get involved. Our committee members conduct most of their work by phone and email so time is flexible and location is no barrier for you to participate.

All GAHE members are invited to serve as members of the organization's committees and apply to serve on the GAHE Board of Directors when vacancies occur. It is an ACHE requirement to serve the College and the local chapters, and GAHE provides a great way to meet that requirement and develop a deeper professional network of colleagues. Please read over the committee descriptions below and then let us know where you would like more information by contacting us at admin@gahe.org. We hope to hear from you soon!

- **Communications Committee** - Purpose: To support GAHE initiatives with appropriate branding, marketing and communications in order to build and foster member engagement. Examples of tasks within the Communications committee include:
 - Website and Social Media Content: ensure accuracy, readability, and functionality of www.gahe.org as well as LinkedIn and Facebook pages
 - Newsletter: provide and coordinate content for GAHE's quarterly newsletter
 - Program Announcements: work with programs committee to provide proper communications around GAHE programs
- **Member Relations** - Purpose: To serve as liaison to GAHE members by facilitating activities in support of our mission to provide programming, networking and career development. Oversees the recruitment and welcoming of new members, and seeks means to serve members' needs including Fellow (FACHE) advancement. Specific task forces are responsible for the following:
 - Advancement Task Force: Provides resources to assist members seeking to advance to ACHE Fellow.
 - Member Satisfaction Task Force: Facilitates responses to member questions/requests and works to maintain member satisfaction. Coordinates post event follow up calls to first time and new attendees.
 - Student Task Force: Serves as liaison to ACHE student members and facilitates the chapter's ability to meet needs specific to students; coordinates student member participation in GAHE committees
- **Programs Committee** - Purpose: To plan and carry out programming to GAHE members that will facilitate learning, networking and professional development and provide ACHE CEUs. This committee has several specific task forces that include:
 - Regional Programs Task Force: Plans and coordinates education/networking events in major areas outside of Atlanta; focus on enhancing physician and nurse leadership involvement
 - Career Symposium Task Force: Plans and coordinates, in collaboration with members from the Student Task Force, an annual event that provides information, advice, and opportunities for career growth and development as well as ACHE CEUs
 - Special Programs Task Force: Plans and coordinates programs specific to special interest groups and topics such as students, women, diversity, and philanthropy.
- **Sponsorship Committee** - Purpose: To establish a financial framework for the development of mutually beneficial relationships between vendors, member organizations, and members that results in strong financial support for GAHE's educational programming and networking events, and enhances visibility and contact between stakeholder groups. Tasks of the committee include updating sponsorship levels and benefits; developing a structured sponsor acquisition and relationship management program; and securing sponsors.

Student Newsletter - see the latest issue

Check out the March issue! Produced by GAHE Student Associate members, it features spotlight articles on students in our chapter and their experiences as they begin their journey as healthcare leaders, reports on GAHE events, industry news and the ever-popular "Advice From the Authors" column. Read it now on the ["Student" page](#).

Becoming a Fellow of ACHE (FACHE)

Save \$200 -

BOG Exam Fee waived if you submit your Fellow application by May 31

Now is the perfect time to apply for Fellow status in ACHE. When you submit your completed application by May 31, 2016, along with the \$250 application fee and all supporting documents (including references), ACHE will waive the \$200 fee for the Board of Governors Exam if you take the test within six months after your application has been approved. Please note all materials (including references) must be submitted by May 31 for the waiver to be valid. For information on the requirements and procedure for becoming an ACHE Fellow and this fee waiver promotion, go to ache.org/FACHE.

Be recognized for your volunteer service to GAHE and ACHE

A hallmark of the healthcare management profession is volunteer service to the profession and to ACHE. ACHE's Recognition Program is designed to acknowledge your service to the healthcare management community with 1, 2 and 3 star ACHE Service Awards. Points are awarded according to various types of volunteer activities or services performed. For activities performed individually or locally with GAHE or other ACHE chapter, these activities must be self-reported by you by April 6, 2016, to receive credit this year. Activities can include:

- Writing articles for a chapter newsletter
- Speaking at local education programs
- Being a mentor to another professional
- Serving as an informal advisor for Fellow candidates
- Chapter career assistance programs

Awards for the Recognition Program are presented to GAHE members annually at our program with the Chairman of ACHE, which this year will feature **2015-16 ACHE Chairman Richard Cordova, FACHE on Thursday, May 26**. To self-report your chapter involvements, visit my.ache.org and click on "My Volunteer Service" in the left-hand column. You will also be able to view the points you have accrued and the activities and services you have performed. Please send any questions or corrections to recognitionprogram@ache.org.

Georgia and Arizona Physician Executives Network at the ACHE Chapter Level

by GAHE Member John W Henson, MD, FACHE, Chief of Oncology Services, Piedmont Healthcare, Atlanta; and CJ Hameed, MD, MS, FHIMSS, Director of Medical Informatics, PEPID, Phoenix

A former US House Speaker once said, famously, that all politics is local. A twist on the theme is that all networking is local, and this is a major motivating factor in the recent move by local ACHE chapters in Arizona and Georgia to form physician executive groups at the regional level.

Georgia Association of Healthcare Executives Physicians Executive Group

The Georgia Association of Healthcare Executives (GAHE) is home to over 1600 members, of whom approximately 75 are physicians. The officers and board of GAHE approved the formation of a Physicians Executive Group (PEG) in 2016 to foster networking and other activities among this group. The PEG's mission is being formulated using a short online survey that provides a number of suggested values for the group as well as soliciting creative suggestions. Ideas presented in the survey include:

- Networking opportunities with other physician leaders or nonphysician healthcare leaders
- Leadership education/development regarding physician issues or other more general health care issues
- Technical education (e.g., finance)
- Achievement of board certification in healthcare management (FACHE status)
- Mentoring opportunities (as mentor or “mentee”)
- Sharing contact information with other PEG members
- Interest in a special PEG networking session immediately prior to GAHE meetings

Arizona Healthcare Executives Physicians Executive Committee

In Arizona, ACHE physicians have joined together to achieve similar goals. The AHE chapter is comprised of 864 members with approximately 50 physicians. The AHE board members and officers approved the Physician Executive Committee (PEC) for 2016 and the kick-off meeting was held in December 2015. The members of the PEC and AHE highlighted some key areas and the needs of the physician executives that define our mission:

- Promote current physician leaders on the state as well as national level
- Create networking opportunities to collaborate with other physician and non-physician executives
- Organize educational events for physician executives
- Develop a road map and provide resources – financial, technical, IT and legal and regulatory – for physician executives
- Start programs to promote early careerists physicians and those who are in transition from full-time clinician to physician leader
- Publish brief bios or profiles of individuals at different stages in the leadership role and careers

Conclusion

Early efforts to support the development of physician executives in the regional ACHE chapters are underway.

MEMBERS ON THE MOVE

Congratulations to **John W. Henson, MD, FACHE**, GAHE member and chair of the GAHE Physician Executives Group -- his article, "Developing Physician Leaders Through Professional Associations" was included in ACHE's *Journal of Healthcare Management* 61 (January/February 2016).

*--> **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, 2016." Photos are encouraged but not required.*

MEMBERSHIP REPORT (first quarter 2016, as of publication date 3/31/16)

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:

Kimberly W. Megow, MD, FACHE
Preston W. Smith, JD, 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:

Michelle L. Wallace, RN
LCDR Emily M. Dover
Brendon Winstead

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

Lea J. Bay, FACHE, Kimberly G. Bell, FACHE, Dawn M. Carman, FACHE, Randy Cook, FACHE, James D. Dennard Jr., FACHE, Barry S. Herrin, JD, FACHE, Alan Horton, FACHE, Louis E. Kuntz, FACHE, Paul S. Penn III, FACHE, John Polikandriotis, PhD, FACHE, Kenneth D. Rhudy, FACHE, Blakely D. Watts, FACHE, Cary H. Burcham, RN, FACHE, Brandi L. Lunneborg, FACHE, Deborah Matthews, RN, FACHE, David L. Mork Jr., FACHE, Janet W. Parham, FACHE, Audra H. Cabiness, FACHE, Christopher M. Holihan, FACHE, Tamara L. Jackson, FACHE, Jeffrey S. Loomis, FACHE

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

Jeannie Aldridge, Kathleen Anderson, Ruth E. Aybu, Michael Cabe, Shirley Dubose, PhD, James B. Gaffney, Jennifer E. Garber, Jonathan S. Hurley, Stacy Johnson, Lt Col Selina L. Karter, Susan E. Kulakowski, Terrance A. Malone, Azhar Mithaiwala, Ann Pinyan, Dorothy D. Sampson, David E. Schott, Alexandra Scott, COL Bryan C. Sleigh, MD, Christina Stigger, Stephanie J. Theaker, Rodney Thompson, Suzanne Travis, Donna Watson, John H. Williams, Ashlyn B. Beavor, Ambra R. Brown, Christine Davis, Angie Demmon, Bridget A. Denzik, Alan Dubovsky, CAPT Richard Gerber, Stephan Gosch, CPT Tanishia Greene, Kimberly S. Horton, Evan Howell, Monica Hum, MD, Talmadge C. Israel, Renette Jordan, Elizabeth A. Laguta, Natasha R. Martinez, Marcy Matthews, PhD, RN, Ryan McPherson, Kimberly Reynolds, Vandy Vail-Dickson, Amanda S. Wheeler, Kevin Wilson, James Yost, MD, Thea Younge, CPT Ryan C. Costantino, Cassandra Ellington, Astrid A. Horlbeck, John Rumbaugh, Syneatha M. Smith, Lauren Spangler, Kaiya Valentine, Bobbi Walston Mccoy, Tracey S. White, Babatunde Williams, Steven Wolinsky

FROM YOUR ACHE REGENT

Avoiding Leadership Failures *Winter 2016*



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

Closing my Regent's Message series on leadership, let's walk through actions that get people in trouble when trying to lead. These thoughts come not from quantitative research, but from my experience in working with healthcare executives who were between jobs or seeking new opportunities. Quick arithmetic revealed I performed 10 to 15 recruitment assignments a year for 37 years. About 7 to 10 leaders were interviewed for each search. This averages to my interviewing more than 4,100 executives, and it excludes numerous career-counseling sessions. From these interviews and associated reference checking, several themes emerged. Here's my compilation of leadership failures to avoid.

- **Failure to address the financial situation.** Our healthcare world today revolves around finances. You don't have to be an accountant to lead, but having an in-depth understanding of accounting and finance is an asset. We can't totally rely on the accounting department to look after the budget and profit and loss of the enterprise. Accountants only account for finances. While they sometimes manage them, they don't usually have control of the actions that result in financial disasters. We look to the operations team to ensure the enterprise is financially healthy. At times there may be financial decisions that may be unpopular or require significant organizational change; this goes with the leadership territory. Those who can't do this are doomed to fail.
- **Inability to connect the dots.** Leadership requires that we understand ripple and downstream effects. That is, the things we do in our departments may affect someone else's operation. We can excel in our unit, yet hinder another area or cause its staff to work overtime due to our actions. Some refer to this as systems thinking, but I like to call it "having a high awareness level."

A leader who solely focuses on his/her own operation will be labeled "the bull in the china shop." An example might be the leader who eliminates the physicians' lounge and its associated snacks and coffee. Oops.

- **Inability to change.** We hear a lot about "change management" as being essential to a leader, yet "change leadership" makes more sense to me. Once things are going well, it's easy to slip into management and downplay a leadership role. Leaders should embrace change, as people get used to having things done differently. A good way to lead is by example. However, there needs to be a reason for the change, and it should be positive and advance the organization. Can you think of a recent example that required you to improve something inside yourself to affect change in your organization? If yes, then very good!
- **Personal failures.** Too often, leaders let their personal situations interfere with their better judgment. Often these personal failures come about due to a sentiment that because one is a leader, rules don't necessarily apply. As you ascend the leadership ladder, people are watching. Your behaviors on and away from the job have a direct impact on your ability to lead. An affair with a co-worker or someone associated with the enterprise is a leadership killer. Over-indulgence in alcohol can lapse the judgement of an otherwise capable leader. Always remember that rules do apply to you, and your behaviors need to cause respect. Otherwise, subordinates and peers think, "Why should I follow your leadership when you can't even keep your own professional life in order?"
- **Failure to communicate.** Although last, this bullet may be the most important. When Andrew Garman, PsyD, MS, presently CEO for the National Center for Healthcare Leadership, and I completed our study for ACHE on behavioral competencies for healthcare executives, communication was among our seven domains. Those who can't communicate have a hard time leading.

Although a leader doesn't necessarily have to be a great speaker to be an effective communicator, it helps. More importantly, you must have the ability to collect your thoughts and present them as a coherent message, whether verbally or in writing, and then connect with the audience. To magnify this point, we can look at the current group of candidates running for their party's nomination for U.S. president. Those who communicate and connect with their audiences are still standing. As a healthcare executive, you may need to communicate differently with various audiences. For example, you may use different words with a patient than you would a physician or sanitation worker. While the meaning of the message must be the same, you will be accused of communicating different things to different parties otherwise.

Hope this series on leadership has been helpful. In the next set, we'll cover career development and expanding your horizons.

On another note, if you know of any recent master's program graduate interested in completing a year-long fellowship in Washington, D.C., the American Hospital Association is seeking applicants for its Richard J. Umbdenstock–Institute for Diversity in Health Management Executive Fellowship. Read more here:

www.aha.org/about/jobopportunities.shtml

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

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UPCOMING EVENTS

Get the most current details and registration for all GAHE programs on the ["Events" page](#) (list here accurate as of publication date 3/31/16)

- **Thursday, April 14, 2016**
April meeting, Topic: "Applying Lean, Six Sigma and Blue Ocean Thinking to Your Reform Strategy"
11:30 am - 1:30 pm at Maggiano's Little Italy Atlanta/Buckhead, 3368 Peachtree Rd., Atlanta
CEUs: 1.5 hours ACHE Face To Face Education credit
- **Wednesday, April 27 - Lunch with the CEO**
featuring Don McKenna, FACHE - President & CEO, St. Mary's Health Care System, Athens
Small-group opportunity for early careerist members only
- **Thursday, May 26, 2016**
Annual luncheon with the Chair of ACHE, featuring Richard Cordova, FACHE, president emeritus of Children's Hospital Los Angeles and immediate past chairman of American College of Healthcare Executives
11:30 am - 1:30 pm at Maggiano's Little Italy Atlanta/Buckhead, 3368 Peachtree Rd., Atlanta
CEUs: 1 hour ACHE Qualified Education Credit
- **Friday and Saturday, July 15-16, 2016**
Annual 2-day Board of Governors Exam Tutorial
at the offices of Georgia Hospital Association, Atlanta/Marietta
featuring expert instructors in each of the 10 knowledge areas of the exam
- **Save the date: Monday, October 17, 2016 - Annual GAHE Mini-cluster**
6 CEUs
presented at the Macon Centreplex and Macon Marriott City Center
- Watch for announcements of more events coming soon!

RECENT EVENTS RECAP

[What do the Alabama Crimson Tide and Lean-driven Hospitals Have in Common?](#)

Report on the GAHE January meeting: "Applying Lean, Six Sigma and Blue Ocean Thinking to your Reform Strategy"

By GAHE Communications Committee member Alexandra Pieper-Jones, Chief Marketing Officer, APJ Communications

Both the Alabama Crimson Tide and Lean-driven hospitals have a laser focus on process improvement -- play-by-play transformation of waste into performance value. Steve Taninecz's recent blog post in Lean Healthcare Exchange parallels Saban's legendary attention to detail with Lean's process driven methodology. Both stress

the vital importance of being in the moment, winning every play or patient interaction to assure ultimate victory. The panelist presenting during the GAHE luncheon Thursday, January 28 would agree.

Moderated by Dane Henry, EVP & COO of DeKalb Medical, the two panelists (who are now veterans of Lean transformations) stressed that process improvement involves a culture shift away from silos and toward system integration. There needs to be a dotted line, linking every box on the organization chart to seamless process improvement to assure consistent delivery of patient-centered care. Panelists Andy Durham, director process improvement, Gwinnett Medical Center, and Taunya Faulkner Floyd, director Lean Six Sigma, Floyd Medical Center, have found that sustainable success requires top-down leadership, bottom-up engagement and 360 degree perspective to problem solving, driven by meaningful data, operational rounding and improved communications.

Hospitals adopting Lean are looking for ways to improve quality patient outcomes, efficiencies in throughput, effective resource allocation and employee workplace satisfaction. It is a daunting undertaking until the organization begins to focus more on day-to-day processes and less on ultimate outcomes. Coach Saban wins national championship on the practice field, stressing the importance of immediate improvement. His coaches study practice films frame-by-frame until every possible opportunity is identified and addressed by each player and as a team.

Hospital leadership and departments must do the same. A system often has to slow down to speed up. The goal is to achieve desired outcomes with the least amount of work possible and with the maximum amount of perceived customer value. This is a culture shift that does not happen overnight.

Both DeKalb Medical and Floyd Medical Center have formal and informal leaders engaged in Lean planning and implementation. Having resource commitments are vital, including full time FTEs dedicated to Lean oversight. Success requires system wide training in basic Lean methodology, prioritizing the quantity of process improvement projects, having appropriate goals supported by achievable, sustainable outcomes and using a multidiscipline approach to problem solving. Initially Lean implementation consumes more dollars than it saves, but over time both DeKalb Medical and Floyd Medical Center reported significant cost savings and increased productivity from process improvement projects and, equally as important, improved scores in patient care and employee workplace satisfaction. These gains were not won overnight. Both panelists stressed Lean requires long-term commitment.

For more information, contact Durham (email) and Faulkner Floyd (email). Both are willing to share their power point presentations and to discuss their Lean programs with you.

[February 25 Atlanta & Savannah Double Program: The Student Perspective](#)

From the [GAHE Student Newsletter Winter 2016](#)

By GAHE Student Task Force member Meeta Gandhi

Master of Health Services Administration Candidate May 2017, Armstrong State University

The joint Atlanta/Savannah event was my first GAHE experience as a first year graduate student at Armstrong State. Overall, I was greeted with a warm welcome and the event exceeded my expectations. As a student and an early careerist, it was interesting to learn about current issues that are prevalent for Georgia-based and experienced professionals. For the first half of the event, topics that were discussed included technology innovation, healthcare systems in rural areas (how to keep individuals in the local market), how to continuously engage your workforce, how to continue to develop leaders, strategic planning, Georgia/Medicaid expansion, inpatient to outpatient shift trend, strategic partnership, lean six sigma and much more. The speakers did a great job effectively addressing all of these topics and provided useful information that I have been able to apply in classes. One piece of advice that Mr. Alan Kent, CEO of Meadows Regional Medical Center, shared was that hospital administrators should, “Stick to the mission but look from the outside in. There’s different delivery

today, but the same overall mission.” This was a simple yet direct way to address that although healthcare is continuously evolving, the mission for providing quality healthcare will always be the same. It is just as important to take a look at the system from an outside perspective as an insider to get a clear perspective. I am truly looking forward to the next GAHE event!

[ACHE Congress 2016: Musings from a First Time Attendee](#)

Excerpts from blog by Nancy Greene, GAHE Board Officer



Sunday, March 13 – Travel Day

I’m thrilled to be attending my first ACHE Congress! Although I’ve been a member of ACHE for five years, due to scheduling constraints, work and life in general, I’ve never had the opportunity to attend Congress. It was finally time for me to go and experience what I have only heard others talk so much about! First stop... Midway Airport in Chicago!...

[ACHE Congress Lesson #1](#) – Know the dimensions of your travel bag. Although it may fit in the overhead bin of an airplane, it may not necessarily fit through a train turnstile. Who knew?

[ACHE Congress Lesson #2](#) – Download the Uber App onto my phone!

Monday, March 14 – Day One

At the opening ceremony, surrounded by several thousand fellow healthcare executives, I felt extremely honored to be able to attend this event. The opening Chairman’s Remarks by Edward Lamb, FACHE, were insightful, and set the perfect tone. What followed was a whirlwind of educational, networking and career building opportunities, and I attended as many events as I could. I wanted to soak in the entire experience, and I wish that I could have attended them all!

Tuesday, March 15 – Day Two

I’m starting to find my way around the various venues. Also, I’m starting to recognize a few familiar faces from some of the sessions held on Monday. What I’ve also been most impressed with are the Regents. They are such wonderful Ambassadors for ACHE, and several of them went out of their way to help make my first Congress experience an exciting one! This evening, several of the GAHE Chapter members attended the Chapter Leaders Meeting. We had the opportunity to meet with other award winning Chapter Leaders (were you aware that our GAHE Chapter won the Chapter Merit Award? It was given to us in recognition of our terrific programs that we offered over the past year. Whoo Hoo!) I’m beginning to feel like a Congress veteran, so here are a few more helpful hints...

[ACHE Congress Lesson #3](#) – Sign up Early for Congress. The classes fill up very quickly, and in order to get your #1 preferences, become the Early Bird!

[ACHE Congress Lesson #4](#) – Download the ACHE Congress 2016 App on your phone. It will save you time, keep you organized and prevent you from missing important events.

[ACHE Congress Lesson #5](#) – Once you arrive at Congress, if you want to change to another class, you have the option of doing so (pending availability, and beginning 10 minutes after the session has started). Handouts for all of the sessions are available online as well, so that you see what will be covered in each session ahead of time.

[ACHE Congress Lesson #6](#) – Make friends with the Coat Check folks. They, in addition to the Concierge, can often recommend the “hidden restaurant gems” that are off the beaten path. They recommended several restaurants in the Illinois Building for lunch. In exchange for a short walk at noon each day, I discovered a wide variety of quick, reasonable restaurant options, and met some wonderful locals along the way.

[ACHE Congress Lesson #7](#) – Never have Chicago Deep Dish Pizza more than one night in a row. Yes, I had it two nights in a row, because you can never have enough of a good thing... right? Enough said ...

[ACHE Congress Lesson #8](#) – If your schedule doesn’t permit you to attend Congress for all four days, ACHE offers a condensed Congress two day option. You can acquire up to twelve credit hours at a reduced fee and still get back to work before the week is out. Hmm... Something to consider for next year...

ACHE Congress Lesson #9 – Even if you are not actively looking for a new career or position, I learned that the latest recommendations from recruiters is to include your LinkedIn address (including an active link), to your resume. Make it easy for potential employers to find you, even if you are not actively looking! You never know what opportunity may come your way!

Wednesday, March 15 – Day Three

In addition to attending my scheduled sessions, I had the opportunity to get in some downtown shopping today. I can see why they refer to it as The Magnificent Mile. Personally, my favorite spot was the Magnificent Nordstrom's Rack. Look for my new shoes to make their inaugural debut at the next monthly GAHE meeting! Of course they were on sale!

Thursday, March 16 – Day Four

I can't believe today is the last day for Congress! My first Congress experience was something I can't wait to repeat! As I leave the Chicago Hyatt, and make my way to the airport (I took the train again, since now I am an expert at navigating train stations with my luggage), I am honored to have attended my first Congress. Also, I leave you with my final ACHE Congress Helpful Hint, and it's the best one of all. It was recommended to me by Chisun Chun, FACHE, and Regent-at-Large for District 5...

ACHE Congress Lesson #10 – If you are planning on attending the 2017 ACHE Congress, make your hotel reservations now! It will be held on March 27-30, 2017 at the Hilton Chicago/Palmer House. While there are several buildings at the Hilton, if you reserve your spot now, you will ensure that you secure a room in the main building, which is the closest one to the ACHE Congress 2017 locations.

Looking forward to seeing you at Congress 2017!

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CAREER CORNER

Age Factors In Career Advancement

By GAHE Board Advisor J. Craig Honaman, FACHE, CRC - Principal

H & H Consulting Partners, LLC , a healthcare consulting firm specializing in career transitions for healthcare executives, in Atlanta, GA

careerdir1@aol.com / www.careerpiloting.com / 770.394.2221

“They did not hire / promote me because of my age.” True or false? It could be both. Legal issues would preclude hiring restrictions based solely on age. However, the reasons for being the candidate of choice may be directly because of your age and what skills, talent and experience you can bring to the organization. One can also be eliminated from consideration if their value to the organization is not clearly communicated. Most people reach a point in their career life that they either begin to wither away or continue to grow and blossom.

Your chronological age is a given. One must accept what you are and then use it in a positive way. Age becomes a significant hiring decision factor at or above age 55. However, over 40 begins to attract attention when you are looking for that next position. Reliance on one's extensive experiences and documented accomplishments are essential pieces of information.

Other excuses heard in the market are “You are over qualified,” or “you are under qualified.” Preparation to offset those perspectives will be essential to stay in the process. Allowing the interviewer to use those excuses demonstrates a lack of diligent preparation. Do not allow others to classify you but be prepared to offset those perspectives.

Issues Affecting Everyone

Preparation to effectively manage your career is essential. Connecting with mentors, trusted colleagues, and other professionals will be important to the career path. Other essentials include:

1. **Communication Skills:** Most people who are not as successful as they would like must consider their communication skills. The ability to get your message across with writing skills, speaking, visual techniques, and listening skills to communicate your message is absolutely essential. If you do not feel the audience heard your message, perhaps it is your method of communications which are not effective. Communicating with different age groups, especially during the interview process may be a challenge. The millennials are often viewed as communicating with a “drive thru mentality”. “Give it to me and give it to me now”. Short! Sounds bites. You may “show your age” if you ramble on and on.
2. **Mentor / Trusted Colleague:** Experience is a valuable learning tool and acquiring the information without having to live through the difficulties can be gained from others. Occasionally an extremely unique situation may occur but the majority of circumstances have been experienced before. Learn how to deal with issues from others rather than having to reinvent the solutions.
3. **Blink:** Decisions will be made in about 30 seconds. If you do not connect in short time table, the situation may be lost. First impressions of all communications are very important.
4. **Corporate value:** What value can you bring to the company that perhaps others with different experience can not? Differentiation! Companies can not afford low performers. Communication skills are essential to convey the message to the various parties. Reinventing your success should occur each year.
5. **Connected:** Are you on LinkedIn with an up to date photo and profile? If not, get there. Many individuals will pull up your LinkedIn before talking to you. Get their attention with the information. Also, include 4 to 6 personal references on your LinkedIn page.

Emerging Leaders

Individuals early in their career, and specifically recent college graduates, are attempting to break into the work force. Various avenues help open doors such as residencies, fellowship programs, and internships which may provide a work experience. Specific accomplishments must be derived from the experience to leverage the work value for the next career move. Instant promotion is not normally found but instead must be earned by performance. Promotions are earned based on performance. Do not expect to start at the top.

1. **Resume design:** Good solid accomplishments with quantified results are important. Load up with current accomplishments to maintain the focus and attention to the more current work experiences. Design the resume with education at the back. Downplay information that could be construed negatively. Avoid a specific number of year’s experience in a lead off Positioning Statement, which could skew the reader’s attention to “age”. The lead off Statement is important to set the stage of your Brand, Results / accomplishments / value, skills, and strengths which could be your selling points. Be ready to show the evidence to support your skills. Be honest and be prepared with full explanations. The resume will be reviewed in 10 seconds so be succinct.
2. **Being younger does not mean you have no ideas:** “We’re not looking for someone with your experience level” may be an excuse to move to the next candidate. Or, “we need someone with more experience” may be a reason to move to the next candidate. Play up the value you can bring with the experience you have and what you can contribute to the bottom line. Courageously specifying the bottom line value, you expect to contribute may help eliminate the economic issues used to reject you for the position. Use interesting approaches to demonstrate the creativity to the position.
3. **People do not get promoted for doing their job:** They get promoted for demonstrating they can do the next job higher. Simply doing the day to day job may successfully achieve the annual pay raise but may not get

you promoted. Showing the ability to handle more responsibility and taking the initiative for the jobs no one else wants may help make you a standout.

4. **Take steps to look mature:** First impressions still count. Decisions are made within 30 seconds of entering the room. Healthcare is still conservative. The image portrayed and the visual contact means a lot. Check the mirror. If you really look young, then take steps to change your appearance. You need to appear fresh and vibrant. Review your wardrobe – dark suit for the men and ladies - buy new shoes, change the color of your hair if needed, change the outdated day planner, and perhaps the glasses. One does not need to be trying to fit into upper age brackets but certainly not at the other end of the age spectrum. What is the uniform of the day? Do not show up thinking it is “casual Friday.” Body art and multiple body piercing (beyond pierced ears) are generally a turn off to organizations. Remember, you will represent the organization by the association as an employee. If your appearance does not convey to the public a professional image, then in most situations, the hiring authority will want to “visit with more candidates.”

Senior Executives

Senior Executives find full Social Security eligibility is now 66 and rising. People who will need the full benefit should be prepared to demonstrate they are not slowing down or even thinking of “retirement.” By stretching out the need to work, the threshold of “age concerns” may creep up in the future.

1. **Resume design:** Good solid accomplishments with quantified results are important in the Positioning Statement. Downplay ancient history. Load up with more current accomplishments to maintain the focus and attention to the more recent work experiences. Design the resume with education at the back. Consolidate early work experience to lump it together while providing significant detail to more current situations. Downplay information that could be construed negatively. Avoid a specific number of year’s experience in a lead off Summary, which could skew the reader’s attention to “age”. However, early work history consolidated because of less than satisfactory work performance, may become known and hurt your job chances. Be honest and be prepared with full explanations.

2. **Visionary** – show you can be a Leader: “You are over qualified” or “we’re not looking for someone with your experience level” may be an excuse to move to the next candidate. Play up the value you can bring with experience and what you can contribute to the bottom line. You may not need the “honeymoon” period to get up to speed. A colleague explained it with “Don’t penalize me for being able to hit the ground running!” He got the job.

3. **Take steps to look younger:** Check the mirror to see the first impression. If you really look old, then take steps to change your appearance. You need to appear fresh and vibrant. Review your wardrobe, buy new shoes, change the color of your hair, lose weight, change the outdated scuffed-up briefcase, and perhaps the glasses. One does not need to be trying to fit into their 20s again but certainly not at the other end of the age spectrum.

4. **Energetic, enthusiastic, high energy level and active lifestyle:** No one wants to hire a slug! Get involved with active, youthful, enthusiastic type of activities. One can bring up those activities in interviews or other face to face discussions. Healthcare executives are under constant stress and those stress relievers are important for the hiring authorities. Avoid any discussion of retirement or even the using the word, retirement. Do not start planning retirement but instead begin planning the next third of your life. Organizations are looking to the future and do not want someone coming in to “kick back” in the near term. Never mention personal ailments or your tremendous grandchildren.

5. **Evidence of up to date skills:** The guilt by association must be overcome. The assumption is occasionally made that because of age, one is not up to date with technology, current industry information, or homework about the position itself. Demonstrating flexibility with various career moves, team adaptability with different organizations, along with working for people both older and younger help dispel this perception. Asking

technical questions about the organization technology infrastructure helps to move into the awareness bracket of different age groups. Basic comfort levels of technology may be satisfactory, but not being conversant with software such as Word, Excel, Power Point, may place you at a disadvantage. Reactivate and maintain active involvement in various professional groups or activities such as ACHE. Participate in organization leadership positions. Are you willing to reinvent yourself with new roles and risks or will you resent the lack of recognition from past accomplishments? Be cautious of outdated slang, which you may have used years ago which now is offensive or inappropriate.

6. **Strategize:** Consider carefully what the competition might want from the job you are applying for and determine what assets you have to outweigh these perceived advantages. “Read the audience”! Does the hiring authority really want a young tiger or bull in the china shop building a career or do they want the stable solid leadership that a more senior executive could bring to the table? Are you able to run with the best of the best?
7. **Interpersonal relationship skills / Generational differences:** Finding the best corporate culture match for organizational fit is key to a smooth management team effort in the organization. Understanding the differences between the generations in the work force today and how you fit with those characteristics may provide the edge needed to be the candidate of choice.
8. **Mentoring:** Mentoring will enhance your knowledge of the younger executives and their way of thinking. They can provide an ideal learning source to the senior executive. Conversely, senior executives may benefit from being mentored by a younger executive. In either mentoring situation, one can have a return value of the mentoring experience.
9. **Competing for a “lesser” position:** Applying for a position that you could, should, or did have 10 or 15 years earlier in your career will cause intense competition with younger applicants. Perhaps you were side tracked in your career or did not take that promotion which meant moving, and thus had a career leveling, rather than continued upward track record. Thus, you may have to compete with those who have caught up with you in the career ladder. To compete, you must be better prepared, better organized, and better coached when you go after a position, than the competition. Presenting your case as to why you, rather than the other candidates, needs to well-rehearsed and hard hitting to explain what differentiates you to be the best candidate. Also, be prepared to discuss compensation which could be less than the most recent position.

Encore Careers

Plan your career for roughly 20 year increments – college to nearly 40: 40 to 57.5 years old; then to 80 years old. Engage in an “Encore Career” path for the dream job. Plan, develop, and implement the necessary steps to move forward with a new and exciting adventure. Embarking on a new career or as often referred to as the Encore Career, will challenge the standard process and require new personal knowledge competencies or tools. Many questions will be considered, should be addressed and some may require second opinions. Establishing a road map will help. There is often a 20-year body of knowledge from working in various positions which affords an excellent base from which to build. Abandoning the valuable skills and knowledge competencies acquired during the career progression should not occur. Work will change, especially finding that unusual job you always wanted to do.

Summary: Most often when someone is not advanced it is not because of age but because the individual failed to communicate their value to the organization. Manage your career proactively and utilize the many skills needed in career advancements. A positive up beat attitude utilizing the assets others may not have will enhance your chances. The competition for positions is very keen. To be the candidate of choice, one will need to be better prepared, better organized and better able to communicate their assets to the hiring authority than the competition.

HEALTHCARE INDUSTRY EXTRACTS

Beijing Setting MRI Rates in Dunwoody: Global volatility and its effect on local healthcare supply in the Southeast

Beki Golden, DTSpade Specialized Real Estate
<http://www.dtspace.com/beijing-setting-mri-rates-in-dunwoody/>

SUMMARY: Recent events in global markets have led to speculation that the expansion of the US economy has ended. But indicators do not universally support a national contraction. China's growth continues to decline (along with other emerging markets) and with a strong U.S. dollar, weaker economies are dampening the demand for U.S. exports and hindering businesses bottom lines. However, much of this damage to reported profits is contained and disproportionately borne by energy and heavy industrials like Exxon. Despite the navigation of global economic turmoil, Georgia remains a marked choice for foreign financial investments and business expansions, and has realized a net gain of 92,900 new jobs over the last year. Georgia's economy is outpacing the U.S. in population and employment growth; however, we should expect to see a slowdown in velocity.

Improving economic conditions, the Affordable Care Act (ACA) coverage expansions, and the aging of the population, are driving faster projected growth in health spending in 2016 and beyond. The significant growth in the healthcare market is evidenced by increases in employment outpacing any other sector. Healthcare and social assistance is projected to continue leading the race in employment growth through the next 8 years. While the perception that major non-elective medical procedures are the foundation of healthcare spending is accurate, much of the profitability portion of healthcare revenues is based on consumer spending and choice. When consumer confidence is eroded from institutional shortcomings (such as diminishment of the patient experience or overscheduling and increased wait times) or macroeconomic factors (rising unemployment, inflation or stagnant wages) evidence suggests that healthcare organizations make decisions that further erode profitability.

ACHE Survey: Healthcare Finance, Safety and Quality Cited by CEOs as Top Issues Confronting Hospitals in 2015

American College of Healthcare Executives
www.ache.org/pubs/Releases/2016/top-issues-confronting-hospitals-2015.cfm

Financial challenges again ranked No. 1 on the list of hospital CEOs' top concerns in 2015, according to the American College of Healthcare Executives' annual survey of top issues confronting hospitals. Patient safety and quality ranked second, followed by government mandates.

C-SUITE / LEADERSHIP

Board Room vs. Operating Room – How Do You Fare?

The New York Times
Austin Frakt

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

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

Marrying Clinical and Financial Health for C-Suite Success

Health IT Analytics

Jennifer Bresnick

<http://healthitanalytics.com/news/hospital-ceos-can-leverage-accountable-care-for-financial-health/>

Financial sustainability and revenue cycle management are at the top of the heap, says an unsurprising result from a poll conducted by the American College of Healthcare Executives (ACHE), and population health management, care quality, patient satisfaction, and government mandates such as ICD-10 and meaningful use are not far behind.

4 Pitfalls for New Healthcare Executives

Becker's Hospital Review

Tamara Rosin

<http://www.beckershospitalreview.com/hospital-management-administration/4-pitfalls-that-trip-up-new-executives-and-how-to-avoid-them.html>

Between 50 percent and 70 percent of new executives fail within 18 months of their appointment, and there's a common reason why.

The shifting role of the healthcare CFO

Fierce Health Finance

Tom Quinn

http://www.fiercehealthfinance.com/story/shifting-role-healthcare-cfo-sites-systems/2016-02-09?utm_medium=rss&utm_source=rss&utm_campaign=rss

Several healthcare CFOs recently shared their frontline views with me. This article explores how the CFO role differs today from the past; in Part II to come, I will look at how CFOs can flourish in their careers amid such dynamic changes.

MARKETING

Videos: Another digital marketing channel to engage patients

Crain's New York Business

Barbara Benson

http://www.modernhealthcare.com/article/20160209/NEWS/160209845?utm_source=modernhealthcare&utm_medium=email&utm_content=20160209-NEWS-160209845&utm_campaign=dose

Providers increasingly have joined other industries in promoting their services on YouTube or videos embedded on their websites. Digital is predicted to overtake television as the biggest media category in the country this year, with \$66 billion in revenue, according to The Wall Street Journal.

INDUSTRY

Healthcare Georgia Foundation Unveils Grants to Non-Profits

Andy Miller

Georgia Health News

<http://www.georgiahealthnews.com/2015/12/healthcare-georgia-foundation-unveils-grants/>

Healthcare Georgia Foundation today announced its fourth quarter grant awards, which reflect the Foundation's statewide commitment to supporting the delivery of essential health services among high performing health nonprofits.

[Value-based care models: Look to strategies that already work](#)

Zack Budryk

<http://www.fiercehealthcare.com/story/value-based-care-models-look-strategies-already-work/2016-02-11>

The transition to a value-based care model is easier said than done. To actually make such a model work, leaders should look to practical strategies that have been successful for other organizations

[PHYSICIANS](#)

[Rural physician shortage demands innovative solution](#)

Health & Hospital Networks

<http://www.hhnmag.com/articles/6881-rural-physician-shortage-demands-innovative-solutions>

The United States will face a shortfall of 46,000 to 90,000 physicians by 2025. The physician shortage remains especially problematic in rural areas, where more than 20 percent of the U.S. population resides but only 10 percent of physicians practice.

[11 things to know about physician independence and employment](#)

Allison Sobczak

<http://www.beckersasc.com/asc-turnarounds-ideas-to-improve-performance/11-things-to-know-about-physician-independence-and-employment.html>

Current data shows physicians are moving away from private practice towards working for hospitals or large group practices. Practitioners point to pluses and minuses for both employment models. Here are 11 things to know about physician independence and employment.

[3 keys to build an effective physician leadership program](#)

Matt Kuhrt

<http://www.fiercepracticemanagement.com/story/3-keys-build-effective-physician-leadership-program/2016-02-19>

Healthcare organizations that value physician leaders need to make a concerted effort to recognize employees with a latent capacity for leadership, and to assist them as they develop those skills.

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[TOPICS IN LEADERSHIP](#)

[5 Tips to Be an Expert at Managing Your Time](#)

Do you have too much to do and too little time? Of course! The most common form of stress that professional people experience is the feeling of being overwhelmed with too much to do and too little time to do it in. It's called "time poverty" and it's the biggest single problem facing most people today. Things like budget limitations, staff cutbacks, competitive pressures force individuals to take on more and more work. The key to becoming more efficient and relieving that stress is the ability to set priorities and the ability to focus on one task at a time. Here are five ways to get organized and get started:

1. **Be open to new ideas** – The most foolish person of all is either the person who feels he has no time to learn about time management or, even worse, the person, while being overwhelmed with work, feels that she already knows all that's needed to know on the subject.

2. **Learn from the experts** – Success leaves tracks. A wise man, who had studied success for more than 50 years, once concluded that the greatest success principle of all was, learn from the experts. If you want to be a big success in any area, find out what other successful people in that area are doing—and do the same things until you get the same results. Study the interviews, speeches, biographies and autobiographies of successful men and women. You'll find that they all had one quality in common: They were all described as being "extremely well organized."
There is probably no other skill that you can learn that will give you a "bigger bang for the buck" than to become extremely knowledgeable and experienced in using time management practices. So read the books, the articles, listen to the audio, take the courses. Then, practice, practice, practice every day until you master those skills.
3. **Develop a plan** – Successful men and women are both effective and efficient. They do the right things, and they do them in the right way. They are constantly looking for ways to improve the quality and quantity of their output. Develop a plan, then decide what is the most important thing to do, and then decide how to do it.
4. **Set priorities** – Since there is never enough time to do everything that needs to be done, you must continually set priorities on your activities. Perhaps the best question you can memorize and repeat is, What is the most valuable use of my time right now?
5. **Focus on one task** – Start with your top tasks. The natural tendency is to major in minors and clear up small things first. After all, small things are easier and they are often more fun than the big, important things that represent the most valuable use of your time. However, the self-discipline of organizing your work and focusing on your highest-value tasks is the starting point of getting your time under control and lowering your stress levels.

The truth is, you can study time management and take time management courses for your entire career, and you will still never learn everything you need to know to get the most out of yourself while doing your job in the most efficient way. The key to efficiency is to continue learning and adapting to become your own expert.

– Adapted from- "*5 Tips to Be an Expert at Managing Your Time*", by Brian Tracy, www.success.com
<http://www.success.com/article/5-tips-to-be-an-expert-at-managing-your-time>

8 Skills Every Great Leader Must Master

No one said that being a leader is easy. In fact, it can be quite a challenge—even for the smartest and most-accomplished among us. While some make leadership look easy, few people are actually natural leaders. Somewhere along the way, they learned the skills of great leadership. The good news is that you can learn and master these skills of great leadership, too. Follow this roadmap to up your own leadership game.

1. **Put power in the hands of the people doing the work** – Every business depends on the men and women who are actually doing the organization's work. Push the power to make decisions down to the lowest possible level and give front-line employees the authority and responsibility for making decisions. The resulting outcomes will be faster, and they'll be better.
2. **Encourage individual responsibility for product and quality** – Give employees a sense of ownership in the work they do, along with the leeway to define the "right" outcome. Expect workers to make their own decisions (see #1 above) while taking accountability for them—whether the outcomes are good or bad. Reward employees who take individual responsibility with bonuses, promotions, and other incentives.
3. **Create clarity of roles** – To be effective, employees must know exactly what their job responsibilities are, and how their performance will be assessed. Clarify both formal and informal job responsibilities through the creation of written job descriptions, and then constantly assess individual performance. Be sure to encourage employees to learn new roles and responsibilities, and reward them when they do.
4. **Share leadership** – When you share leadership, you increase employee engagement, morale, and loyalty, while amplifying your own reach and effectiveness. Train your employees to lead, as well as follow, delegate tasks

(and responsibility), encourage employee initiative, and create a supportive environment. And when members of your team step up and lead, be sure to reward them for doing so.

5. **Build horizontal teamwork** – Create a team-oriented organization that values self-management, and charter cross-functional teams of employees to take on important, organization-changing goals. At the same time encourage the development of informal teams, cross-train employees, and provide teams with the resources they need to get their jobs done.
6. **Learn to listen, and to talk** – Be sure to encourage and reward honest and open dialog among your employees, and be honest and open yourself. Make it safe to communicate, and constantly seek out new and more effective ways to communicate.
7. **Seek consensus** – Look to your employees for solutions by soliciting "what-if" proposals from every member of your team. Give the proposals serious consideration, and work to build consensus for the decisions to be made. If differences arise between employee points of view, work to resolve them.
8. **Dedicate passionately to your mission** – Before you can dedicate passionately to your organization's mission, you've got to have one. If you don't already have one, work with your people to create a formal mission statement and then be sure that your team eats, drinks, and breathes it.

- Adapted from- "8 Skills Every Great Leader Must Master", by Peter Economy, [www.inc.com http://www.inc.com/peter-economy/the-8-skills-every-great-leader-must-master.html](http://www.inc.com/peter-economy/the-8-skills-every-great-leader-must-master.html)

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[ACHE NEWS](#)

[CareerEDGE](#)

In the rapidly changing healthcare field, a career plan is more important than ever. 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 management tools, job board links, news items and other career resources
- Access to several free assessments including a 360° Working Style tool, a modified versions of Meyer's Briggs Type Indicator and ACHE's Healthcare Leadership Competencies Assessment Tool
- An innovative career planning framework to guide your thinking about career success today and in the future and help you build a solid career plan document
- A process to help you make the connection between clarifying goals, identifying the competencies required for success, identifying valuable resources and assessing the level of progress toward developing critical skill sets.

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. Log in today to give yourself an edge in the healthcare job market! Visit ache.org/CareerEdge.

[ACHE Senior Executive Program](#)

The Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have been senior directors, vice presidents, COOs, CNOs and CFOs—many of whom aspire to be a CEO. The program consists of three sessions, each two-and-a-half days in length.

Locations and dates are as follows: Chicago (June 6–8), San Diego (Aug. 14–17) and Orlando, Fla. (Oct. 24–26). Participants grow professionally in a supportive learning environment over three sessions. The program includes relevant topics, including reducing medical error, improving board relationships, increasing personal influence, understanding financial management in the era of payment reform, confronting disruptive behavior and influencing organizational change.

Enrollment is limited to 30 healthcare executives. A limited number of partial scholarships—underwritten in part by Toshiba America Medical Systems Inc.—are available for those individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie Russo, program specialist, at (312) 424-9362, or visit ache.org/SeniorExecutive.

ACHE Executive Program

The ACHE Executive Program is designed to help healthcare middle managers refine their knowledge, competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over three multiday sessions. The program covers relevant topics, including improving patient safety and clinical quality, understanding physician integration strategies, appraising personal leadership, managing disruptive behavior, increasing talent development, understanding hospital governance and conflict management and measuring financial success.

The Executive Program will be held at the following locations and dates: Chicago (June 6–7), San Diego (Aug. 14–17) and Orlando, Fla. (Oct. 24–26). Participants must attend all three sessions in each city. Enrollment is limited to 30 healthcare executives. A limited number of full scholarships underwritten in part by Toshiba America Medical Systems, Inc. are available for those individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie Russo, program specialist, at (312) 424-9362, or visit ache.org/Executive.

Physician Executives and Healthcare Consultants Forums

ACHE's Physician Executives Forum and Healthcare Consultants Forum enhance value for physician executive and healthcare consultant members through a package of benefits tailored to their unique professional development needs. The cost of membership in both Forums is \$100 per year, in addition to ACHE annual dues.

The Physician Executives Forum offers education, networking and relevant information that address the top issues physician executives face, such as leading quality initiatives and enhancing interdisciplinary communication skills. Benefits include a special designation on ACHE's online Member Directory, e-newsletter and the opportunity to participate in ACHE's exclusive LinkedIn Group. Physician executive members with an MD or DO credential are encouraged to visit ache.org/PEForum to learn more about the Forum's benefits and to join.

The Healthcare Consultants Forum can help healthcare consultants stay ahead of the curve and more effectively meet client needs through targeted resources. Benefits include a special designation on ACHE's online Member Directory, e-newsletter and the opportunity to participate in ACHE's exclusive LinkedIn Group. More information is available on ache.org/HCFForum, where interested consultant members can join.

ACHE Call for Nominations for the 2017 Slate

ACHE's 2016-2017 Nominating Committee is calling for applications for service beginning in 2017. All members are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Open positions on the slate include Nominating Committee Member from the Georgia district, District 2; 4 Governors; and Chairman-Elect.

Candidates for Chairman-Elect and Governor should submit an application to serve that includes a copy of their resume and up to 10 letters of support. For details, please review the Candidate Guidelines, including guidance from the Board of Governors to the Nominating Committee regarding the personal competencies of Chairman-Elect and Governor candidates and the composition of the Board of Governors. Candidates for the Nominating Committee should only submit a letter of self-nomination and a copy of their resume. Applications to serve and self-nominations must be submitted electronically to jnolan@ache.org and must be received by July 15, 2016. All correspondence should be addressed to Christine M. Candio, RN, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529. 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, 2016, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 27, 2016.

To review the Candidate Guidelines, visit www.ache.org/newclub/ElectedLeadersArea/REGSERV/candguid.cfm. If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

ACHE announces its 2016–2018 Strategic Plan

At the November Board of Governors meeting, the Board approved the 2016-2018 Strategic Plan. In drafting the plan, ACHE reached out to members, chapter leaders and Regents to learn how ACHE can continue providing the best value to you in the rapidly evolving healthcare environment. As changes in healthcare unfold, we continue to offer top-notch educational programs, as well as research, books, magazines and journals with insight from experts on topics that are vital to your success. We also are expanding our 45,000-member community to include professionals from across the continuum of care, such as physician executives and other clinical leaders. In doing so, we will help prepare a new cadre of healthcare leaders. In addition, ACHE is committed to enhancing the FACHE® credential to ensure relevancy to the marketplace and stakeholders. Through a continued focus on professional development, we strive to help prepare leaders to provide the best care to the patients and communities they serve.

ACHE continues to deliver innovative products and meaningful new solutions to keep you on the leading edge. Through new collaborations—such as our recent partnership with the National Patient Safety Foundation in developing a culture of safety—ACHE is working to engage top leaders in innovative leadership solutions. And, additional collaborations are being developed to increase and sustain diversity at the highest levels of healthcare leadership.

New challenges and uncertainties test us as we work as a profession toward better health for all. ACHE is keeping a pulse on our environment, expanding resources and growing our community to help you meet those opportunities head on. Gain detailed information on the plan at www.ache.org/abt_ache/planning.cfm .

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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 kmano 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.
