

Georgia Association of Healthcare Executives

An Independent Chapter of



American College of
Healthcare Executives
For leaders who care™



Newsletter – Spring 2017

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CALL FOR CONTENT

PRESIDENT'S LETTER

By Mary Germann, MN, FACHE, SFHM

I am pleased to say our 2017 year is off to a running start. Our board continues to work diligently to bring to you, the membership, the highest quality program opportunities. This quarter we heard about Executive Transitions, The Impact of Patient Experience and Hospital Joint Ventures. All three topics were a huge success with over 100 members attending each session. In addition, we continue with our CEO luncheons for early to mid-careerists, and our physician executive educational meetings, our joint learning conferences and special events like Senior Execs on Deck at the Braves stadium. There are many more exceptional learning opportunities to come, so make sure you visit our website and register.



As your President I take responsibility, and enjoy while doing it, for ensuring that our chapter continues to grow in value to each of you. I have been a member of ACHE and GAHE for over twenty years. I admit my active participation has varied over those years however I know that through my involvement I have realized and continue to realize many rewards. I believe the greatest value to me has been the networking and educational opportunities, obtaining fellowship status and ongoing career development and enhancement.

Recognizing the challenges that many of us face in healthcare today and striving to assist you in receiving the value we bring, we are extending additional bonuses to get involved. Here's a quick update on three areas we are providing additional assistance:

- Membership:
 1. 2017 New members to ACHE/GAHE– attend your first GAHE lunch meeting for FREE.
- Fellowship:
 1. GAHE is offering three (3) Board of Governors exam tutorials this year. One Joint study group with South Carolina Chapter in progress, a second, July 14-15 in Atlanta/Alpharetta, and a third this fall in Macon. The fee, \$75.00, is refunded to GAHE members who take the course and pass the Board of Governors exam in 2017.
 2. Apply for Fellow now through June 30, 2017 and receive the \$200 Board of Governors exam fee waiver from ACHE.
 3. The first ten members to become new fellows in 2017, GAHE will pay your 1st year ACHE dues post Fellowship.
- Education:

1. GAHE offers enough ACHE Face To Face credits (12 hr/year) to recertify as a fellow.
2. Attend 1 ACHE Congress and earn enough credits to recertify as a fellow.
3. GAHE offers 2 scholarships a year to assist members in attending Congress.

So I reach out to each of you and ask if you are participating in ACHE and GAHE? Are you supporting your leadership team's membership and participation in the local chapter? Is attaining fellowship status a goal to establishing and confirming you and your team's proficiency in Healthcare leadership? If not, what's holding you back?

“Inquiring minds want to know.” Yes, we want to hear from you, our members and non-members. In the next few weeks, CEOs across the state will receive an email asking these very questions. We will provide a link to a short survey that we ask you distribute to your organizational leaders. We are asking you to help us to continue to grow and make GAHE the premier chapter of ACHE, one that you believe is outstanding in the development of the current and future Healthcare leaders of Georgia.

We thank you in advance for allowing us to hear your voice. Thank you again, for allowing me to serve as your President and as always feel free to reach out directly to me or any of our board members.

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MEMBER NEWS

GAHE wins Chapter Awards again!

GAHE is proud to be a winner of the **2016 ACHE Award of Chapter Merit**, earning this award for the **third year in a row**, and as result also its first **ACHE Award of Sustained Chapter Performance**. 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 members at the local level by acknowledging outstanding chapter accomplishments.

These awards recognize the work of our chapter in 2016 and over the last three years. They were presented at the Chapter Leaders Reception during ACHE's Congress held in Chicago in March. Congratulations to all our outstanding officers and committee leaders!

Members can earn the ACHE Service Award

A hallmark of the healthcare management profession is volunteer service to the profession and to ACHE. ACHE's Recognition Program acknowledges your service to the healthcare management community. Points toward recognition are awarded according to various types of volunteer activities or services performed. The awards are presented annually at a GAHE event, usually the Annual Meeting. Last year three GAHE members were presented their awards and we hope many more members will earn this distinction in 2017.

Some activities are recorded for you by ACHE (such as serving as a chapter officer or committee chair), and some activities must be self-reported. To be eligible for an award this year be sure to check your record at my.ache.org (and click on “My Volunteer Service” in the left-hand column) and submit your activities **by April 6, 2017**. Activities can include:

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

Please send any questions or corrections to recognitionprogram@ache.org.

Becoming a Fellow of ACHE (FACHE)

Save \$200 –

BOG Exam Fee waived if you submit your Fellow application by June 30

Now is the perfect time to apply for Fellow status in ACHE. When you submit your completed application by June 30, 2017, along with the \$250 application fee and all supporting documents, 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. For information on the requirements and procedure for becoming an ACHE Fellow and this fee waiver promotion, go to ache.org/FACHE.

Fellow Advancement information webinars — ACHE offers informational webinars once per quarter which provide a general overview of the advancement to Fellow process, including the Board of Governors Examination and allow participants to ask questions about the advancement process. All sessions are held 1:00–2:00 p.m. Central time. For more information, contact ACHE’s Customer Service Center at (312) 424-9400. Upcoming sessions this year:

- June 8, 2017
- September 14, 2017
- December 14, 2017

Fellow credential (FACHE) changes now in effect

Last year ACHE’s Board of Governors made an important decision designed to maintain and enhance the value and credibility of attaining board certification in healthcare management through the FACHE[®] designation. The Board approved the [Credentialing Task Force recommendations](#) to streamline the Fellow application process and increase awareness of the credential to employers and the healthcare field as a whole. You can review a succinct overview of the changes in this [quick reference guide](#) and [FAQs](#).

Major changes – Fellow candidates now must **submit the \$250 application fee and meet all credential requirements prior to taking Board of Governors Examination**. The credential requirements include years of ACHE membership, job position and work experience. A key change is the candidate must submit only two references instead of three, one as a structured interview with a Fellow and one additional written reference from someone who can attest to the candidate’s work experience. All other requirements remain the same. And if you are currently a Fellow, please know that [recertification requirements](#) remain unchanged. For all questions regarding the Fellow certification process please contact ACHE’s Customer Service Center at (312) 424-9400, Monday through Friday, from 8:00 a.m. to 5:00 p.m. Central time or email contact@ache.org.

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

Laura Drew, FACHE
R. Jeff Brown, FACHE

We also congratulate **Fellow Designate member MAJ Michael F. Brown III** who recently passed the Board of Governors Examination in Healthcare Management and is well on his way to earning the distinction of board certification in healthcare management

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

Patricia A. Lavelly, FACHE, Lynne Anderson, FACHE, Robert G. Eaton, JD, FACHE, Timothy J. Garrett, MD, FACHE, J. Craig Honaman, FACHE, Anne Meisner, FACHE, Steve Pound, FACHE, Tessie D. Quattlebaum, FACHE, Robin W. Singleton, FACHE, Samuel S. Thrower, FACHE, Susan E. Breslin, DNP, RN, FACHE, MAJ Kimberly L. Decker, FACHE, Cynthia S. Kenward, FACHE, Marlene C. Sidon, FACHE, Hilary M. Unell, FACHE, John W. Henson, MD, FACHE, Christopher R. Mosley, DC, FACHE, Olugbenga Obasanjo, MD, FACHE

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

Dara Spector, Jaeda Bennett, Cherrie Carney, Rebecca Cowens-Alvarado, Joe Digiugno, Jessica Henderson, Winston Liburd, Brian McCarron, Karen McColl, MD, Sean E. McLoughlin, COL Lisa Miller, Scott Murray, Natalie Phillips, Stanley Russell, James H. Shepherd III, Karl J. Simon, Tadesse S. St George, Aaron J. Suggs, James Thomas, PhD, MSG Lennox A. Wildman Sr., Chad Anderson, Jodi Ashman, Jamie Baker, SGT Pamela D. Beasley, Charles B. Cook, Karen A. Daniels, Kevin Dotson, Angela K. Hullander, Sarah H. James, Jessica Johnson, Joan Krall, Felicia LeRay, JD, RN, Andrea G. Markum, Shari McDowell, Kara L. Miller, Patricia Moorhead, Erin Roberts, RN, Alvin Rosado, Martin Slack, CPA, Ebony A. Smalls, Raymond L. Smith Jr., Devin Sperle, Paul Barkley Sr., Jennifer Becker, Lisa C. Dickerson, RN, Craig Furr, Ann Preston Z. Hendrickson, Ryan Korchinski, Leta Langfeldt, Lori McGinley, PharmD, Katie M. Mercer, DrPH, Charles Milton, Capt Winnie A. Odhiambo, Ben Seals, Lt Col Mable Smith, JD, PhD, Vincent Williams

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

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UPCOMING EVENTS

Atlanta, Augusta, Athens, Dalton, Gainesville, Savannah, Hilton Head!

Get the most current details and registration for all GAHE programs on the [“Events” page](#) (list here accurate as of publication date 3/31/2017)

Meetings in this quarter:

- **April 19 “Senior Execs on Deck”:** Networking evening at the Braves game – for senior leaders of healthcare provider organizations, by invitation only. **SPECIAL SPONSORS for this event:** [DTSpade](#) and [Broadwell Group Inc.](#)

- **April 20 meeting:** “Navigating the ACA” with Lisa Carlson, VP & Senior ERISA Attorney, Lockton Companies, at Maggiano’s Atlanta/Buckhead. 1.5 ACHE Qualified Education CEUs.
- **AUGUSTA Area meeting May 12** – “The Impact of Patient Experience” at Enterprise Mill, Augusta, 1.5 ACHE Face To Face CEUs.
- **May 18 meeting** – Panel discussion on Telemedicine, PLUS presentation by GSU Center for Health IT, at Maggiano’s Atlanta/Buckhead. 1.5 ACHE Face To Face CEUs.
- **May 18 Career Clinic** – Immediately following our meeting this day is a Career Clinic especially for early careerists and students, at Maggiano’s Atlanta/Buckhead.
- **June 16 meeting** – “Disaster Management & Emergency Preparedness” panel discussion including Kim Ryan, FACHE – President, WellStar Atlanta Medical Center. CEUs TBA.

PARTNER EVENTS:

- **REGISTRATION DISCOUNT! \$100 off the member rate if registered by April 2!**
GMGMA17 Annual Conference – April 30 to May 2 at Sonesta Resort in Hilton Head, South Carolina. GAHE Members receive member registration rate.
- **SAVANNAH: Patient-Centered Design Innovation Summit** – April 6-9 – ACHE Members receive \$250 discount with coupon code. 18 hrs ACHE Qualified Education CEUs.
- **2017 International Shingo Conference** – April 23-28 at Atlanta Marriott Marquis. GAHE Members receive discounted registration with coupon code. 32 hrs ACHE Qualified Education CEUs.

LUNCH WITH THE CEO – Special opportunity reserved for early to mid careerist Members! In a small group setting at the host hospital, attendees hear from the featured CEO about their progression to the C-Suite and their thoughts on keys to success for healthcare leaders today.

- **April 19 featuring Jeff Myers**, Hamilton Health Care System in Dalton. 1.5 ACHE Qualified Education CEUs.
- **May 19 featuring Carol Burrell**, Northeast Georgia Health System in Gainesville. 1.5 ACHE Qualified Education CEUs.
- **August 11 featuring Don McKenna, FACHE**, St. Mary’s Health Care System in Athens. 1.5 ACHE Qualified Education CEUs.

SAVE THE DATE:

- **BOG Exam Tutorial** July 14-15 – a 2-day workshop in Atlanta area (Alpharetta) featuring expert instructors in the ten knowledge areas
- **July 19 special speaker: Kevin Lofton, FACHE**, CEO of Catholic Health Initiatives will present “Leading Exceptionally in the Era of Consolidation”. NOTE LOCATION: 103 West, Atlanta/Buckhead.

RECENT EVENTS RECAP

March meeting – “Hospital Joint Ventures and Strategic Business Combinations”

Report by Sepi Browning, GAHE Communications Committee member

The March meeting and panel discussion had a great turnout with 116 in attendance. Our moderator was Eric Kreimer, a business valuation expert at Applied Economics, and panel members were Reynold Jennings, LFACHE, president of Jennings Health Group, Chad Hatfield, current president of NGHS Medical Center Barrow, and Barry Herrin, FACHE, healthcare attorney at Herrin Health Law. The panel members addressed a wide range of topics related to strategic business combinations, including mergers, acquisitions, joint ventures, joint operating companies, lease agreements, affiliations, co-management agreements and other creative

structures! The discussion was broken into three areas: i) Fundamentals of Successful M&A/JV's, (ii) Lessons Learned from Unsuccessful M&A/JV's, and (iii) Real life stories in the local market. In addition to acute care, specific service lines that were addressed included rehab, physical therapy, home health, urgent care and micro-hospitals. Discussion questions regarding successful joint ventures included: what is the importance of which partner owns 51%+ (who knows the most about the business), how do 50/50 deals succeed verses 51/49 or 60/40, are there differences in goals between for profit and not-for-profit partners (brand verses profit), and how important is the JV manager to the success of the venture (essential)? When the discussion turned to unsuccessful business combinations, some of the reasons for failure included: the role of time in stopping a JV discussion (conflicting priorities), an understanding of fair market value (FMV) and how it plays into the deal from a regulatory perspective, capital formation and who has it, not having a senior management champion (critical to react to the market), and changing reimbursement schemes (Feds can be a disingenuous partner).

The discussion was filled with references to real life stories in the local market, some successful and some not. There were many takeaways for executives considering a business combination, but the one that seemed most important was to be creative, and think outside the box when looking for ways to help your organization grow, or simply defend your market position.

Photos below — *Great speakers with great information for our attendees this year (photos by John Henson, FACHE, Sepi Browning, Karen Manno)*

January meeting was an gem-filled discussion of career transitioning featuring Larry Tyler, FACHE and Andrew Chastain



Our Physician Executives Group held their second dinner gathering with Paul Earley, MD on dealing with impaired physicians



February panel addressed the Impact of Patient Experience: moderator Marj Bogaert and panelists (l-r) Brian Unell, FACHE, Colleen Thornburgh, Kevin Rhodeback, Jeremy Nelson, MD



“Hospital Joint Ventures” in March with moderator Eric Kreimer and panelists (l-r) Chad Hatfield, Reynold Jennings, LFACHE, Barry Herrin, FACHE



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CAREER CORNER

Able To Manage, Unfit To Lead

*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*

Careers are stifled when you are not able to rise above the task oriented work environment. Outstanding management skills enabled you to rise in the organization. The accomplishments demonstrated value in quantifiable terms. Now you are asked to be a leader. Are you prepared? When moving into leadership positions, many people have difficulty in the transition from a management role to the new and different leadership role. A frequent interview question is to describe your management style. However, rarely is the individual asked to describe their leadership style with examples to demonstrate the characteristics. Most people are ill prepared to differentiate their leadership skills from management skills.

Transitioning to an organization leadership position requires awareness of how you measure up to leadership characteristics. One key characteristic for example is courage. The ability to act against overwhelming odds, when the correct decision is not the most popular, takes you above the management role. Another might be visionary perspectives, requiring the individual keep up to date, while envisioning the organization “around the corner.” Additionally, you must shape the vision for others on the management team.

Leadership characteristics are difficult to demonstrate with specific examples. Documented events and successes exhibiting leadership abilities require an awareness of the definition and differences between leadership and management. Leaders usually are visionary, effective communicators, decision-makers, intelligent and with a respect and value for individuals and their dignity. Documenting such characteristics is essential to demonstrate or document to prospective employers that you are a leader.

Generally, leadership cannot be taught, but it can be learned. By linking up, hooking up, or otherwise latching onto a business leadership hero, you can learn a great deal that can be applied to your personal skill development. The mentor relationship works both ways. Here are some tips to manage your career for leadership development:

1. **Write down separately your management and leadership style.** Quantify the characteristics with specific examples. Building on those characteristics may strengthen your leadership skills. In healthcare, what gets measured gets improved.
2. **Become Board Certified in Healthcare Management.** Physicians generally have to be Board Certified to work in hospitals and you should too. Credentialing demonstrates a commitment to the profession with continuing education for the future. Knowledge is confirmed with a credential. A personal program of life-long learning is key.
3. **Know thyself.** Write down your strengths, weaknesses, accomplishments, and experiences that confirm leadership abilities. Define your personal characteristics. Establish specific goals for improvement. Leadership is demanding. Are you in shape both mentally and physically for the challenge? Personality testing may provide clues to shape your style.
4. **Use a Personal Career Coach, mentor, or personal Board of Directors.** A solid, honest sounding board is essential to get an outside, yet highly personal opinion about yourself. Suggestions for career development inside and outside the organization are available. Those resources should tell you that you are on target or off base. If you do not have time to manage your career, engage someone who will help you.
5. **Envision the future.** Life-long learning is essential to staying abreast of the new developments in the industry and the implications to the future organization. Most professional groups have continuing education

requirements. What is your life-long learning plan of action for daily, weekly, monthly, and annual education steps to be in the know and ahead of others in the knowledge game? Reinventing yourself with new knowledge must be done every 12 to 18 months. The danger of getting into a comfort zone or being complacent because the organization seems to be doing well, is a receipt for a CLM (Career Limiting Maneuver). Continuous renewal is essential. Learn as much as possible, then surround yourself with a quality team of leaders and this will provide greater potential for success.

6. **Watch the trends.** The changing trends will be key to skill development for yourself and the organization. Skill development to shape the work force needed in the next three to five years will create a successful organization. It is essential to personal careers to develop new skills. If you do not help your employees, they will leave to find the organization that will. Study newspaper reports, journals, and other industry information to identify evolving areas of knowledge.
7. **Be patient! Leadership skills grow.** The “drive through” mentality or “give it to me now” attitude will not work long term. Are you looking beyond your present job and the jobs throughout the organization? Leadership should be a career journey and not a short-term project.
8. **Be a Mentor.** Leaders have a responsibility to their followers. People learn leadership by example. Your personal career leadership is a key example for the development of others. Leadership is essential at all levels of the organization, especially the middle management where so much work is accomplished. Mentoring and encouraging self-leadership development of others may provide leaders at all levels in the organization. How are you growing people to be the best for future generations?
9. **Be a good follower.** Periodically the leader must be adept at following rather than being out in front. Learning how and when to be the follower is key. Other individuals may be the most knowledgeable, experienced, and skilled, and have the most judgement in a particular specialty or line of business. That individual may be the person who gets results because of their performance. The leader should yield to the person who can be most effective in getting the results.
10. **Hire good people.** It is a talent to find talent. Hire quality people, train, retrain, and grow some more and then allow them to lead their areas of responsibility. A business leader commented, “If you empower mediocre people, you get mediocre decisions faster.” So, empower smart well-trained people, and get smart intelligent decisions faster.

Transitioning from a management position to a leadership role to solve the complex issues in healthcare today requires quality leaders who have learned how to lead. The challenge is for you to measure up to the task. Your leadership legacy may be measured in the successful contribution the organization has made to the community and that you are a leader who truly cares.

Criteria for Understanding Employment Needs

In addition to the obvious factors, such as compensation and location, here are nine key potential criteria for better understanding your employment needs:

- My primary responsibilities should be ...
- The organization’s strengths/market position should be ...
- My bosses’ style and approach would ideally be ...
- The culture of this organization should be described as ...
- The organization’s core values should be ...
- Learning opportunities should include ...
- The opportunity for me to make an impact/difference should be ...
- The type of people I will work with should include ...
- The job positions me well for ...

Source: Broscio, Michael A., CMF, “Push vs. Pull,” *Healthcare Executive*, March/April 2012.

ACHE Career Resources

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

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HEALTHCARE INDUSTRY EXTRACTS

Compiled by Carrie Montagna, GAHE Communications Committee member

Grady’s Georgia Cancer Center for Excellence receives \$2M to advance patient-centered care; Executive Director is GAHE Member Pooja Mishra, FACHE

By Holly Korschun

Blurb: Grady Health System’s Georgia Cancer Center for Excellence (GCCE) has received a five-year, \$2 million Merck Foundation Award as part of the new [Alliance to Advance Patient-Centered Cancer Care](#). The Alliance was established to improve timely access to patient-centered care and reduce disparities in care for vulnerable and underserved populations in the United States. ... “The grant will enable the GCCE to impact day-to-day patient care as well as the strategic direction of our program,” says **GAHE Member Pooja Mishra, MBA, MHA, FACHE**, executive director of the Georgia Cancer Center for Excellence.

Read full article: news.emory.edu/stories/2017/02/grady_cancer_center_of_excellence/index.html

GAHE MEMBER SPOTLIGHT: Pooja Mishra, MBA, MHA, FACHE is the Executive Director of the Georgia Cancer Center for Excellence at the Grady Health System, the fifth largest public hospital in the United States. As such, she is responsible for leading accreditation and compliance, programmatic growth and operational and strategic initiatives. She has extensive management experience in Atlanta’s healthcare community, most recently with the Wellstar Health System and Kennestone Regional Medical Center in Marietta, where she served as Director of Oncology Operations for five years, achieving Commission on Cancer Gold commendation for the system. Pooja has a BS in Business Management from Carson-Newman College in Tennessee and an MS in both Business Administration and Healthcare Administration from Georgia State University. She is a Fellow of the American College of Healthcare Executives.



3-minute case study: A leadership social network features Georgia's own Piedmont Healthcare, and John Henson, MD, MBA, FACHE – GAHE Board Member and Physician Executive Group Chair

Author: Lia Novotny

Blurb: Piedmont Healthcare needed to build its ranks of physician leaders. While well-versed in clinical skills, some physicians would benefit from training in communication and collaboration skills. The organization also needed to reconcile the goals and priorities of its physician and administrative leaders, says **John W. Henson, IV, MD, FACHE**, Piedmont's chief of oncology — balancing a spirit of experimentation against an aversion to risk.

Read full article: <https://insight.athenahealth.com/case-study-physicians-and-administrators-learn-leadership-skills-together>



10 most concerning issues for hospital CEOs

Author: Ayla Ellison

Blurb: For the 13th year in a row, hospital CEOs ranked financial challenges as the No. 1 issue facing their organizations in 2016, according to an American College of Healthcare Executives (ACHE) [survey](#). For the full list of challenges your peers ranked high on the list, see the full article.

Read full article: <http://www.beckershospitalreview.com/hospital-management-administration/10-most-concerning-issues-for-hospital-ceos-2017.html>

3 Hospitals Recognized for Highest Level of EHR Adoption – 2 from Georgia!

Blurb: Children's Healthcare of Atlanta, Cincinnati Children's, and Grady Health Systems join the 4.6 percent of hospitals achieving top honors based on the HIMSS Analytics model for EHR adoption. Several hospitals have recently joined the growing number of healthcare organizations prioritizing streamlined EHR adoption. Specifically, these hospitals are reaching top levels in the HIMSS Analytics Electronic Medical Record Adoption Model (EMRAM).

Read full article: <https://ehrintelligence.com/news/3-hospitals-recognized-for-highest-level-of-ehr-adoption>

Latest Edition of Competencies Assessment Tool Now Available from ACHE

Blurb: Identify your strengths and areas for improvement as well as create a professional development plan with the [2017 ACHE Healthcare Executive Competencies Assessment Tool](#) (PDF). This self-assessment instrument is designed to help healthcare executives identify their strengths as well as areas to include in a professional development plan. The tool also may be used by supervisors to facilitate dialogue with staff or by organizations to better define the requirements of specific roles and to develop targeted training.

Read full article: [2017 ACHE Healthcare Executive Competencies Assessment Tool](#)

Industry Report: The Healthcare Executive of Tomorrow

Author: B.E. Smith Team

Blurb: A majority of senior executives, nearly two-thirds, enter 2017 optimistic about their prospects, according to a survey of nearly 1,000 executives taken after the 2016 U.S. presidential election. Healthcare executives also identified several trends which will greatly influence their roles and future requirements. This industry report explores several of these topics and the likely impact on healthcare's future executives.

Read full article: <https://www.besmith.com/Pages/ArticleDetails.aspx?id=1452>

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TOPICS IN LEADERSHIP

6 Ways to Boost Alignment and Improve Strategy Execution

Developing an efficient and innovative new strategy can be challenging, but not nearly as challenging as aligning people in an organization to successfully execute that strategy, according to a recent *Harvard Business Review* article. Summarized below are six steps to help your leadership team boost alignment and create focus around the “highest-impact actions that will drive the organization’s most important outcomes.”

1. **Define the one most important outcome.** Identifying the most important thing your team hopes to accomplish in the next 12 months will help clarify your next steps.
2. **Distinguish the most essential people.** Your strategy may require a team effort, but it’s also crucial to recognize whose job is most essential to achieving the organization’s goal. Doing so will help focus leaders’ efforts and resources.
3. **Have key players pinpoint their primary contribution.** Similar to how your team should identify one outcome, your key people should identify their one pivotal strength related to the strategy and their one key contribution. Simplicity is a must when it comes to maintaining momentum.
4. **Conduct coaching sessions.** Leaders should have “laser-focused, 30-minute one-on-one coaching sessions” to ensure headway is being made and progress is on track.
5. **Gather and report data.** Coaching sessions give leaders the chance to collect data on trends and organizational obstacles team members are facing. Sharing data with the previously identified key people can help drive priorities forward.
6. **Enhance performance.** Have the key contributors fill out surveys on how the organization’s key strategy is progressing and whether they feel the 30-minute coaching sessions are valuable or effective. This information can help leaders improve their strategy execution.

— Adapted from “[Execution Is a People Problem, Not a Strategy Problem](#),” by Peter Bregman, *Harvard Business Review*, Jan. 4, 2017.

The Social Side of Emotional Intelligence: Bad Habits to Avoid

Recent studies show likability can be traced back to a few social skills such as sincerity, transparency and understanding. According to Travis Bradberry, author of the best-selling book *Emotional Intelligence 2.0*, people with high emotional intelligence often possess such skills. They also tend to avoid the following bad behaviors, which can make you unlikeable:

- Humble-bragging and self-deprecation
- Being too serious or unsociable
- Not asking enough questions during a conversation

- Emotional instability, e.g., throwing things, screaming, etc.
- Using your phone while interacting with people
- Name-dropping to seem important or interesting
- Gossiping
- Being close-minded
- Over-sharing personal information or problems

“When you build your awareness of how your actions are received by other people, you pave the way to becoming more likable,” wrote Bradberry.

—Adapted from “[7 Things Wildly Successful People Do Before 7:30 A.M.](#),” by Travis Bradberry, *Forbes.com*, Jan. 24, 2017.

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ACHE NATIONAL NEWS

New Websites for the *Journal of Healthcare Management and Frontiers*

ACHE’s publishing division, Health Administration Press, has recently partnered with Wolters Kluwer to expand digital distribution of ACHE’s journals to academic libraries and healthcare institutions, as well as implement best-in-class journal practices that will enhance search capabilities and online discoverability through Wolters Kluwer’s Ovid database platform.

As an added benefit of the partnership, ACHE members now will have **digital access to both *JHM* and *Frontiers***. The full run of back issues for *Frontiers* is currently available, and the complete archive for *JHM* will be developed throughout 2017. Members may visit the new journal websites at ache.org/Journals. *Healthcare Executive* magazine will continue to be available in the current digital format at ache.org/Publications and in the digital publications app.

ACHE, IFD Alliance to Expand Healthcare Internships for Diverse Individuals

ACHE and the American Hospital Association’s Institute for Diversity in Health Management have entered into a strategic collaboration to co-promote the Summer Enrichment Program, which is designed to grow and strengthen the pipeline of healthcare leaders from underrepresented groups. The program places diverse graduate students pursuing advanced degrees in healthcare administration or a related field in 10-week, paid internships at healthcare organizations. Hospitals, health systems and other healthcare organizations interested in hosting an intern in 2017 can register at diversityconnection.org/SEP. Internships generally will take place from June through August. For more information about the program or on becoming a host site, visit diversityconnection.org/SEP or contact Jasmin Clark, membership and educational specialist, IFD, at ifd-sep@aha.org or (312) 422-2658; Terra Levin FACHE, CAE, regional director, Division of Regional Services, ACHE, at tlevin@ache.org or (312) 424-9329; or Cie Armstead, director, Diversity and Inclusion, ACHE, at carmstead@ache.org or (312) 424-9306.

ACHE Senior Executive Program

The ACHE Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have included senior or executive directors, vice presidents, COOs, CNOs and CFOs—many of whom aspire to become a CEO:

- Chicago (June 5–7)
- San Diego (Aug. 14–16)
- Orlando, Fla. (Oct. 30–Nov. 1)

Participants must attend all three sessions in each city. Participants grow professionally in a supportive learning environment over the course of three multiday sessions. The Senior Executive Program is tailored for senior leaders, providing them with an opportunity to gain skills in decision making, problem solving and team building. Enrollment is limited to 30 healthcare executives. A limited number of scholarships are available for individuals whose organizations lack the resources to fully fund their tuition. For information, contact Catie Russo, program specialist, Division of Professional Development, ACHE, at (312) 424-9362, or visit [ache.org/SeniorExecutive](https://www.ache.org/SeniorExecutive).

ACHE Executive Program

The Executive Program is designed to help mid-level managers in healthcare refine their knowledge, competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over three multiday sessions:

- Chicago (June 5–6)
- San Diego (Aug. 14–16)
- Orlando, Fla. (Oct. 30–Nov. 1)

Participants must attend all three sessions in each city. The Executive Program is tailored for mid-level managers, providing them with an opportunity to assess their skillsets in order to develop stronger leadership capabilities and prepare them for change within their organizations. Enrollment is limited to 30 healthcare executives. A limited number of scholarships are available for individuals whose organizations lack the resources to fully fund their tuition. For information, contact Catie Russo, program specialist, Division of Professional Development, ACHE, at (312) 424-9362, or visit [ache.org/Executive](https://www.ache.org/Executive).

ACHE Member Communities enhance membership experience

ACHE's Asian Healthcare Leaders Forum, Healthcare Consultants Forum, LGBT Forum and Physician Executives Forum, enhance value for ACHE members through a package of benefits tailored to their unique professional development needs.

- AHLF helps increase the representation—through leadership and professional development—of Asian-Americans in healthcare executive management, policy and administration. Visit [ache.org/AHLForum](https://www.ache.org/AHLForum) to learn more.
- The Healthcare Consultants Forum can help healthcare consultants stay ahead of the curve and more effectively meet client needs through targeted resources. Visit [ache.org/HCFForum](https://www.ache.org/HCFForum).
- The LGBT Forum enhances representation of lesbian, gay, bisexual and transgender healthcare executives and promotes high-quality care for LGBT individuals and their families. The Forum provides opportunities for personal and professional growth to members in various healthcare settings and at all career stages. Visit [ache.org/CandidateGuidelines](https://www.ache.org/CandidateGuidelines). Visit [ache.org/LGBTForum](https://www.ache.org/LGBTForum).

- 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. Visit ache.org/PEForum.

Benefits of membership in any of the forums include a special designation on ACHE's online Member Directory, an e-newsletter and the opportunity to participate in an exclusive ACHE LinkedIn Group dedicated to the respective member community. The cost of membership for each forum is \$100 per year, in addition to ACHE annual dues.

Call for Nominations for Regent-at-Large – Georgia

The Board of Governors is calling for applications to serve as Regent-at-Large in Georgia's district, District 2 (as well as Districts 3, 4 and 5) beginning March 2018. The primary purpose of the Regents-at-Large positions is to promote in ACHE governance a more diverse representation relative to race, ethnicity, gender and sexual orientation. The responsibilities of the Regent-at-Large, including suggested knowledge, skills and experience, are in the position description at ache.org/RegentAtLarge. Appointments will be made by the Board of Governors in November 2017. To apply send a letter (see specifications below) via U.S. mail postmarked between Jan. 1 and July 15 to Caitlin Stine, American College of Healthcare Executives, 1 N. Franklin St., Suite 1700, Chicago, IL 60606-3529, or by email to cstine@ache.org or faxed to (312) 424-2836. All candidates will be listed in the Member Center of ache.org under the heading "Regent-at-Large Declared Candidates." Any candidate not listed by July 31 should contact Caitlin Stine immediately. For questions, contact Ms. Stine.

Application specifications: Applications must include: a statement, in the form of a letter, by the candidate that addresses his or her qualifications for the position, including the demographic characteristics, knowledge, skills and experience; and a professional resume of education and work experience. Candidates may include up to two letters of support for their candidacy. Letters of support may not be solicited from current members of the ACHE Board of Governors.

Call for Nominations for the 2018 ACHE Slate

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

Candidates for Chairman-Elect and Governor should submit an application to serve that includes a copy of their resume and up to 10 letters of support. Review the Candidate Guidelines at ache.org/CandidateGuidelines. Candidates for the Nominating Committee should submit only a letter of self-nomination and a copy of their resume. Submit electronically to jnolan@ache.org; must be received by July 15. All correspondence should be addressed to Richard Cordova, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529. All candidates will be notified in writing by Sept. 30, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 26. For questions contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

Fund for Healthcare Leadership thanks supporters

On behalf of the Fund for Healthcare Leadership, we thank all our generous supporters for their commitment to ACHE's mission to advance our members and healthcare management excellence. Over 680 outstanding individuals helped the Fund for Healthcare Leadership provide another year of scholarships for ACHE's Senior Executive and Executive programs, as well as another cohort of the Thomas C. Dolan Executive Diversity Program. ACHE looks forward to more opportunities for outreach for the Fund in 2017, and hopes that our distinguished donors will again consider us in their charitable giving plans this year.

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GAHE NEWSLETTER SUBMISSION GUIDELINES and CALL FOR CONTENT

Audience and Focus

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

Content Submission Requirements/ Deadlines

Content submissions to the GAHE newsletter are for reviewed for appropriateness by the Communications Committee. Please send your contributions, including articles, news, member accomplishments and photos to kmanno AT gahe.org, no later than close of business by the 10th day of the last month of each quarter (March, June, September, December). Approved submissions made after this date will be placed into the next newsletter.

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

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

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

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