



Georgia Association of Healthcare Executives (GAHE)

Newsletter – Summer 2016

In this issue:

PRESIDENT'S LETTER

MEMBER NEWS

- Call for 2017 GAHE Slate of Officers Nominations and Committee Participation
- GAHE debuts new website
- Student Newsletter – see the latest issue
- Members on the Move
- Membership Report
- From Your ACHE Regent – Solving Problems with “Déwanjman”

UPCOMING EVENTS

CAREER CORNER

- Enhance your Career Chances: Be a GAHE Volunteer – Raise your Hand!
- 6 Strategies to Plan for Future Career Success
- Career Development Resources

TOPICS IN LEADERSHIP

- Master These 4 Vital Conversations
- Listen With Intent to Strengthen Leadership Skills

HEALTHCARE INDUSTRY EXTRACTS

- Prada-fication of Healthcare: The Patient Will See You Now ...
- Consensus on Quality Measures Will Fuel Value-Based Reimbursement
- 5 ways rural hospital leaders can take the lead to ease financial crunch
- 2-way communication, the challenge of nurse retention and more: Q&A with Cleveland Clinic's CNO
- Make Primary Care a Priority (A Commentary)
- Georgia hospitals, doctors, plan new clinical data exchange
- Effective population health strategies require leadership diversity
- Here come the millennials: What providers need to know

ACHE NATIONAL NEWS

- Watch the ACHE 2016 Overview Video
- Apply for Thomas C. Dolan Executive Diversity Program by July 8
- Exam Online Community offers a complimentary interactive learning platform
- Tuition Waiver Assistance Program
- 2016 Fund for Innovation in Healthcare Leadership Education Programs
- ACHE Member communities launched to enhance representation of Asian and LGBT Healthcare Leaders
- Healthcare Consultants and Physician Executives Forum Education Programs

CALL FOR CONTENT

PRESIDENT'S LETTER

By Tripp Penn, FACHE

We hope you and your family are having a great summer. In my experience, there is often the temptation to want to coast through the summer months and then pick the intensity back up in the fall. However, based on the rapid changes coming our way in healthcare, our organizations need our constant guidance and attention. We cannot afford to nap at the wheel while our Georgia market and the communities around us are evolving.



If you follow healthcare news in Georgia, you will read stories every day about how our industry is evolving – one hospital in Ellijay is closing its doors, another hospital cannot make bond payments, several other hospitals are exploring new partnerships and alliances. You will also hear about opportunities on the horizon, such as a South Georgia community planning to build a new hospital, or Senate Bill 258 which incentivizes people to contribute to rural hospitals. Whether you view the healthcare landscape as dire or as one of abundance, the one constant is the need for bright and engaged leaders. Our aim for the Georgia Association of Healthcare Executives continues to be to provide our members with timely and relevant educational experiences to prepare you for the challenges of today and tomorrow.

In April, we hosted a great program focused on the “Three Fronts of the Technology Revolution.” **In May**, we were fortunate to have Rich Cordova, former Chairman of the American College of Healthcare Executives as our featured speaker. Mr. Cordova gave us a “state of the state” presentation for the College along with lessons learned from his extensive career in healthcare, including his time with Kaiser Permanente. **In June**, we partnered with Georgia HFMA and Georgia HIMSS to feature a number of CIOs and other decision-makers from leading healthcare organizations who raised the question on everyone’s mind, “Has Your Strategic Investment in Technology Successfully Provided an ROI?” We sincerely appreciate the time and dedication shown by all of our moderators, speakers and panelists. Their preparation helps to make for stronger healthcare leaders in Georgia.

In the months ahead, we will continue to engage leaders in networking opportunities and educational sessions that provide value and growth. On July 14th, we will again partner with GA HFMA and GA HIMSS to host a **social at Top Golf** (please refer to our [Events page](#) for more details). For those members who are interested in advancing to Fellow, GAHE will host its annual **Board of Governors Exam Tutorial** on the 15th and 16th. This is a great benefit for members and features all ten areas of knowledge on the exam. Especially for our early careerist and student members we will hold a **networking evening** on July 21 at at The Bucket Shop Café, Atlanta. Later in July, GAHE is pleased to **partner with UAB** to support their National Symposium for

Healthcare Executives in Sandestin Golf and Beach Resort the 26th-29th. More activities will be planned for late summer and fall, so please keep an eye out for our e-mails and refer to the website when you have questions.

As you know, the way to keep GAHE vibrant and growing in the future is to continue to recruit new leaders. We have an excellent Board and great committee leadership today and want to continue to ensure that in the future. If possible, please think about healthcare leaders who would make good Board members for GAHE. Our nominating committee, led by Mary Germann, are now taking **nominations for the Board** (see details **below in this newsletter**). In addition, please consider **volunteering** for one of our GAHE committees for the remainder of the year... there is plenty of time to get involved.

Thank you for the role you play in providing top quality healthcare to our friends and neighbors in Georgia. Whether you directly care for patients or provide support for those who do, your contribution is important to both the industry and the people being helped. We are all so fortunate to have a vocation that allows us to serve our fellow man, and by being part of GAHE, you are showing you don't take that responsibility lightly. Instead of pulling back this summer, let's double down on our commitment to our organizations and the people we represent. Thank you for allowing GAHE to be part of your journey.

[Back to top](#)

MEMBER NEWS

Call for 2017 GAHE Slate of Officers Nominations and Committee Participation

Deadline for submission: August 1, 2016. Are you an active member in good standing with GAHE and ACHE? We need you! Be a part of leading GAHE into the future and choose to serve!

Slate of officers:

- Vice President: The candidate must be certified in healthcare leadership holding the ACHE designation of FACHE. The Vice President will automatically succeed to the office of the President and chairs the nominating committee.
- Secretary: Serving as the secretary to the Board of Directors, this position is the record keeper of the GAHE corporate records and membership. Provides notices, prepares and signs minutes and assists with interpretation of by laws. The candidate should be organized with timely follow through.
- Treasurer: The successful candidate shall be knowledgeable in basic accounting principles. The treasurer has oversight of the financial matters of GAHE, shall receive and distribute funds, submit monthly financial reports and work in collaboration with accounting firm to prepare and preserve proper financial and tax records.
- Member At Large (5 positions): Members At Large are elected to serve on the Board of Directors. Members At Large serve as advisors to the board, are representatives of the membership and serve in various positions such as: program committee, membership committee, etc.

Term of office is 1 year. Candidates should submit an application that includes the following:

- Resume or Curriculum vitae
- Brief statement on your desire and commitment to serve
- 2 letters of reference

Send application to Mary Germann, FACHE – Vice President, mary.germann AT hcahealthcare.com. The deadline for submission is August 1, 2016.

Committee participation:

Have a particular interest in serving on a committee? Please let us know as we would love to have you join us. Current committees are Communications, Member Relations (includes task forces for Student Members, Fellow Advancement), Physician Executives, Programs, Sponsorship and Senior Executives. Submit a brief statement of your interest to Vice President Mary Germann, as above, or GAHE Administrator Karen Manno, kmanno AT gahe.org. Be involved and a part of our GAHE Leadership team!

GAHE debuts new website

Have you seen us lately? Check out our new website which debuted on June 1 and can be found at our same location, www.gahe.org. We have a new look with lots of new features including:

- Enhanced Events calendar
- New Job Bank of openings in the Georgia area
- New search feature
- More recognition for our Sponsors
- Improved layout and navigation
- Scales to mobile viewing

We appreciate your feedback, [Contact Us!](#)

GAHE Student Newsletter – see the latest issue

Check out the Summer 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 [“Students” page](#).

MEMBERS ON THE MOVE

James Nixon, FACHE, Vice President of Administrative and Clinical Services with Tift Regional Health System, comments on the Center of Distinction Award recently presented to the hospital by Healogics. www.tiftgazette.com/news/ga_fl_news/tift-regional-wound-care-clinic-recognized-with-national-award/article_3faddc5a-2a6a-11e6-af9d-dfc2a9965179.html

Jay Dennard, FACHE, Immediate Past President of GAHE, recently received his designation as a Certified Patient Experience Professional and as a Certified Financial Healthcare Professional and attained his Fellow designation in the Healthcare Financial Management Association. Jay is Vice President of Operations at Gwinnett Medical Center.

Tripp Penn, FACHE has accepted the position of Chief Executive Officer at Upson Regional Medical Center in Thomaston, effective April 2016. Previously he served as Vice President of Support Services at West Georgia Health.

→ **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. 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. Photos are encouraged but not required.

MEMBERSHIP REPORT (second quarter 2016, as of publication date 6/21/16)

Congratulations to **GAHE member Brendon Winstead, FACHE who has achieved his Fellow of ACHE (FACHE) credential.** Please take a moment to congratulate your colleague for his commitment to advancing his healthcare career.

We also congratulate **Fellow Designate member Jarvis T. Gray** 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:**

Amir Farooqi, FACHE; Chad E. VanDenBerg, FACHE; Maria R. Andrews, FACHE; Lisette D. Branscomb, FACHE; Naph'tali B. Edge, FACHE; Douglas R. Hurt, FACHE; Daniel W. Jackson Jr., FACHE; Nancy M. Paris, FACHE; Carol M. Danielson, FACHE

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

Robert B. Anderson; CPT Frank Deffes, RN; Steve Easley; Patrick Frias, MD; Mandi Gross, RN; Michael K. Guercio; Andy Jaffal, MD; Robert Jansen, MD; Karim Khan, MD; Steve Kindregan; Suresh Lakhapal; Jennifer Melby; Matt Molchan; David R. Morris; Uchenna E. Nwankwo; Alicia Render; Gregory Santulli; Gene Stewart; Jennifer J. Trebon; Sandra R. Washington, PhD; Bruce A. Whitehouse II; David Barrie; Ellen Boney, MD; Jeff Bradwell; Jordan M. Burns; Lisa Carhuff, RN; Chelsea Colleran; Jerry Colson; Claire Creech; Aaron M. Elias; Trevor Erickson; Salman Fidahusseini, MD; Thomas Flaishans; Jessica A. Miller; Sarah A. Morrison; Justin Norton; SFC Shawn R. Ogle; Stanley A. Phillip, DHA; SMSgt Jens W. Rueckert Sr.; Alexis Sokol; Andrew Ussery, RN; Richard J. Van Dam, MD; Richard Wells III; Deanna C. Wiley; Jennifer Willby; Kathy B. Williams, RN; Ricardo Azziz; Kenneth Bittinger; Dominique A. Gardner; Olivia Huggins; WO1 Tanya M. Johnson; Carissa Lee, Evans; HMC Keith L. Mahannah; Jaleann M. Matos-McClurg; Eugene J. Nesbitt; Maryanne O'Connor; Howard Reese; David Reich; George G. Sauers; Alexander Urban; COL Michael A. Weber, MD

FROM YOUR ACHE REGENT

Solving Problems with *Déwanjman* *Spring 2016*

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

In Patois, déwanjman (de – wanj – ma) is a shaking of your innards when something violent upsets you... like when you drive over a “sleeping policeman” (a speed bump)



at full speed. For those of us in Georgia, the term well describes a common situation regarding careers among today's healthcare executives. In almost 40 years of working in healthcare, I have never seen a time with so much rearrangement of the order of things. Consolidations of systems, purchase of individual hospitals and bankruptcy of healthcare organizations are significantly impacting employment opportunities for healthcare executives. Below are some thoughts on how we can prepare for this *déwanjman*.

1. **Prepare to be unemployed.** No matter how good you are, there is a chance that you will find yourself out of a job in the next year. Getting a jump on the possibility of unemployment will give you some confidence when and if you reach that point. Update your resume so that the task doesn't occur when you need to send it immediately or don't have access to your records. Scratching this off your list also is good preparation should you interview for an internal job.
In lieu of writing about resumes, we have posted sample resumes for a healthcare executive, a student, and transitioning military leaders on gahc.org. Please refer to them and their accompanying instructions. Remember to segregate accomplishments and responsibilities.
2. **Prepare your spouse.** Healthcare is a nomadic profession, and some don't understand that fact. You generally have to relocate periodically as you advance your career. It is a rare circumstance to progress through an entire career in the same location. Alerting your spouse about the possibility that you may be out of work and relocation may be in the cards is a good way to set the stage for conversations that follow. Some people avoid this topic in the hopes that it never occurs, which is poor planning. However, it likely is best to wait to bring children into the conversation when relocation is more certain. Use your own judgment based on your knowledge of your children.
3. **Get your financial house in order.** Most experts say that you need at least six months of ready funding, either through savings or investments, which can be turned into cash quickly or through a line of credit. In today's environment, 12 months ready funding is more appropriate. Although now is not the time to be taking on extra debt or risk, some executives use their severances to finance new startup opportunities; many result into successful launches. Please note that if you receive a severance, don't get lured into taking a sabbatical. Jump back into the job market as fast as you can, or the market will consider you "stale."
4. **Prepare to network.** When in-between jobs, your network becomes a major ally. Update your LinkedIn profile and immediately send connection requests to people you know or would like to know. I just had a birthday and was blown away by the number of people who sent well wishes through via LinkedIn. Some I hadn't heard from in years! Granted, something tells me I have more first-degree LinkedIn contacts than the average user (2,550+), but that's a testament to the value of staying connected. In the networking column, be sure to add ACHE's Congress on Healthcare Leadership. In addition to receiving valuable education, it's the single greatest networking opportunity in healthcare. Next conference is March 27 – 30, 2017, in Chicago.
5. **Brush up on your interviewing skills.** ACHE's Career Resource Center has a new tool called InterviewEDGE. It's impressive. It provides the opportunity to be video recorded, so you can replay how you answered predetermined questions on an interview. What an eye opener! Many things we do are distracting, yet we're unaware until we see them for ourselves.

Remember, change often is difficult and a hassle, but it can be extremely rewarding. Doors close, then others open. A career disruption can be a good thing. Much of whether *déwanjman* turns out good or bad depends on you. Optimism and a positive attitude can make the difference in a successful and fruitful job change.

[Back to top](#)

UPCOMING EVENTS

Get the most current details and registration for all GAHE programs on the ["Events" page](#) (list here accurate as of publication date 6/21/16)

- Thursday, June 23 – Luncheon meeting: EHR Implementation ROI, at Maggiano’s Atlanta/Buckhead
- Thursday, July 14 – Social evening at Top Golf Atlanta Midtown (co-sponsored with GA HFMA and GA HIMSS)
- Thursday, July 15-16 – Annual 2-day Board of Governors Exam Tutorial intensive workshop, at Georgia Hospital Association office, Atlanta/Marietta – for those preparing for the ACHE Fellow (FACHE) credential
- Thursday, July 21 – GAHE Networking evening for early careerists and students at The Bucket Shop Café, Atlanta
- July 26-29 – UAB Symposium in Sandestin, Florida (co-sponsored event)
- Tuesday, August 16 – South Georgia Lunch with the CEO – Perry Mustian, FACHE, Archbold Medical Center
- Friday, August 19 – Luncheon meeting: “When Substance Use Disorder Involves the Healthcare Provider: Recognition, Rehabilitation and Support”, at Maggiano’s Atlanta/Buckhead
- Monday, October 17 – GAHE Mini-Cluster, 6 CEUs, at Macon Centreplex
- Thursday, September 15 – Regional luncheon meeting at Valdosta State University: “When Substance Use Disorder Involves the Nurse Care Provider: Recognition, Rehabilitation and Support”
- Thursday, September 22 – Luncheon meeting: topic TBA, at Maggiano’s Atlanta/Buckhead
- Friday, September 23 – North Georgia Lunch with the CEO – John Quinlivan, FACHE, Redmond Regional Medical Center
- Thursday, October 27 – Luncheon meeting: topic TBA, at Maggiano’s Atlanta/Buckhead
- Friday, November 11 – Breakfast speaker program at the Georgia Hospital Association meeting, Hyatt Regency Savannah
- Wednesday, November 16 – GAHE Annual Meeting Luncheon: topic TBA, at Maggiano’s Atlanta/Buckhead
- December – Networking event with GA HFMA and GA HIMSS (date, Atlanta location TBA)

[Back to top](#)

CAREER CORNER

Enhance your Career Chances: Be a GAHE Volunteer – Raise your Hand!

*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*

The Georgia Association of Healthcare Executives has been a leading Chapter of ACHE for years, especially since the group transitioned from being an “Affiliated Group.” The strength of the Chapter has been the core of leaders who have stepped forward to volunteer their time, talent, and expertise to the success of the Chapter Organization. The Chapter is strong financially, new members continue to become part of the group and the programing is designed for the membership success in ACHE. However, it was not always that way.

A little history... There was a time when this Affiliated Group was struggling financially and was on the brink of financial collapse. Member participation was very thin and it was tough to find volunteers to help out. A small group of members decided to rebuild the Affiliated Group starting with the finances.

The big hitter for financial growth was the ACHE Awards program which at the time offered cash awards to Chapters of distinction. Each year a write up was produced of the Group’s activities and creative programs. The write up was submitted competitively with other Groups. Documenting the Group’s activities and successful programs also stimulated the Volunteers to show their actions and leadership was contributing to the organization success. The results for the Georgia group were outstanding. The group was successfully awarded:

- The Affiliated Group of the year for District 2 was received for several years in a row.

- The National Affiliated Group of the year was also received.

The cash awards jump started the financial growth for a strong foundation to later transition into the Chapter model. Between years 2000 and 2004, Georgia was recognized each year for having the largest growth of new members than other Groups in the nation. This was a tribute to the excitement created by the leadership and programming. More recently, GAHE has had a track record of superb officers to spend the time needed to handle the operational requirements between the Chapter, ACHE, the affiliates and other constituencies around the State for Statewide programming.

The ACHE Regents from Georgia have always been recognized by ACHE as a valuable resource nationally to other Chapters. Larry Tyler, FACHE our current Regent, exemplifies the value of GAHE as he represents the Georgia Affiliates to the healthcare Academic Programs; to other areas of the District such Puerto Rico, neighboring States, and nationally with ACHE. That is real commitment.

Just because we have had a strong track record doesn't mean it will stay that way without a continued influx of new "blood" of leadership. To stay strong:

- **We need leaders to raise their hand and volunteer for leadership roles.**
- **We need Affiliates to attend the meetings and connect with other affiliates.** You never know where the connections will lead for you or others. Real examples include a current Hospital CEO in Georgia who gained recognition and connections to work their way to the top from GAHE connections. OR, the GAHE affiliate who took time off to start a family but returned to GAHE to reintegrate into the work force through the GAHE connections. OR, the mentor relationships which helped stimulate growth and advancement for affiliates.

Here are some actions you can take:

- How can you make a difference? Use your expertise to assist GAHE.
- New members are always needed so talk up GAHE with colleagues.

GAHE is currently seeking nominations for the leadership positions. Consider getting involved by volunteering. Raise your hand!! Volunteering may enhance your career. You will have a chance to work side by side with some of the best leaders in Georgia who may know what jobs are available or perhaps positions which will become open. Plus, the listing on the resume of volunteer activities can be an enhancement. Do not allow the opportunities to be missed.

6 Strategies to Plan for Future Career Success

The healthcare industry is in a period of increasing and rapid transformation. While changes such as the expanding complexity of affiliations, migration of care outside the traditional hospital setting and the rise of healthcare consumerism present numerous challenges, they also provide new leadership opportunities. A record number of experienced healthcare leaders are choosing to retire or explore interim careers, opening advancement opportunities. Securing these leadership roles takes preparation, diligence and a commitment to professional development.

The current healthcare environment is highly competitive, requiring leaders to identify and plan for career growth, whenever it may present itself. Here are six key strategies that will make advancing your career a more streamlined and successful process.

1. **Have a plan:** Creating a long-term career plan is critical for future growth. Most professionals have an idea of goals or objectives, but without a detailed and organized plan for reaching milestones and gaining promotions,

your professional development will be put at risk. Schedule three- to five-year interval check-in periods so you can assess what skills, experience or titles you've gained, and where that puts you on the road to leadership.

2. **Identify what you need:** In today's healthcare environment, organizations are seeking leaders with a broad base of experience, education and soft skills. Additionally, an increasing number of organizations are considering executives with non-traditional backgrounds or expertise outside the healthcare industry. When planning your career, it's crucial to assess the experience and skills you need for future positions. Consider all potential future job requirements including degrees and certifications, years of experience and leadership skills. Identify areas of improvement and make every effort to gain that experience and knowledge to bolster your professional persona.
3. **Network, network, network:** Networking has become a mainstay in the modern working experience, made markedly easier with the rise of social media, specifically LinkedIn. It's also become a major tool in the arsenal of the healthcare professional as a way to build your personal brand and reputation. Establishing a network of peers and mentors will prove invaluable for both professional development and career advancement.
4. **Know what you want:** A common career mistake many healthcare professionals make is focusing solely on the skills and experience they need, and spend little time identifying the ideal organization. Cultural fit is a critical component of career success. Take time to evaluate the type of organization and the environment that best fits your work and leadership style. Seek out opportunities with organizations with a culture that closely matches your needs.
5. **Make sure your personal values mesh:** Values are an important element when considering cultural fit. Before seeking a new opportunity, take time to evaluate your own values. When considering a position, ensure the organization's mission and values align with your own. It will increase your chance of success as organizations are also seeking individuals who share similar values.
6. **Always be prepared:** Career advancement opportunities can arise at any time. Be prepared by regularly updating your resume, practicing your communication skills and crafting your personal pitch. Additionally, constantly expand and stay active in your network. The best advancement opportunities typically come from your peers and mentors.

The shifting healthcare industry provides numerous leadership opportunities for experienced professionals. Advancing your career begins with a sound strategy which maps out your career goals and expectations. Achieving success requires self-reflection and development, as well as identifying organizations and environments that best match your values and needs. While finding the right opportunity can be difficult, assistance is available. Partnering with a healthcare leadership firm can significantly increase your chance of finding the next career opportunity that is perfectly suited for you.

– Adapted from- “6 Strategies to Plan for Future Career Success”, B.E. Smith Executive Briefs, www.besmith.com

<https://www.besmith.com/thought-leadership/executive-briefs/6-strategies-plan-future-career-success>

Career Development Resources

ACHE's Healthcare Executive Resource Center has compiled the following resources to assist members with your healthcare management career development:

- **The Careers column in Healthcare Executive magazine** contains advice on career management, personal marketing and mentoring. http://www.ache.org/HEOnline/heonline_search.cfm
- **Frequently Asked Career Management Questions** <http://www.ache.org/carsvcs/CareerFAQ/intro.cfm>
- **Career Planning for Shared Success** is a series of career columns on building job security, strategies for preventing unexpected job loss and a decision framework for assessing new job opportunities. <http://www.ache.org/pdf/secure/gifts/June%20Free%20Gift%20Final%20PDF.pdf>

- **Executive Leadership & Career Development Books** will keep you up-to-date on the latest healthcare issues, challenges and opportunities to help advance your career and assist your organization in maintaining a leading edge. <http://www.ache.org/Publications/BooksByTopic.aspx#Career%20Development>
- **Sample CEO Employment Contract** is a model CEO employment contract that organizations may use as a template and potential new CEOs can review to know what to expect. <http://www.ache.org/newclub/career/SAMPCEO.cfm>

-> **ACHE Job Center:** <http://www.ache.org/career.cfm>

-> **ACHE Career Resource Center:** http://www.ache.org/newclub/career/career_development.cfm

[Back to top](#)

TOPICS IN LEADERSHIP

Master These 4 Vital Conversations

The conversations you have with employees are critical to building trust, morale and productivity. Grasp them to ensure that your team reaches its full potential.

- **Goal-setting discussions.** Meet early and often with employees to discuss goals that will challenge them while fulfilling your organization's mission. Work together to set performance standards and deadlines so that employees know exactly what is expected of them.
- **Recognition meetings.** Employees should hear directly from you when they are doing something right. Take every opportunity to recognize and praise their good work, especially on tasks that are new and unfamiliar. Reinforce positive performance with specifics, acknowledging the exact contribution they made to the team.
- **Redirection talks.** Occasionally, you will have to correct a performance issue or reevaluate your team's path. Be prepared to sit down promptly with your employees to outline what's wrong and what needs to change. Remain clear and firm about expectations and consequences.
- **Wrap-up conversations.** At the conclusion of an important task or project, meet with your team to discuss success and improvement areas, and to celebrate if appropriate. This approach also is useful when an employee masters a new skill. Let employees know when you appreciate their work, and remind them of how their efforts contribute to the organization's success.

—Adapted from *Communication Solutions* April 2016 newsletter, www.communicationbriefings.com

Listen With Intent to Strengthen Leadership Skills

Strong listening skills are essential to your success as a leader, but you can't just nod your head in assent when employees and customers are speaking. You must always listen with a purpose so both parties learn something from every conversation. Here are some tips:

- **Study your own listening style and habits.** Discover when you're most likely to actively listen. Is it the morning? The end of the day? Are your listening skills better walking through the workplace or in an office with the doors closed? Everyone has their own habits, strengths and gaps. Be aware of yours and play to your strengths.
- **Engage in active listening.** Your brain can think faster than anyone can talk. As such, your mind can easily wander while you're supposed to be listening. One way to make sure this doesn't happen is to give your brain something to do: evaluate information, obtain knowledge, understand the person better, etc. Enter into

conversations with a specific goal, and then put your brain to work achieving that goal. In other words: Make your brain too busy to wander.

- **Offer continuous feedback.** Don't wait until the conversation is finished to respond to what you've heard. When your employee makes a key point, jump in and restate the point to make sure you understand it. Then offer your feedback right then and there. After that, move to the next point. This will keep you involved in the entire conversation and elicit better results from each meeting.

—Adapted from *Communication Solutions* April 2016 newsletter, www.communicationbriefings.com

[Back to top](#)

HEALTHCARE INDUSTRY EXTRACTS

Prada-fication of Healthcare: The Patient Will See You Now ...

www.dtspade.com

Prada-fication of Healthcare: The Patient Will See You Now Cash Payments, Deductibles and the Patient Experience. Executive Summary:

- Macro changes in healthcare mean that more patients are directly trading currency for care.
- When patients pay more, their expectations of care change.
- The Wall Street Journal is reporting a return to cash discounting for patients.
- Patients' disconnection to invoicing drives non-payment.
- Coordination and thoughtfulness in invoice delivery increases percentage of payment revenue.

www.dtspade.com/prada-fication-of-healthcare-the-patient-will-see-you-now/

Consensus on Quality Measures Will Fuel Value-Based Reimbursement

Jeb Dunkelberger, MSc, VP, Clinical & Commercial Operations, ACO Partner

Each new value-based reimbursement (VBR) model comes with the same promise: better patient outcomes at less cost with providers being rewarded for achieving those desired results. Each VBR model also comes with a different and unique set of clinical quality performance measures for participating providers.

www.mckesson.com/blog/consensus-on-quality-measures-will-fuel-value-based-reimbursement/

5 ways rural hospital leaders can take the lead to ease financial crunch

Zack Budryk

Rural hospitals are weathering a years-long crisis as they cope with reimbursement cuts and high-risk patient populations, but there are steps leaders can take to stay afloat, the CEO of a major rural hospital group said this week, according to *KCUR* radio in Missouri.

www.fiercehealthcare.com/healthcare/5-ways-rural-hospital-leaders-can-take-lead-to-ease-financial-crunch

Two-way communication, the challenge of nurse retention and more: Q&A with Cleveland Clinic's CNO

Brian Zimmerman

With three Magnet-designated hospitals, Cleveland Clinic — among other well-noted areas of excellence — is one of the premier healthcare systems for nursing in the country. At the helm of the system's nursing program is Executive Chief Nursing Officer Kelly Hancock, DNP, RN.

www.beckershospitalreview.com/hospital-management-administration/2-way-communication-the-challenge-of-nurse-retention-and-more-q-a-with-cleveland-clinic-s-cno.html

Make Primary Care a Priority (A Commentary)

Andy Miller

Georgia ranks among the bottom 10 states in the number of PCPs per 100,000 population. One physician lists several steps that state leaders can take to help address this shortage.

<http://www.georgiahealthnews.com/2016/06/support-local-quarterback-primary-care-physician/>

Georgia hospitals, doctors, plan new clinical data exchange

Dave Barkholz

A physician-hospital organization affiliated with Navicent Health in Macon, Ga., is partnering with Stratus Healthcare to potentially offer information technology services to doctors and rural hospitals in southern Georgia, the groups announced last week.

www.modernhealthcare.com/article/20160528/MAGAZINE/305289951/georgia-hospitals-doctors-plan-new-clinical-data-exchange

Effective population health strategies require leadership diversity

Kathryn J. McDonagh and Nancy M. Paris

Much has been written and discussed about the value of diverse leadership and thinking to stimulate creativity and innovation, but there's little to show in terms of improvement in the makeup of governing boards and C-suites.

www.modernhealthcare.com/article/20160514/MAGAZINE/305149978/effective-population-health-strategies-require-leadership-diversity

Here come the millennials: What providers need to know

Meg Bryant

Millennials now outnumber baby boomers as the largest living generation in the U.S. Understanding their needs and preferences should be part of any hospital or medical practice's long-term business strategy.

www.healthcarediver.com/news/here-come-the-millennials-what-providers-need-to-know/419037/

[Back to top](#)

ACHE NATIONAL NEWS

Watch the ACHE 2016 Overview Video

A video shown during ACHE's annual Congress on Healthcare Leadership provided an overview of the American College of Healthcare Executives' mission, values, programs, products and services. If you missed Congress, or haven't seen the highlight video, you can watch it at www.ache.org/abt_ache/general_info.cfm.

Apply for the Thomas C. Dolan Executive Diversity Program by July 8

The deadline to apply for the 2016 Thomas C. Dolan Executive Diversity Program is Friday, July 8. During this year-long program, EDP scholars will receive specialized curriculum opportunities that address successful navigation of potential career challenges and enhance executive presence. Each scholar also will benefit from one-on-one interactions with a specially selected mentor and participation in formal leadership education and career assessments. The EDP will empower participants with enhanced self-awareness, critical leadership skills and an expanded network of leaders to help prepare the EDP scholars for their ascension to C-suite roles in hospitals, health systems and other healthcare organizations. Visit ache.org/ExecutiveDiversity for more information or to apply. Please direct any questions about the Thomas C. Dolan Executive Diversity Program to Cie Armstead, director, diversity and inclusion, at carmstead@ache.org or (312) 424-9306.

The Foundation of ACHE's Fund for Innovation in Healthcare Leadership is accepting donations to the Thomas C. Dolan Executive Diversity Program. Gifts—no matter the amount—will help shape the future of healthcare leadership. Visit ache.org/Innovation to make a donation.

Exam Online Community offers a complimentary interactive learning platform

Members preparing for the Board of Governors Examination can access the Exam Online Community—a complimentary and supplementary resource to boost confidence and increase success. The online community is an interactive platform to learn and glean study tips from other Members taking the Exam. There also is the opportunity to discuss Exam topics with experts for a higher level of understanding and the option to participate in study groups. Interested Members can join the Exam Online Community at bogcommunity.ache.org.

Tuition Waiver Assistance Program

To increase the availability of ACHE educational programming for Members experiencing economic hardship, ACHE has established the Tuition Waiver Assistance Program. ACHE makes available a limited number of tuition waivers to Members and Fellows whose organizations lack the resources to fund their tuition for education programs. Those in career transition also are encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs: Congress on Healthcare Leadership; Cluster Seminars; Self-Study Programs; Online Education Programs; Online Tutorial (Board of Governors Exam preparation); ACHE Board of Governors Exam Review Course

All requests are due at least eight weeks before the program date, except for ACHE self-study courses; see quarterly application deadlines on the FAQ page of the tuition waiver application for complete information. Incomplete applications and those received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision at least six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline. If you have questions please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-9354 or tsomrak@ache.org. For more information, visit ache.org/Tuitionwaiver.

2016 Fund for Innovation in Healthcare Leadership Education Programs

The 2016 innovation program, “Enhancing the Patient Experience Through Healthcare Innovation,” will be led by Jason A. Wolf, PhD, president, The Beryl Institute, Nashville, Tenn. Offered in conjunction with ACHE's [New York Cluster](#) on Aug. 5, this half-day session will explore the critical ideas underlying patient experience success from a focus on leadership, culture and people, to the unique ways in which processes are being redesigned, technologies are being implemented and staff are being engaged. Full details are available at www.ache.org/patientexperience/.

The 2016 ethics program, “Building a Sustainable, Culturally Competent and Equitable Healthcare Organization,” will be led by Aswita Tan-McGrory, deputy director, Massachusetts General Hospital, Boston. You also will hear from a panel of healthcare leaders who have faced ethical challenges and learned from the decisions they made within their organizations. This half-day program will be offered in conjunction with the [Atlanta Cluster](#) on Nov. 11. Full details will be available soon at ache.org/Innovation.

Both programs qualify for ACHE Face-to-Face Education credits. These programs are funded in part by ACHE's Fund for Innovation in Healthcare Leadership. Your contribution matters. For more information on the Fund for Innovation in Healthcare Leadership, and to donate today, visit ache.org/Innovation.

ACHE Member communities launched to enhance representation of Asian and LGBT Healthcare Leaders

In support of ACHE's longstanding commitment to advance diversity and inclusion, two new member communities were recently launched to increase and enhance representation of Asian and LGBT healthcare leaders—the Asian Healthcare Leaders Forum and the LGBT Healthcare Leaders Forum.

The mission of the AHLF is to increase the representation—through leadership and professional development—of Asian-Americans in healthcare executive management, policy and administration. The Forum addresses this mission through targeted benefits designed to provide opportunities for personal and professional growth to AHLF members in various healthcare settings and at all career stages. Benefits include an online newsletter and a special education session at the annual Congress on Healthcare Leadership. More detail and online application are available at www.ache.org/AHLForum.

The mission of the LGBT Forum is to enhance representation of lesbian, gay, bisexual and transgender healthcare executives and to promote high-quality care for LGBT individuals and their families. Value-added benefits address the specific education, networking and career development needs of LGBT healthcare leaders and include a dedicated LinkedIn Group and online newsletter. More detail and online application are available at www.ache.org/LGBTForum.

The core requirement for both communities is current ACHE membership (Member, Fellow, Faculty and International Associate statuses only). The annual dues fee for each Forum is \$100, in addition to regular ACHE dues.

Healthcare Consultants and Physician Executives Forum Education Programs

The Physician Executives Forum and Healthcare Consultants Forum provide added value to physician executive and healthcare consultant members via tailored resources to meet these groups' unique professional development needs. A one-day education program is a cornerstone benefit of both Forums that offers an affordable learning and networking opportunity. Dates and location for these programs are as follows:

- Healthcare Consultants Forum Education Program – Sept. 11, 2016 at Westin O'Hare, Chicago, Ill. Details at ache.org/HCTProgram
- Physician Executives Forum Education Program – Oct. 8, 2016 at Westin O'Hare, Chicago, Ill. Details at ache.org/PEProgram

[Back to top](#)

GAHE NEWSLETTER SUBMISSION GUIDELINES and CALL FOR CONTENT

Audience and Focus

The GAHE newsletter is published quarterly, with each issue focusing on topics relevant to both professional development and healthcare administration. The newsletter features messages from the President, Member Spotlights, Regent's Letter, Career Corner, news about GAHE events and recaps, and informative articles relating to strategies in leadership. The newsletter is distributed electronically to all GAHE chapter members. Previous issues of the newsletter can be found on the GAHE website.

Contributions to the newsletter may include: Articles on healthcare laws, regulations, finance, leadership, innovation, professional development, or healthcare administration; Member and GAHE event news; GAHE

members who have moved to a new position, received a promotion, or other professional accomplishment ;
Photographs from GAHE events.

Content Submission Requirements/ Deadlines

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

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

Article Submission Instructions

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

Article Editing

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

[Back to top](#)
