

## Newsletter - Winter 2015

### Georgia Association of Healthcare Executives (GAHE)

#### *In this issue:*

#### **GAHE NEWS**

##### [MEMBER SPOTLIGHT](#)

[2015 Officers, Board of Directors and Committee Chairs](#)

[Regent's Awards Presented](#)

[Student Task Force Beginning New Chapter](#)

[Membership Report](#)

[Members on the Move](#)

[Upcoming Events](#)

#### **CAREER CORNER**

[The Great Resume Takeover by LinkedIn](#)

[Recruitment Strategies for the New Era of Healthcare](#)

#### **TOPICS IN LEADERSHIP**

[The 5 Steps to Strategic Thinking That Really Matter](#)

[Top 10 Ways to Position Yourself for Growth](#)

[Managing a Workforce of Multiple Generations](#)

#### **ACHE NEWS**

[2015 Congress on Healthcare Leadership](#)

[ACHE Nominating Committee 2015 Slate](#)

[Apply for an ACHE Tuition Waiver](#)

[Management Innovations Poster Session](#)

#### [CALL FOR CONTENT](#)

#### [MEMBER SPOTLIGHT](#)

#### **2015 Officers, Board of Directors and Committee Chairs**

The following Officers and Board of Directors of GAHE for 2015 were elected at the November 14 Joint Breakfast and Annual Meeting:

- President: Jay Dennard, FACHE
- Vice-President: Tripp Penn, FACHE
- Treasurer: Mary Germann, RN, FACHE
- Secretary: Nancy Greene
- Immediate Past President: Jerry J.K. Tillery, FACHE
- At-Large Board Members: Johnny P. Ball, III, FACHE; Chris Beck; Matt Jernigan; Marlene Sidon, FACHE; Asbury Stenbridge, FACHE
- ACHE Regent Director - Georgia Region: Glenn Pearson, FACHE



(L-R) GAHE Presidents at the Nov. 14 breakfast: Allyson Keller (2013), Jay Dennard (2015), Jerry Tillery (2014), Tripp Penn (2016 President-Elect)



2015 GAHE President Jay Dennard with ACHE Regent-Elect for Georgia Larry Tyler, FACHE

Along with our new board, we begin 2015 with new and returning heads of our committees and task forces:

- Programs Chair: Bryant Cornett
- Member Relations Chair: Kirsten Jones
- Advancement Tutorial Task Force: Joan Wilson, FACHE
- Student Task Force: Steven Blubaugh, Chaz Dachenhaus, Andrew Sobczyk
- Communications Chair: Frank Jordan, FACHE
- Sponsorship Chair: Barry Herrin, FACHE
- Senior Executive Chair: Tripp Penn, FACHE
- Regional Programs Chair: Asbury Stenbridge, FACHE
- Augusta Local Programs Chair: David Henderson, FACHE
- Nominating Chair: Tripp Penn, FACHE

### **Volunteer with GAHE**

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

All GAHE members are invited to serve as members of the organization's committees and apply to serve on the GAHE Board of Directors when vacancies occur. It is an ACHE requirement to serve the College and the local chapters and GAHE provides a great way to meet that requirement and develop a deeper professional network of colleagues. We hope to hear from you soon!

### **REGENT'S AWARDS PRESENTED**

Congratulations to the ACHE/GAHE 2014 Georgia Region Award winners recognized by our ACHE Regent, Glenn E. Pearson, FACHE. The awards were presented at GAHE's November 14 Joint Breakfast and Annual Meeting:

- **Douglas C. Keir, FACHE**
- **Michele M. Molden, FACHE**

## **STUDENT TASK FORCE BEGINNING NEW CHAPTER**

*By GAHE Members Steven Blubaugh, Chaz Dachenhaus, Andrew Sobczyk*

A few months in the making, the GAHE Student Task Force has been a major focus for the Member Relations committee. On Friday, November 14, a group of 16 students and young professionals gathered at Gordon Biersch in Atlanta to discuss student engagement within GAHE. This meeting marked the initial step for launching GAHE's new student task force structure.

A survey was sent to current students at the beginning of the summer which asked for input on a variety of topics. As a result of that feedback, the student task force will be subdivided into two work teams to focus on the areas of opportunity identified our students.

The first work team will focus on improving industry knowledge and career development. This group is going to be charged with the creation of a student-focused newsletter and an annual career symposium and resume workshop. The aim will be to provide students and early careerists an opportunity to better understand macro and micro trends within the industry and learn how to position themselves favorably as they enter the job market.

The second work team will focus on student engagement within GAHE and also work to provide innovative networking opportunities for those students. The programming committee has continually organized and executed successful networking and educational events for GAHE members. The goal of this work team will be to improve student attendance at these events. In addition, the work team will strive to create new networking opportunities that cater specifically to our student cohort.

This well-rounded approach is designed to take student engagement to the next level. Any interest by current GAHE members to participate and volunteer will be appreciated and requests can be made to Steven Blubaugh ([steven.blubaugh@gmail.com](mailto:steven.blubaugh@gmail.com)), Chaz Dachenhaus ([chaz.dachenhaus@gmail.com](mailto:chaz.dachenhaus@gmail.com)), or Andrew Sobczyk ([andrewsobczyk@gmail.com](mailto:andrewsobczyk@gmail.com)).

## **MEMBERSHIP REPORT** *(Fourth quarter 2014, as of publication date 12/30/14)*

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

**Jonathan M. Baker, FACHE**  
**Yameeka J. Jones, FACHE**  
**Amy L. Yost, FACHE**  
**Michael D. Alexander, FACHE**  
**Heath A. Evans, FACHE**

We also congratulate these **Fellow Designate members** who recently passed the Board of Governors Examination in Healthcare Management and are well on their way to earning the distinction of board certification in healthcare management:

**Jack F. Rogers**  
**Mark C. Bowen Jr.**  
**Katherine S. Michaud**  
**LTC Jennifer Staples**

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

MAJ Kimberly D. Brenda, FACHE, Steven L. Gautney, FACHE, Kent E. Lederman, FACHE, Clayton L. Newman, FACHE, Martin Plevak, FACHE, James H. Rogers, FACHE, Bradley S. Rustan, FACHE, John T. Sims Sr., FACHE, Reinetta T. Waldrop, FACHE, Zachariah P. Wheeler, FACHE, Sherry N. Williams, FACHE, MAJ Daniel P. Fisher, FACHE, Michelle M. Fisher, FACHE, Mary Jim Montgomery, FACHE, Dennis K. Sandlin, FACHE, Jagdeep Singh, FACHE, David L. Tabor, FACHE, Charis L. Acree, FACHE, Jane P. Gray, FACHE, Robert U. Hamilton, FACHE, Pelham L. Harris, FACHE, Catherine A. Maloney, FACHE, Felicia Bolden Mobley, FACHE, Caroline K. Patterson, FACHE, Charles H. Porth, FACHE, John D. Quinlivan Jr., FACHE, Raymond A. Snead Jr., ScD, FACHE, Sherrill Snuggs, FACHE, Charles A. Stark, FACHE, W. A. Stenbridge Jr., FACHE, Joel Wernick, FACHE

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

Justin Austin, PharmD, Larry D. Baker Jr., Donald L. Battle, Manjula Cherukuri, Arun Chervu, MD, Samantha Cochran, CPT Derek L. Felder, Chris Foster, Richard J. Graven, Natalie M. Harshbarger, Thomas W. Huyck, JD, Dennis E. Irizarry, Nelva Lee, PhD, Robert L. Lindsey III, Scott Smith, Jaime Wong, MD, COL Scott Avery, Angel Berrios, Joseph T. Block, Callan Blough, Jeff Denny, Christina Goodall, Brad Hoffman, Arun V. Mohan, Ayibatari Owi, Yuvonica Ransom, Boykin Robinson, Mark Waldrop, Elisabeth Wang, Mark C. Arnold, Kathleen Brown, Jill Case-Wirth, Shakita Chester, Chuck Daniel, Derek Estes, Amy Fey, Emanuel Ghebremariam, Lori Gilchrist, Margie Horst, Michelle Kirk, Tim Martin, Judy McCoy, Patrice McDevitt, Marc A. Meloff, Lon Myers, Nilam Patel, Chad T. Phillips, Gina M. Pirkle, Shane Ramsey, John G. Rawles III, Scott Ridley, Janet E. Sims, Brian D. Wassel

## **MEMBERS ON THE MOVE**

**Ryan N. Schmidt, PhD, FACHE** has been selected to become a Fellow within the Commission on Accreditation on Healthcare Management Education (CAHME). In addition, he has been selected as an Affiliate Faculty within the Center for Health Organization Transformation (CHOT).

**Daniel B. Berman, PhD, FACHE** has been honored for his success in leading Healthcare Thinking by being included in the Top 100 Healthcare Leaders in the United States by *International Top 100 Internal Executives Magazine*.

## **Your news wanted!**

GAHE members who have moved to a new position, received a promotion or other professional accomplishment, we would like to hear from you! Notices may be submitted to GAHE Administrator Karen Manno, kmanno AT gahe.org, or any member of our Communications Committee. A notice should not exceed 40 words and should tell the member's name and credentials, accomplishment /new position/ new location,

former position and location, and effective date. The suggested form is "John Doe, FACHE, to Vice President Medical Center of Central Georgia, Macon, from Department Director, Houston Healthcare, Warner Robins, effective March 1, 2015." Photos are encouraged but not required.

[Back to top](#)

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## [UPCOMING EVENTS](#)

Get the most current details and registration for all GAHE programs on the ["Events" page](#) (list here accurate as of publication date 12/30/14)

- **Friday, January 23, 2015: "Sustaining a Financially Vibrant Healthcare Organization"**  
**CEUs:** 1.5 hours ACHE Face To Face (formerly "Category I") Education  
**Speakers:** Dane Henry - EVP & COO, DeKalb Regional Health System; Mike Riley - VP Performance Analytics, Children's Healthcare of Atlanta; Moderator Sarah Dekutowski, CPA - Draffin & Tucker  
**Time & location:** 11:30 am to 1:30 pm at Maggiano's Little Italy Buckhead, 3368 Peachtree Rd., Atlanta, GA 30326
- **Friday, February 27, 2015: "Becoming Accountable: Achieving Success in Population Health"**  
**CEUs:** 1.5 hours ACHE Face To Face (formerly "Category I") Education  
**Speakers:** Miriam Bell - Director, Center for Care Partnership, Kaiser Permanente; Richard Gitomer, MD MBA - President & CQO, Emory Healthcare Network; Jonathan Niloff, MD - VP & CMO McKesson Connected Care & Analytics; Moderator: Thomas Prewitt, Jr, MD - Director of Healthcare Delivery Institute, HORNE LLP  
**Time & location:** 11:30 am to 1:30 pm at Maggiano's Little Italy Buckhead, 3368 Peachtree Rd., Atlanta, GA 30326

Many more events are planned throughout 2015, be sure to watch for announcements:

- **BOG Exam Tutorial** – a Friday& Saturday two-day workshop in mid-July
- **Annual Mini-Cluster with 6 Face To Face CEUs** in December
- **Programs in regions throughout Georgia** including Valdosta and Savannah in the spring
- More opportunities for our **small-group Lunch with the CEO** events for early-to-mid careerists

And lots more!

[Back to top](#)

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## [CAREER CORNER](#)

### [The Great Resume Takeover by LinkedIn](#)

By GAHE Board Advisor J. Craig Honaman, FACHE, CRC - Principal, H & H Consulting Partners, LLC  
Healthcare Strategic Career Management Consultant, [careerdir1 AT aol.com](mailto:careerdir1@aol.com) / [www.careerpiloting.com](http://www.careerpiloting.com/) / 770.394.2221

LinkedIn has rapidly replaced the resume as the source of information for hiring authorities. The access to LinkedIn permits a resume review before the individual knows they are being looked at. Companies can also check out people who submit job applications with some degree of anonymity.

People who do not maintain a current LinkedIn page can be viewed as not being up to date and are passed over for job considerations.

### **How to stay on top of the Game!**

The traditional resume should be up to date and used to develop and maintain the LinkedIn page. They are mirror images. A simple block, copy, and paste the information from the traditional resume to the LinkedIn page is the easiest transfer of information.

Keep in mind that LinkedIn is a method of connecting with people - Prospective Employers and people who may know of job opportunities. It is not a networking tool.

Networking requires getting to know someone in-depth and is a "go to person" in your career. Connecting affords you the resources to research opportunities, connect with old friends and colleagues, while uncovering people who have not been in your network of connections historically. Those connections may evolve to a "network contact" but relatively few connections become a network contact. LinkedIn facilitates the connections which are essential first steps to becoming networked.

Some search firms are using LinkedIn exclusively to uncover candidates for positions. Some are not using the traditional written / emailed resume anymore because they can get the same or more detailed information from LinkedIn.

### **Benefits from LinkedIn may include:**

- A high quality photo. Your photo makes the first impression for your connections. People want to see who they are talking to and who they are doing business with. Also it is a Brand Statement based on appearance. Make it work for you.
- Iteration of skills
- Endorsements which provide an informal survey of what others see as your skills.
- References which are very valuable. Individuals have taken the time to post a write-up about you in the form of a reference. This information is immediately available to a prospective employer with names attached. Have at least 5 references.
- Established Brand of who you are is up front.
- Join selected groups for exposure to peers and colleagues.
- Information not normally found in the traditional resume such as Authorship of articles, Awards and Recognitions.
- Customize your LinkedIn address with your name in the title thus giving visibility for people looking for you.

### **Who's Looking?**

You may be surprised the range of people and organizations who will look up your LinkedIn page. Assume it will be a sizeable number (you can see who has looked for you on your home page) and stay prepared with current information.

When an electronic application is submitted, more than likely an Applicant Tracking System (ATS) will meet the application at the employer's HR system. The ATS will manage much of the application process electronically to provide information to decide who gets an interview. The ATS may be programmed to pull the

LinkedIn page of job applicants. The information will be used to either support or verify the electronic application. Discrepancies may be uncovered and could adversely affect your application process. Any information that is missing - dates of academic credentials, work assignments, contact information are all grounds for discard. The ATS may also survey other social media sites of the applicant to uncover activity which could be deemed unsatisfactory for the employer.

### **Join Groups!**

Select certain groups to join and receive information about people in the group. Do not get overloaded with groups. Be selective. For example the LinkedIn pages for GAHE, ACHE and perhaps two or three others would be enough to start. The groups may serve as current announcements by the group as GAHE routinely does along with new techniques or current people news.

Groups are NOT a bulletin board for Blogs. Be sensitive to post information for and about the group, not you.

### **References**

Have 5 or 6 references in the LinkedIn page. The many endorsements you may get do not serve the same as references. Work to development the great comments references may make on your page.

Managing your Resume and LinkedIn page are ongoing events. Routinely update the documents for current information.

### **[Recruitment Strategies for the New Era of Healthcare](#)**

*Adapted from "Leadership Summary: Recruitment Strategies for the New Era of Healthcare" by Rich Miller, B.E. Smith Articles, [www.besmith.com](http://www.besmith.com)*  
[www.besmith.com/thought-leadership/white-papers/leadership-summary-recruitment-strategies-new-era-healthcare](http://www.besmith.com/thought-leadership/white-papers/leadership-summary-recruitment-strategies-new-era-healthcare)

Today's healthcare organizations are facing increasingly tight margins driven by an array of trends such as healthcare reform, changing market dynamics and economic uncertainty. Adding to the challenge, the industry is in the midst of an experience exodus. Not only are a growing number of healthcare executives retiring, but organizations nationwide are experiencing a shift in the workforce including shorter tenures and increased turnover. To meet these demands, organizations must focus on identifying top-performers and establishing strategies to develop and retain these leaders.

### **Identify and Attract Top-Performers**

Since healthcare organizations continue to source leadership candidates from within the industry, the pool of talent is limited and competition for the most experienced professionals is fierce. To attract the very best talent, healthcare organizations must offer something unique. First, demonstrate your organization's commitment to quality and excellence, and highlight those key differentiators that separate your hospital from competitors. Second, showcase the role this future leader will play as part of the executive team and how their respective department functions within the greater organization. Finally, experienced healthcare professionals seek organizations filled with peers and leaders they trust, respect and can envision working beside each day. Build a high-performance executive team and display that leadership during the recruiting process.

### **Build a Strong Executive Team**

The key to building a high-performance executive team is ensuring each member works in concert with each other and their skill sets meet the needs of the organization and the departments they are leading. This requires the hiring executive or search committee to have keen insight into the culture of the organization and a full understanding of the future challenges the executive will face. This knowledge will guarantee the hiring executive or search committee identifies the essential attributes the future leader will need to be successful. For example, if a board of directors is recruiting a new CEO, they must understand how the hospital's benchmarks compare with similar organizations. Further, they must consider the future of healthcare along with possible payer mix and competitive challenges in the region. This will provide the board with the information needed to identify the future CEO.

## **New Leadership Competencies**

Today's healthcare organizations understand that the industry is shifting and with it the leadership competencies executives must possess to be successful. There is a greater awareness that executives need to think strategically across all aspects of healthcare from clinical to financial. It is also necessary for executives to serve as strong integrators, not only attracting the best talent but ensuring teams throughout the organization are working together and executing on the strategy. These leaders of healthcare's new era must also have a high level of integrity and a proven commitment to quality through measurement and transparency. In an era where efficiency, flexibility and nimble response to changing market dynamics becomes ever more vital to the success of healthcare organizations, the entire workforce needs to be operating at maximum efficiency and productivity.

[Back to top](#)

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## **TOPICS IN LEADERSHIP**

### **The 5 Steps to Strategic Thinking That Really Matter**

*Adapted from "The 5 Steps to Strategic Thinking That Really Matter" by Joelle K. Jay, [www.inc.com](http://www.inc.com)  
[www.inc.com/joelle-k-jay/5-steps-to-start-thinking-more-strategically-now.html](http://www.inc.com/joelle-k-jay/5-steps-to-start-thinking-more-strategically-now.html)*

Strategic thinking is really about aligning to the ultimate vision of the company's goal, or of a personal goal. That requires good old fashioned thought. The way you go about connecting vision and goals will vary based on your personal preferences: the way you think, the way you process, the way you learn.

If you are ready to start thinking more strategically, consider the following five steps for getting in the right frame of mind, where the ideas can flow and your brilliance comes alive.

#### **Align to your vision**

When you are clear about what you want, you are able to describe it in vivid detail. You know a little something about what it will take to get there and how it will feel to arrive. You connect to an inner source of inspiration that will call you forth and compel you to achieve a powerful new vision. As a leader or entrepreneur, thinking of the "big picture" allows you to pick out meaningful trends from your surroundings and hone in on what your potential is and how that potential aligns with your ultimate vision.

#### **Ask questions**

Now that you have connected with what your vision or goal is, it is time to start asking yourself the right questions. "What is my vision or goal? What do I have to do to get there?"



## **Give it some thought**

There are three approaches to this. The first is the analytical approach. Write the answers down to the questions you asked yourself in step two, and be as detailed as possible. This approach serves those who are thinkers and need clarity. The second approach is the collaborative approach. For those who are more socially minded and thrive on brainstorming, set up a meeting and get others involved in discussing matters of strategy. You invite many coworkers with varied areas of expertise and ask whatever your big questions are, like, how to become more visible in the marketplace, or how to transform your business model to be lighter and leaner, and so on. The last approach is a meditative approach. This helps individuals who are not trying to "figure things out," necessarily, but rather want to clear some space and become quiet enough to hear their intuition. Any of these approaches can work--the main thing is that you carve out the time to think, however that ends up looking for you.

## **Plan**

Creating your "plan" means identifying your action items, both short-term and long-term, that will help you reach your goal. For you, it might take the form of something as complex and involved as a company-wide strategic plan, something smaller scale like a project plan, or simply just a checklist for you get things done. In planning, you use the clarity and focus you have gained in step one and put it into a practical course of action.

## **Diagram**

There is one more important step you can take when you are engaging in strategic thinking, and that is to think without words. Diagramming, mind mapping, brainstorming, drawing pictures, mocking up graphs and charts--all of these forms of "thinking" stimulate your creativity and can break you out of the box. For visual thinkers and creative thinkers, this step can make the planning part of the process less painful. For more linear and analytical types, this approach can really shake loose the ideas when you get stuck.

Strategy is a plan of action or policy designed to achieve a major or overall aim. When we are talking about strategic thinking we are really talking about what we need to achieve, and how to do it. Instead of barreling through a to-do list, especially when we are short on time already, try re-framing the way in which you approach the execution of your goal.

Ready to start? Choose a time to devote exclusively to strategic thinking. Make it within a week or two, at a time and place where you would not be interrupted. Give yourself the chance to daydream about the future you are trying to create, and then implement one or two of these approaches to strategic thinking. Then watch for the breakthrough. You may be only one or two hours away from what makes you not just more strategic, but more successful.

## **[Top 10 Ways to Position Yourself for Growth](#)**

*Adapted from "Top 10 Ways to Position Yourself for Growth" by Mark Madden, B.E. Smith Articles, [www.besmith.com](http://www.besmith.com)*

*[www.besmith.com/thought-leadership/career-management/top-10-ways-position-yourself-growth](http://www.besmith.com/thought-leadership/career-management/top-10-ways-position-yourself-growth)*

A report prepared by the Congressional Research Service revealed that members of the baby boomer generation comprise more than 60 percent of hospital management. As these executives begin to retire, highly skilled leadership talent is needed to fill the jobs they leave behind - making today the ideal time to assess your skill set and begin positioning yourself for future professional growth.

The following 10 tips will help you identify potential areas for professional growth as you prepare to step into an expanded leadership role.

### **1. Enhance your cross-functional skills**

Professional growth requires a leader to gain skills outside of his or her specific background. For example, top executives who come from the clinical ranks also offer an understanding of operational and financial management, as well as good communication and other leadership competencies that enable them to lead across the organization. Today's most successful C-level executives are well-rounded leaders who offer diverse backgrounds and cross-functional skill sets.

### **2. Become a role model within your organization**

Those who wish to grow into an executive role must be able to lead beyond their functional area. Core leadership skills and a strategic mindset are critical to being recognized as a leader in the organization. Director-level candidates looking to move up the ladder should seek opportunities to participate in strategic planning and development initiatives. Exposure to strategic initiatives will help them gain perspective on how budgetary concerns and day-to-day activities on the department level contribute to the overall growth of the organization.

### **3. Earn an advanced degree**

Formal education is an excellent way to expand your skill set. Consider acquiring a graduate degree outside of your traditional area of expertise to enhance your marketability as a leader and extend your influence across the entire organization. For example, a nurse with a bachelor's degree in nursing might pursue a master's degree in healthcare or business administration to gain non-clinical skills needed for a senior leadership role.

### **4. Communicate your accomplishments in a measurable way**

During the interview process, it's crucial to be able to quantify the value you bring as a leader. Choose three to five primary accomplishments to concisely highlight, tying each back to a measurable outcome that had a positive impact in the organization.

### **5. Seek out a mentor**

You don't need to wait for your organization to establish a formal mentoring program. Develop new skills by proactively identifying a mentor with the expertise you seek. The relationship can be reciprocal if both parties wish to enhance their skill sets. For example, a CFO might develop a co-mentoring partnership with a CNO. Both will benefit, with the CFO learning about the clinical side of the business while the CNO becomes well-versed in financial management.

### **6. Move into a mentoring role**

The most influential senior leaders are perceived as valuable mentors who have a vital part to play in developing the next generation of leaders. Once you've advanced your skills to the point that others in the organization are approaching you for guidance and mentorship, you're well positioned to expand your leadership role in the organization.

### **7. Extend your influence beyond your area of responsibility**

Advancing your career as an executive is dependent on your ability to move outside of your current scope of responsibility and become a key organizational contributor. Volunteering to lead a task force or special project moves your sphere of influence beyond your functional area and helps position you as an organization-wide leader.

### **8. Boost your visibility across the organization**

You'll become more visible in the organization if you make it a point to be a part of informal activities that support and engage employees. Express your interest in the team by getting involved in the employee community. Others will see you as a loyal member of management who cares about the organization and those who work within it.

### **9. Become a leader in the community**

Community leadership roles present opportunities to enhance your skills and establish your reputation as a

leader beyond your organization. Consider getting involved in professional associations, community health-related groups, the chamber of commerce, or other organizations that interest you. You'll enhance your skills and expand your network while raising your organization's profile in the community. One long-time system CEO helped his system of four hospitals establish a solid reputation for integrity by contributing at a high level to various local organizations - ensuring that his system was perceived as a leading healthcare resource in the area.

### **10. Take calculated risks**

It can be difficult to take risks, but it's necessary for professional growth and differentiates you from your peers. A leader's willingness to assess the situation and take calculated risks based on educated decision-making is important in today's healthcare environment, given the uncertainty about the future impact of reform. For example, one hospital CEO prepared for regulatory changes on the near horizon by forging alliances that became the foundation of an accountable care organization (ACO). Even if healthcare reform goes in a completely different direction from the current legislation, the ACO she constructed created efficiencies that improve access and quality while reducing cost of care.

Don't wait to begin positioning yourself for the next step in your leadership journey. With many senior executives leaving the work force in the near future, those who proactively pursue their own professional growth will be assured a place in the new generation of healthcare leaders.

## **Managing a Workforce of Multiple Generations**

*Adapted from "Managing People From 5 Generations," by Rebecca Knight, Harvard Business Review Blog Network*

For the first time in history, five generations-traditionalists, baby boomers, millennials, Gen X and Gen 2020-will soon be working side by side. Whether this multigenerational working environment feels productive and energizing or challenging and stressful is up to the organization's leadership. Ideas to keep in mind are how to relate to employees from different age groups and how to motivate and encourage employees.

### **Straight From the Experts**

As people work for longer periods of time, internal career paths start to change. It's becoming common to see someone younger managing someone older, which can lead to tension on both sides. "It's important to be aware of general tension among colleagues," says Jeanne C. Meister, a founding partner of Future WorkPlace-an executive development firm. "It's your job to help your employees recognize that they have distinct sets of different things they bring to the table."

### **Don't Dwell on Differences**

Generational stereotypes abound both inside and outside of the working environment. However, creating generation-based employee affinity groups is not beneficial to your organization, instead get to know each person individually as opposed to lumping them into a group with people their age.

### **Build Beneficial Relationships**

Managing someone older than you can seem like a daunting task, but it's something the military routinely practices. The way to make this successful is to make the older employee a partner-involve them in everything you do, as well as hearing them out. You're still making the decisions, but this way they feel involved. This type of collaborative effort also works well in managing workers in their 20s. Encourage debate to ease the transition from school to the workplace.

### **Study Your Employees**

By studying the demographics of your employees, you can determine what they want out of their jobs and how

these desires differ (or not) from generation to generation. Conducting a survey inquiring about communication styles, career goals and other topics is a low-cost way to get a pulse on your workforce. Figure out what matters to different groups of employees and what you can do to attract younger or more experienced workers; it's an easy way to discover potential generational career issues.

### **Engage in Cross-Generational Mentoring**

Pairing younger workers with experienced employees to work on business objectives-typically revolving around technology-is becoming more prevalent in companies across the nation. The younger employee can teach the older worker about social media, while the seasoned employee can share institutional knowledge with the young worker. Studies show colleagues learn more from each other than they would in formal training. Mixed-age work teams are another way to foster cross-generational mentoring.

### **Consider Work Goals**

Keep in mind where your employees are at in their lives and what their needs are when it comes to inspiring and incentivizing them. Younger people may not have many outside responsibilities-they are motivated by new experiences and opportunities. Employees in their 30s and 40s often have children and mortgages and need flexibility as well as advancement opportunities; while those at the end of their careers may not be as interested in training but would enjoy a strong work-life balance. Understanding these desires will go a long way in figuring out how to challenge and motivate employees.

[Back to top](#)

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## [ACHE NEWS](#)

### [Save the Date for the 2015 Congress on Healthcare Leadership](#)

ACHE's Congress on Healthcare Leadership brings you the best in professional development, exceptional opportunities to network with and learn from peers and the latest information to enhance your career and address your organization's challenges in innovative ways. The 2015 Congress on Healthcare Leadership, "Healthcare in Motion, Leadership Center Stage," will be held March 16-19 at the Hilton Chicago/Palmer House Hilton. More than 4,000 healthcare leaders attended the 2014 Congress on Healthcare Leadership. Join us in 2015 and be part of the dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world.

This premier healthcare leadership event provides education on current and emerging issues in more than 140 sessions of practical learning from healthcare's top leaders, plus opportunities to connect with your peers, and career-enhancement workshops.

### [ACHE Nominating Committee 2015 Slate](#)

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 14, 2015, at the Council of Regents meeting in Chicago. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting on March 14. The 2015 slate is as follows:

**Nominating Committee Member, District 2 (two-year term ending in 2017):**

John M. Hauptert, FACHE - President/CEO, Grady Health System, Atlanta, GA

**Governor (three-year term ending in 2018):**

Col James J. Burks, FACHE - San Antonio

Valerie L. Powell-Stafford, FACHE - COO, Blake Medical Center, Bradenton, Fla.

Heather J. Rohan, FACHE - CEO, TriStar Centennial Medical Center, Nashville, Tenn.

Henry Ruberte, FACHE - CEO, San Gerardo Hospital, San Juan, Puerto Rico

**Chairman-Elect:**

Edward H. Lamb, FACHE - Division President, Western Division, IASIS Healthcare, South Jordan, Utah

Additional nominations for members of the Nominating Committee may be made from the floor at the annual Council of Regents meeting. Additional nominations for the offices of Chairman-Elect and Governor may be made in the following manner: Any Fellow may be nominated by written petition of at least 15 members of the Council of Regents. Nominations must be received in the ACHE headquarters office (American College of Healthcare Executives, 1 North Franklin Street, Suite 1700, Chicago, IL 60606-3529) at least 60 days prior to the annual meeting of the Council of Regents. Regents shall be notified in writing of nominations at least 30 days prior to the annual meeting of the Council of Regents. *Thanks to the members of the Nominating Committee for their contributions in this important assignment: Gayle L. Capozzalo, FACHE, Cheray T. Burnett, FACHE, Thomas S. Elmore, FACHE, Ted W. Hirsch, FACHE, Fred B. Hood, FACHE, Barbara L. Knutzen, FACHE, Lt Col Gigi A. Simko, FACHE, Diana L. Smalley, FACHE*

**[Apply for an ACHE Tuition Waiver](#)**

To reduce the ACHE educational programming barriers for ACHE members experiencing economic hardship, ACHE has established the Tuition Waiver Assistance Program. ACHE makes a limited number of tuition waivers available to Members and Fellows whose organizations lack the resources to fund their tuition for education programs. Members and Fellows in career transition are also 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; ACHE Board of Governors Exam Review Course.

All requests are due no less than eight weeks before the program date, with the exception of ACHE self-study courses-see quarterly application deadlines on the FAQ page of the tuition waiver application. Incomplete applications and applications received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision not less than six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline. If you have questions about the program, please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-9354 or [tsomrak@ache.org](mailto:tsomrak@ache.org). For more information, visit [ache.org/TuitionWaiver](http://ache.org/TuitionWaiver).

**[Management Innovations Poster Session](#)**

ACHE would like to invite interested individuals to submit abstracts of their posters for consideration for the 31st Annual Management Innovations Poster Session to be held at ACHE's Congress on Healthcare Leadership. We are interested in innovations on issues affecting your organization that might be helpful to others, including improving quality or efficiency, improving patient or physician satisfaction, the implementation of electronic medical records, uses of new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters on Monday, March 16, between 7 a.m. and 8 a.m. Posters will remain on display from March 16-18, 2015 at Congress. Please go to [ache.org/CongressPosterSession](http://ache.org/CongressPosterSession) for the full selection

criteria. Abstracts should be one page in length and submitted as an email attachment to PosterSessions@ache.org by Jan. 20, 2015.

[Back to top](#)

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## [CALL FOR CONTENT](#)

The next issue of the quarterly GAHE newsletter is due out at the end of June. Contributions are now invited for review by the Communications Committee. Please send your contributions, including articles, news, member accomplishments and photos to Frank Jordan, FACHE, Frank.Jordan@va.gov, no later than close of business **March 10, 2015.**

[Back to top](#)