

## Georgia Association of Healthcare Executives

An Independent Chapter of



American College of  
Healthcare Executives  
*for leaders who care®*



### Georgia Association of Healthcare Executives (GAHE)

Newsletter – Winter 2016

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### **PRESIDENT'S LETTER**

Happy New Year! I hope you and your family have had a wonderful holiday season. In recent weeks, hopefully you have had the opportunity to extend compassion to someone or perhaps you've been on the receiving end. Maybe you've had the chance to comfort a friend or a loved one. I trust you have had the time to reflect on the many ways we are blessed as individuals, as an industry and as a nation and expressed gratitude for the fullness of this life. These actions and emotions seem much more present during the



holidays, but those of us who chose healthcare as a vocation are fortunate to have these opportunities routinely throughout the year.

It is appropriate at this time of year to celebrate the accomplishments of the past, even if only for a minute as we are planning and preparing for a great year ahead. 2015 was a busy one for GAHE, as we hosted 21 events for a total of 66.5 credit hours. In addition, 25 of our GAHE members advanced to become Fellows or Fellow Designates with ACHE. One of our highlights early in the year was to host a program at Grady Hospital which included two educational sessions and a tour of the facility. Later in the year, we held our annual “Lunch with the ACHE Chair” with Chairman Ed Lamb who gave a presentation on healthcare management in Alaska.

One of our strategic goals for GAHE is to be a “statewide organization,” and this goal was supported in 2015 by events held in Augusta, Macon, Rome, Savannah, and Valdosta, in addition to several locations around metro Atlanta. Another of our goals is to increase engagement for senior executives, and we would like to offer our special thanks to Kurt Stuenkel, FACHE, Ninfa Saunders, FACHE, Candice Saunders, FACHE and Philip Wolfe, FACHE for hosting “Lunch with the CEO” meetings at their respective health systems. Finally, the continued development of our student members and early careerists is critical to GAHE, and one of our more successful and well-attended sessions was our “Career Clinic” round tables in November. We are grateful for all the seasoned professionals who were willing to share their time and perspective to help these rising leaders grow.

As I begin my year as President, I want to sincerely thank our outgoing President, Jay Dennard, FACHE, for his outstanding leadership in 2015. Jay is a kind and even-handed leader who is able to get people to work hard but maintain a sense of fun and humor. I also want to thank our Business Manager and Administrator, Karen Manno, for the countless ways she supports the organization and all the behind-the-scenes work she does that most people never see. Another person I am grateful for is our ACHE Regent, Larry Tyler, FACHE, for providing a “rudder” for the Board to keep us moving in the right direction and for sharing his vast network of connections to help advance the work of GAHE. Finally, I want to share my gratitude for our GAHE Officers, Board Members, Committee Chairs, Advisors and volunteers for their willingness to dedicate their time and their talents to help develop stronger healthcare leaders in the state of Georgia. If you are interested in becoming more involved with GAHE in 2016, or if you would like to serve on one of our committees, please do not hesitate to let me or Karen know.

Looking ahead, please mark your calendars for our first meeting of the year on Thursday, January 28. At 11:30 a.m. that day, we will meet at Maggiano’s to focus on Lean Six Sigma and “Blue Ocean Thinking” as it applies to healthcare. On February 25, we are excited to host our first video conference meeting between Atlanta and Savannah, a format we hope to replicate again in the future.

Also, please consider attending the ACHE Congress in 2016, scheduled for March 14-17. Finally, if you have not done so in the past, please consider pursuing your Fellow in the year ahead. The FACHE designation is one of the best ways to distinguish yourself as a healthcare professional and it sends a message that you are serious about healthcare leadership. These are only a few of our plans and activities for the year ahead, so please keep an eye out for more information on upcoming programs.

It is a privilege to be a part of the work of developing current and future healthcare leaders. If you ever have ideas or suggestions on ways to improve our programs and services, please do not hesitate to let me know. On behalf of our Board and many volunteers, thank you for your involvement in GAHE. May you and your family have a healthy and fulfilling 2016.

*Tripp Penn, FACHE*  
GAHE President

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## MEMBER NEWS

### 2016 Officers, Board and Committee Chairs

**A very BIG thank you** to our outgoing 2015 officers, board, advisors, committee and task force chairs, and all those who served GAHE in 2015! You made it a fantastic year of service to our members!

Congratulations to the following **Officers and Board of Directors of GAHE for 2016** who were elected at the November 17, 2015 Annual Meeting:

- President - Tripp Penn, FACHE
- Vice President - Mary Germann, RN, MN, FACHE, SFHM
- Treasurer - Matt Jernigan, MBA
- Secretary - Nancy Greene, RN, BSN
- Immediate Past President - Jay Dennard, FACHE
- At-large Members - Callie Andrews, FACHE, Johnny Ball, FACHE, Kirsten Jones, Marlene Sidon, FACHE, W. Asbury Stembridge Jr., FACHE
- ACHE Regent for Georgia - J. Larry Tyler, FACHE, FHFMA, CMPE

Along with our new board, we begin 2016 with **new and returning heads of our committees and task forces:**

- Programs Chair: Stephanie Troncalli
- Member Relations Chairs: Bindi Shah and Andrew Sobczyk
- Advancement Tutorial Task Force Chairs: Joan Wilson, FACHE
- Student Task Force Chairs: Chelsea Colleran, Shinal Patel
- Communications Chair: Carrie Montagna
- Physician Executives Chair: Dr. John Henson, FACHE
- Sponsorship Chair: Callie Andrews, FACHE
- Senior Executive Chair: Bryant Cornett
- Strategic Planning Chair: Jay Dennard, FACHE
- Regional Programs Chairs: Marlene Sidon, FACHE and Asbury Stembridge, FACHE
- Augusta Local Programs Chair: David Henderson, FACHE
- Nominating Chair: Mary Germann, FACHE

### Student Newsletter - see the latest issue

2015 was a year of many developments in our Student Task Force, including the quarterly newsletter to serve and inform our Student Associate members. If you haven't already seen the fall issue, read it now on the ["Student" page](#).

### 2015 ACHE Regent Awards presented

Congratulations to the following GAHE members who were awarded the 2015 Regent Awards by our ACHE Regent for Georgia, Larry Sanders, FACHE:

- **Ninfa M. Saunders, DHA, MBA, MSN, FACHE** received the Senior Level Healthcare Executive Award presented at the GAHE/ACHE/NAHSE Joint Breakfast on November 11 in Savannah.
- **Matt Jernigan, MBA** received the Early Career Healthcare Executive Award presented at the GAHE Annual Meeting on November 17 in Atlanta.

These awards recognize ACHE members who are experienced in the healthcare field and have made significant contributions to the advancement of healthcare management excellence and the achievement of ACHE's goals. Members are evaluated on leadership ability; innovative and creative management; executive capability in developing their own organization and promoting its growth and stature in the community; contributions to the development of others in the healthcare profession; leadership in local, state or provincial hospital and health association activities; participation in civic/community activities and projects; participation in ACHE activities; and interest in assisting ACHE in achieving its objectives.

### **MEMBERSHIP REPORT** *(Fourth quarter 2015, as of publication date 12/30/15)*

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

**Graham M. Fox, FACHE**  
**LCDR Donald E. Mitchell, FACHE**  
**Thomas C. Wohlford III, FACHE**  
**Merideth Holland, FACHE**  
**Kyle L. McCann, FACHE**  
**Michael L. Purvis, 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:

**Christopher Dorman**  
**Lauren E. Ford**  
**Lily Jung Henson**  
**Preston W. Smith, JD**

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

Richard T. Howerton III, FACHE, John F. Armstrong, FACHE, Edward R. Lovern, FACHE, Thomas J. Shepherd, FACHE, James H. Stephens, DHA, FACHE, Earland S. Whiteley, FACHE, Catherine C. Andrews, FACHE, Peter G. Austin, FACHE, Charles G. Briscoe, FACHE, Georgia P. Brogdon, DHS, FACHE, J. Michael Burnett, FACHE, Leonard T. Carter Jr., RN, FACHE, Ellena A. Evans, RN, FACHE, Catherine J. Futch, FACHE, Louis W. Goolsby, MD, FACHE, M. Lisa Haynes, FACHE, Lance W. Jones, FACHE, William R. Love, FACHE, John C. Mizerany, FACHE, Lee P. Oliver III, FACHE, Joseph Pringle, FACHE, Kimberly J. Ryan, FACHE, Elizabeth K. Sobczyk, FACHE, Kurt M. Stuenkel, FACHE, Jerry Tillery, FACHE, Anthony Williamson, FACHE, James S. Aslinger, FACHE, Joe Austin Jr., FACHE, Johnny P. Ball III, FACHE, Constance S. Blankenship, FACHE, Marie Cameron, FACHE, Jason Cox, FACHE, M. Scott Hill, FACHE, Joseph F. John, DSc, FACHE, James A. Kent, FACHE, Vicki J. Lewis, FACHE, Corinne A. McTier, FACHE, LTC Prentice R. Price, RN, FACHE, Candice L. Saunders, FACHE, Ninfa M. Saunders, FACHE, Richard W. Turner, FACHE, Carmen R. Williams, FACHE, Ilona Wozniak, FACHE

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

Jacquelyn L. Curry-Reasor, Jeffrey Kellner, John Snider, MAJ Dave Bode, Ruth Brosnahan, Tiffany Carmichael, Matthew Enright, Patrick Ferreira, Courtney Folderauer, Kim R. Foss, William Henson, SSG Vasa Houzah, Sean Kayea, Ashish Kulkarni, Nancy J. Laster, Kathleen Y. McDuffie, Mary K. Millians, Ramya Parthasarathy, Valerie North Ramsey, LT Michael Schermer, Lisa D. Simmons, Suzanne Swann, Steven Tendick, Christopher Denson, William A. Elrod, LaMia Harris, Meredith L. Hoffman, Justin Leal, Stephen R. Mayfield, Karen Posea, CPT Denise Ramsey, Kathryn L. Rice, RN, Paul Robinson, Stacey Sutherland, LeShea Turner, Michael Azzolin, Jayme B. Carrico, Jose Cruz, Markesha Daniel, Pamela Kropff, Tevin S. Middleton, Blaine Ney, Jigar Patel, MD, Rana Rittgers-Simonds, Adam Sheinkopf, Etta R. Stewart, Lorraine T. Taylor, Nicole A. Washington, RN, Clifford A. Wilson III

### **Make 2016 your year to become a Fellow of ACHE (FACHE)**

The importance of earning the distinction of board certification as a Fellow of the American College of Healthcare Executives cannot be overstated. GAHE encourages you to take the next step in advancing your career by achieving FACHE status. This distinction benefits both your professional goals and the healthcare management profession as it demonstrates your competence, leadership skills and commitment to excellence in the healthcare field. The minimum requirements to submit a Fellow application include: ACHE membership; a master's or other advanced degree; a healthcare management position with a minimum of two years healthcare management experience; three references from current Fellows (one of which must be a structured interview); and a copy of the Member's current job description, organizational chart and resume. Upon submitting the application, applicants have three years to complete the remaining requirements for advancement to Fellow.

Go now to [www.ache.org/FACHE](http://www.ache.org/FACHE) to review all the requirements and to apply.

### **FROM YOUR ACHE REGENT**

#### **First Step in Leadership: Effectively Lead a Meeting**

*Fall 2015*

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

As you read my third Regent's Message, you're likely getting a sense of the type of insight that I find energizing and hope is useful. We started off in the spring with general information regarding leadership, which kicked off our 2015 theme. During the summer, we reviewed Leadership Lessons from Admiral Horatio Nelson. In this message, it's time to dive into the 30-foot level and review a specific leadership competency that affects your everyday work life.



Andrew N. Garman, PsyD, and I were selected by ACHE to conduct a behavioral competency study for healthcare executives to form the foundation of a 360-degree evaluation for performance improvement. Published in 2003, we continue to use the results of that study in multiple ways. Among the interesting findings from the study was that healthcare executives should possess the competency to lead a

meeting. Not having seen this skill in any comparable studies, my interest was piqued. Upon lecturing on the competency model, I'd probe executives in the audience about their experiences with meetings. Those of you who have sat through my lectures for Leadership GHA know what happened next. Uniformly, everyone agreed that it needed to be a competency and then proceeded to complain about meetings they attended. For many, running a successful meeting will be the first step in becoming a leader. Here are some tips:

1. Determine the purpose. Is it to give input, make a decision, coordinate, review issues or something else? If multiple issues exist, which ones do you tackle? Define the purpose at the top of the agenda along with names of invitees.
2. Have an agenda. Unless the meeting has only one purpose, an agenda is mandatory. As you, the leader of the meeting, draft the agenda, ask invitees for agenda items via e-mail. If you encounter a topic that would be better discussed in another forum, call the originator and advise him/her why the agenda item won't be discussed at the meeting.
3. Prepare rules of engagement. When meetings get out of control, it's usually because the meeting leader didn't establish ground rules before the meeting. Once these rules are listed and agreed upon, the group can enforce them. Ground rules can become permanent for meetings that occur regularly. Here are some that I use:
  - a. Park Your BMW, meaning no Bellyaching, Moaning or Whining.
  - b. Put your cell phone in your pocket or purse. Only ET can call home.
  - c. You can come, or you can go, but you can't come and go.
  - d. Anyone can call an ELMO (Enough, Let's Move ON), which is voted on.
4. Start on time. If eight minutes have passed the starting time, you have a decision to make as a leader. If key participants are not present, you may wish to reschedule. Getting people to meetings on time is a major problem. At Tyler & Company, we have Monday morning conference calls. Those signing in late have to beg "humble apologies" to the rest of the group. Among my clients was the CEO of a hospital in Clearwater, Fla. His first staff meeting was scheduled at 8 a.m. on Monday morning. At 8:01 a.m., he walked to the door of the conference room and locked it! If you were not in your seat at 8 a.m. sharp, you didn't attend the meeting. Guess what? Tardiness disappeared.
5. Alpha not. Don't let alpha males or alpha females monopolize the conversation. Adopt the Two-Minute Rule. That is, each person must express his/her point in fewer than two minutes, and another person needs to talk before the opportunity is again granted to the first person.
6. Duly summarize. Ten minutes before the end of the meeting, the leader should summarize points and decisions made. If there are to-do items, list and assign responsibilities.
7. Schedule your next meeting. For meetings that are not regularly scheduled, be sure to calendar the next meeting before you leave the room. Thus, everyone should bring their calendars to the meeting. Alternatively, calendar invitations after the meeting can work, but may cause delays due to scheduling conflicts.

Since leadership can be exhibited by how well a meeting is run, I hope you found these tips helpful. I want to thank the team at Leadership Strategies for some of the ideas that I stole from them with their permission.

As a final word, please join me in congratulating the recipients of two Regent's awards for Georgia.

- **Ninfa M. Saunders, DHA, MBA, MSN, FACHE**, won the "Senior-Level Healthcare Executive Award," which I presented Nov. 11 at the GAHE/ACHE/NAHSE breakfast during GHA's annual meeting in Savannah.
- **Matt Jernigan, MBA**, received the "Early-Career Healthcare Executive Award," which I presented Nov. 17 during the GAHE Annual Meeting Luncheon in Atlanta.

My gratitude also extends to my Regent's Advisory Council for helping identify whom to honor. The council consists of **Marilyn A. Bowcutt; James "Jay" D. Dennard, Jr., FACHE; Barry S. Herrin, JD, FACHE; and Steve Pound, FACHE.**

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

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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 12/30/15)

- **Friday, January 28, 2016**  
January meeting, Topic: "Applying Lean, Six Sigma and Blue Ocean Thinking to Your Reform Strategy"  
11:30 am - 1:30 pm at Maggiano's Little Italy Atlanta/Buckhead, 3368 Peachtree Rd., Atlanta, GA  
CEUs: 1.5 hours ACHE Face To Face Education credit
- **Thursday, February 25, 2016**  
February meeting with Double Program and Atlanta/Savannah Videolink  
Topics: "Best Practices in Adapting to Local Regulations, Markets, and Trends" AND "Successfully Leading Change in Healthcare Organizations"  
11:30 am - 3:30 pm; Atlanta and Savannah sites TBA  
CEUs: TBA
- **Thursday, March 31, 2016**  
March meeting, Topic TBA  
11:30 am - 1:30 pm at Maggiano's Little Italy Atlanta/Buckhead, 3368 Peachtree Rd., Atlanta, GA  
CEUs: TBA

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## CAREER CORNER

### **Mergers, Acquisitions, Takeovers: Facing Career Realities**

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



The Georgia healthcare market has been changing with many organizations seeking new partners or a change of ownership. WellStar, Emory, St. Joseph, Gwinnett, Henry County, Southern Regional and perhaps others have or are apparently in play for combining organizations in some arrangements. The changes often mean a change of leadership with a new set of goals and organization objectives.

Acquisitions, mergers, or takeovers are most often the result of insurmountable financial challenges. Selling the hospital for economic reasons or the need to acquire capital resources are often the overwhelming reasons. The rationale is almost never to "improve patient care" but instead to gain economic strength.

In order to pay for the changes by seeking cost savings, new staff ratios or new revenue based on an economy of scale are needed to get to the bottom line. The effect on staff is usually consistent. There will be:

- Loss of jobs, particularly at the top. In a merger for example, there might be two of everything. Two Presidents, two COOs, etc. and now there is only one needed. So, who gets to leave? The buyer or the organization bringing the new "value" to the table is the winner. Most likely their people will be assigned to the leadership positions.
- Complexity changes: New policy and procedures of the acquirer must be to reduce staff quickly to gain the economic value of economy of scale effect. Your position may not be needed, is excess, or the perception is you can not adapt fast enough. The organization is not the same business you joined. Be prepared with hard metrics to demonstrate your value historically and how it applies to the new venture. Work hard to help make the deal work and document the effort. Maintain the recommendations and business plans offered to enhance the change over which can then ultimately document to others that your efforts were to be part of the solutions, not be the problem.
- You are suddenly in a bigger talent pool than before, having to demonstrate performance benchmarked against a different set of criteria. Measuring up fast enough may be impossible in the schedule to achieve the economic benefits of the deal. But, the effort must be made and the information can be used in the resume and to sell yourself in the job market if things do not work out.
- There is no safety net unless it is negotiated before the deal is finalized. Reducing cost, saving expenses, eliminating positions leaves nothing to support you in a separation package. It is not difficult to incorporate the separation costs into the acquisition price but that needs to be part of the negotiations.

Some actions might be:

- • Design and negotiate the possible exit package before the deal is done. If the costs are funded as part of the acquisition fee, then those costs possibly are part of the capital expense to be depreciated. Otherwise the costs incurred after the deal is done, come out of expenses while the effort is a "cost avoidance" mentality. Up date your resume and begin to farm it out while the deal is in process. A brain drain can often adversely affect the success of the enterprise after the deal is cut and thus there may be some negotiating room. Going back to your network later, confirming your "initial impressions" of the new owner will then be no surprise. Maintain the recommendations and strategic action plans you recommended to stabilize the organization and grow.
- Which side are you on? The buyer takes over as the winner and the losers are excess.
- The Buyer wants to avoid an overt rush to the exits of the top quality people with the claim they will keep the "best: etc. but it doesn't happen. Good people can find a job more quickly than those who do not have well documented successes.
- The new organization may move to a matrix management model so if this style of management is unknown to you, it may present some difficult time to adjust. Know the skills needed to succeed in the new environment.
- Don't be deceived; make your own decisions for your career and family.
- Don't get ready! Stay Ready!



Actions needed on your part:

1. Up-date your resume. Be clear in the Positioning Statement of your value and skills. Have the resume reviewed by people who are familiar with the ACHE resume review material.
2. Document the successes at the company and especially with hard copy material. Keep a file of all recognition. Collect the metrics to show your bottom line value to the organization.
3. Capture your network contact information either from the company computer or cell phone memory of telephone numbers. Do not leave anything behind.
4. Update your LinkedIn profile.
5. Update your contact information in the ACHE Directory, and other professional organizations. Make it easy for people to find you if you have to separate promptly.
6. If there are "working committees" to discuss changes, GET ON THE COMMITTEE! Be an insider. It may not fully save your position, but it could sure delay the actions.

The company who is taking over the enterprise, in whatever means or model, thinks their business model can produce a more effective bottom line results. To do that, they must trim expenses and raise revenue. A revenue stream is slow to develop while expense reductions can be achieved quickly, even if some costs are added back at a later date. Stay on point to be ahead of the curve.

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## TOPICS IN LEADERSHIP

### **Improving Communication for Better Retention**

Although compensation can be one reason why employees choose to leave a company, poor communication and ineffective management also are contributing factors. Improving the way in which you interact with your employees will strengthen their loyalty to you. Below are ways to sharpen your communication tactics.

- **Listen.** Don't plan your response to a conversation while speaking with an employee. Listen, then respond.
- **Free your schedule.** Information and input shouldn't only take place in casual conversations when briefly crossing paths with someone. Schedule regular appointments with employees for one-on-one discussions.
- **Be transparent.** When something occurs within your organization that affects your subordinates, inform them as soon as possible with all of the appropriate information. Don't withhold bad news for fear of lowering morale-instill trust by sharing all you know.
- **Remain consistent.** Don't promise one thing and act in a way that contradicts what you've said. Stay true to the promise you make to promote honesty and integrity.
- **Provide regular feedback.** No matter whether an employee's performance is good or poor, be upfront and honest and provide regular feedback. When performance can be improved, coach the employee on actions to take moving forward.
- **Step out of your office.** Email is an efficient and easy form of communication, but it isn't a substitute for one-on-one, personal conversations. Talk to your team face to face as often as possible to show you are paying attention to what is happening in the organization and that you care about their performance.

- Adapted from *Communication Solutions October 2015 newsletter*, [www.communicationbriefings.com](http://www.communicationbriefings.com)

## Host a Successful Feedback Session

Feedback given during one-on-one employee meetings cannot lead to desired results without a proper plan in place. Keep in mind that the goal of feedback is not to criticize or praise, but to influence behavior and come up with concrete solutions for improvement. Generate a positive outcome and strengthen your workforce with these strategies.

**Evaluate your relationship.** Think about how well you know the employee and whether the relationship has been formal or friendly. Reflect on the feedback you have given the employee in the past, and ask yourself whether you have thoroughly and clearly explained requirements, expectations and metrics for that person's role.

**Plan the meeting.** Construct an outline or schedule of topics and talking points you wish to cover in your meeting. This will allow the meeting to progress more smoothly and ensures you won't forget anything you hope to cover. Include positive and negative examples of behavior, and come up with suggestions for potential solutions. Be prepared to be flexible throughout the conversation. It might not go to the way you planned, and you need to be ready to change course based on the person's reaction.

**Be firm but fair.** Try to offer even negative feedback in a way that respects the employee. People tend to shut down when someone is heavily criticizing their behavior and performance. Don't sugarcoat the information, but try to add something positive to what you're trying to convey. A mistake can be sign of an employee's desire to do the right thing, and recognizing this will mold your feedback in such a way that makes it easier to accept.

**Take responsibility.** Make sure to stand behind your feedback. Don't speak for other people unless the situation requires it. This could perhaps be a group problem or an allegation of harassment. Blaming those above you will undercut the employee's respect for you and your position.

**Give people time to reflect on your feedback.** Do not expect employees to instantly accept your information and yield immediate results. Effective feedback shouldn't come as a complete surprise to the employee, but some people may need time to think about and process what you have told them. Listen to what they say; you might not agree, but showing that you hear them and appreciate their own feedback will increase your chances of a constructive outcome.

- Adapted from *Communication Solutions October 2015 newsletter*, [www.communicationbriefings.com](http://www.communicationbriefings.com)

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## ACHE NEWS

### Register for "Leading Well" - the 2016 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 2016 Congress on Healthcare Leadership, "Leading Well," will be held **March 14-17, 2016 at the Hyatt Regency Chicago**. More than 4,000 healthcare leaders attended the 2015 Congress on Healthcare Leadership. Join us in 2016 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
- More than 140 sessions of practical learning from healthcare's top leaders
- Opportunities to connect with your peers
- Career-enhancement workshops

Get all the details and register now at [www.ache.org/Congress/](http://www.ache.org/Congress/).

### Call for Innovations

ACHE invites authors to submit abstracts of their posters for consideration for the 32nd Annual Management Innovations Poster Session to be held at ACHE's Annual Congress on Healthcare Leadership. We are interested in innovations around challenges your organization has faced, such as in the areas of improving quality or efficiency, improving patient or physician satisfaction, implementation of electronic medical records and optimizing the use of new technology. All accepted applicants will be expected to be available to discuss their posters on March 14 between 7 a.m. and 8 a.m.; posters will remain on display from March 14-16, 2016, at Congress. Please go to [ache.org/CongressPosterSession](http://ache.org/CongressPosterSession) for the full selection criteria. Abstracts should be submitted as an email attachment to [PosterSessions@ache.org](mailto:PosterSessions@ache.org) by Jan. 19, 2016.

### Access Complimentary Resources for the Board of Governors Exam

For Members starting on the journey to attain board certification and the FACHE® credential, ACHE offers complimentary resources to help them succeed so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning. These resources, which include the Exam Online Community, the Board of Governors Examination in Healthcare Management Reference Manual and quarterly Advancement Information webinars, are designed to be supplements to other available Board of Governors Exam study resources, such as the Board of Governors Review Course and Online Tutorial.

- The Exam Online Community is an interactive platform to learn and glean study tips from other Members taking the Exam. Participants can discuss Exam topics with experts and have the option to participate in study groups. Interested Members may join the Exam Online Community at [bogcommunity.ache.org](http://bogcommunity.ache.org).
- The Reference Manual, found at [ache.org/FACHE](http://ache.org/FACHE), includes a practice 230-question exam and answer key, a list of recommended readings, test-taker comments and study tips.
- Fellow Advancement Information webinars provide a general overview of the Fellow advancement process, including information about the Board of Governors Exam, and allow participants to ask questions about the advancement process. Register online at [ache.org/FACHE](http://ache.org/FACHE).

### ACHE Tuition Waiver Assistance Program

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

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

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

### ACHE Call for Nominations for the 2017 Slate

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

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

The first meeting of ACHE's 2016-2017 Nominating Committee will be held on Tuesday, March 15, 2016, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting an orientation session will be conducted for potential candidates. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs. Following the July 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed. All candidates will be notified in writing of the committee's decision by Sept. 30, 2016, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 27, 2016.

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

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## **GAHE NEWSLETTER SUBMISSION GUIDELINES and CALL FOR CONTENT**

### **Audience and Focus**

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

Contributions to the newsletter may include: Articles on healthcare laws, regulations, finance, leadership, innovation, professional development, or healthcare administration; Member and GAHE event news; GAHE members who have moved to a new position, received a promotion, or other professional accomplishment ; Photographs from GAHE events.

### **Content Submission Requirements/ Deadlines**

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

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

### **Article Submission Instructions**

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

### **Article Editing**

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

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