



GEORGIA ASSOCIATION  
OF HEALTHCARE EXECUTIVES

**Newsletter – Spring 2018**

CONNECTING | LEARNING | LEADING

An Independent Chapter of



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

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March 30, 2018

### **Embracing a Sense of Rejuvenation in Spring 2018!**

I look forward to this time of year for several reasons, and being outdoors with my family is the primary driver. Whether you're attending Macon's Cherry Blossom Festival, Darien's Blessing of the Fleet, Vidalia's Onion Festival or Atlanta's Dogwood Festival, March and April have plenty to offer across our great state! Or if you're a sports fan, it could be that you're excited by the fact that Opening Day at Suntrust Park is just around the corner or that the roars from Augusta National's Amen Corner aren't too far away!

Aside from being outdoors and the optimism of a new baseball season in Atlanta, another reason I like Spring is the new growth on trees and in flowering beds. It reminds me of a sense of rejuvenation, and I consider my own career and our organization's trajectory this time each year. In fact, the health system for which I work has recently created and implemented a new set of Vision, Mission and Values, and along with those, our leadership team has been charged with creating statements of affirmation for distribution to the teams with which we work.

As I've considered the commitments I am making for the good of our organization and the expectations that I have for the teams for whom I have responsibility, I have been struck by the impact we all could have if each of us proactively and regularly communicated our visions and expectations of ourselves and our teams. My sense is that it would ground us and serve as a mechanism towards rejuvenating our peers. As a result, I want to make a few affirmative 'I WILL' statements here regarding GAHE and our chosen careers as healthcare leaders:

- I WILL lead the organization with a long-term view and set a clear vision for our success.
- I WILL value honesty, integrity and a caring spirit.
- I WILL treat others the way I wish to be treated.
- I WILL be prepared to perform at a high level each day and embody the values of the organization.
- I WILL seek first to understand and then to be understood.
- I WILL foster a 'team sport' mentality where all disciplines are honored for the value they bring.
- I WILL seek to continually improve the organization for the good of those we serve.

I hope that this newsletter finds you excited about this time of year and that you will consider and commit to your own sets of 'I WILL' statements with the goal of uplifting and rejuvenating those around you. I also hope that I will see you at some of our upcoming events:

- April 19<sup>th</sup> Lunch Meeting at Maggiano's, with the topic 'Value Based Reimbursement'
- April 28<sup>th</sup> Community Service Event at Medshare in Atlanta, 9am – Noon
- May 17<sup>th</sup> Lunch Meeting at Maggiano's, with the topic 'Cybersecurity'
- May 19<sup>th</sup> Community Service Event at Medshare in Atlanta, 9am - Noon

My best to each of you and yours, and please don't hesitate to reach out to me via email at [slocum.timothy@navicenthealth.org](mailto:slocum.timothy@navicenthealth.org) with questions, suggestions or concerns.

With a sense of rejuvenation and optimism,

Timothy A. Slocum, FACHE  
2018 President, Georgia Association of Healthcare Executives

## MEMBER NEWS

### At 2018 ACHE Congress: GAHE receives Chapter Distinction Award

GAHE is proud to be a winner of the ACHE Award of Chapter Distinction. GAHE was one of only 10 out of the 78 ACHE local chapters to receive this award this year. In addition we received the ACHE Award of Sustained Performance for the second year in a row. Each year ACHE recognizes its local chapters with awards for meeting or exceeding performance measures. This program helps ensure the delivery of high-quality services to members at the local level by acknowledging outstanding chapter accomplishments.

These awards recognize the work of our chapter in 2017 and over the last three years. They were presented at the Chapter Leaders Reception during ACHE's Congress held in Chicago in March. Congratulations to all our outstanding officers and committee leaders!  
*Photos by John Henson, FACHE*



Representing GAHE: Callie Andrews, FACHE, Tim Slocum, FACHE, Dr. John Henson, FACHE, Jay Dennard, FACHE, Dr. Lilly Henson, FACHE, Bobby Ryan, FACHE



At the MacEachern Lecture

### Our New ACHE Regents take office

We are proud welcome the new ACHE Regent for Georgia, **Jay Dennard, FACHE**. Jay will serve as a member of the GAHE Board as well as representing us in the governance of ACHE. We are also proud to welcome the new Regent-At-Large for District 2, GAHE member **Lily Henson, MD, FACHE**. Lily and Jay took office at the March ACHE Congress after being elected by the ACHE members last fall, and each will serve a three-year term, through Congress 2021.



GAHE offers its thanks to immediate past Georgia Regent **Larry Tyler, FACHE**, for his involvement and service to GAHE and all ACHE members over the last three years. We appreciate you!

*Photo – New regents Jay Dennard, FACHE and Lilly Henson, FACHE inducted at 2018 ACHE Congress (center) with Dr. John Henson, FACHE (l) and Larry Tyler, FACHE (r).*

## **Higher Education Mentoring at Georgia Southern**

A Higher Education Network event was held for graduate students in healthcare at Georgia Southern University. The group came for a half-day program at East Georgia Regional Medical Center in Statesboro, Georgia. Through presentations and roundtable discussions they heard from a panel of healthcare executives about how to begin and navigate their careers in the field. Speakers included David Castleberry, FACHE - CEO, Optim Health System; Ryan Burnside – Patient Access Director/Billing Office Director, Fairview Park Hospital; Laura Friday - Executive Director, Memorial Health; Stacey Howard, FACHE – COO, Fairview Park Hospital; Clay Jones - COO/System CHRO, ERH, LLC; Rebecca Pruitt - Nurse Manager Quality and Patient Safety, Augusta University Medical Center.

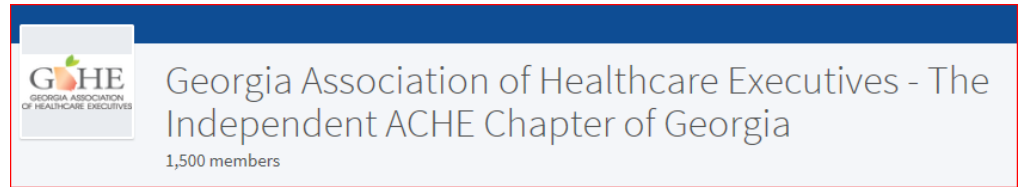


What a great opportunity for our future leaders to hear and learn from mentors in their field! Thank you to all for participating.

**Connect with GAHE**

GAHE is on social media – so remember to connect with us for the most up to date news and photos...

- Linked In: [www.linkedin.com/groups/1121747](http://www.linkedin.com/groups/1121747)
- Twitter: @GAHEConnect



## **MEMBERSHIP REPORT** (first quarter 2018, as of publication date 3/30/18)

*Photo – New Fellow Rahul Ghotge, FACHE attending Convocation at the 2018 ACHE Congress, with GAHE Board Member At Large John Henson, FACHE (picture courtesy Dr. Henson)*

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



**Taylan Bozkurt, FACHE**  
**William A. Thomas, Jr., MD, FACHE**  
**Rahul Ghotge, MD, FACHE**  
**Donald G. Martin, FACHE**  
**Samuel C. Williamson, FACHE**  
**Mason L. Deal, FACHE**  
**Robert Lubitz, MD, FACHE**  
**Vindali Vartak, FACHE**

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

Charis L. Acree, FACHE, Kenneth R. Bauer, Jr., FACHE, Mary A. Chase, FACHE, Jennifer A. Coello, FACHE, Benjamin D. Ernst, Sr., FACHE, Steven L. Gautney, FACHE, Jane P. Gray, FACHE, Karen J. Kasowski, FACHE, Jason D. Lilly, FACHE,

John D. Quinlivan, Jr., FACHE, Raymond A. Snead, Jr., ScD, FACHE, Reinetta T. Waldrop, FACHE, Zachariah P. Wheeler, FACHE, Catherine A. Maloney, FACHE, Felicia Bolden Mobley, FACHE, J. Perry Mustian, FACHE, Bobby Ryan, FACHE, MaryClaire A. Dangel-Palmer, RN, FACHE, Cynthia S. Flournoy, FACHE

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

Valerie Brantley, JD, Susan Browner, Tiffany Burke, Alison Cary-Coleman, Eric Dalton, Anthonio R. Darling, Colin K. Elder, Steve Fowler, Kent Gray, Noah B. Hatcher, Robert Middlebrooks, Jackie Newman, Crystal G. Robinson, James Satcher, Shelia M. Sherwood, Kareema Sullivan, PharmD, Michael A. Tacke, Kanetha Thomas, Scott Walker, Walter Wiley, Lori M. Wood, Joseph P. Austin, MD, Andrea I. Choate, MD, Aiyana N. Cottman, Heather Creran, George W. Daneker, Jr., MD, Jessica Daniels, Chanty D. Davis, MD, Adam J. Drumm, Melody N. Kolb, Thomas E. Lowenkamp, Lena Y. Scott, Arnelius Baker, Garnold F. Bodenheimer, Jr., Donovan K. Brown, MD, Alyson M. Cozart, Mollie M. Ellington, LTJG Chris Fotopulos, John Goforth, Jim Horstman, Steven M. Howard, Kimberly D. Johnson-Miller, Ashley King, Briah Manuel, Leslie A. Petruzzelli, RN, Tony Plummer, Naqqash Punjwani, Kelli Reale, LTJG Jessica Sanders, Jessica G. Satterfield, MD, John L. Stallworth, Jr., Jacob N. Thomas, MD, Gina Wilks, Stephen T. Williams, Tripp Yontz, III

## **FACHE: LEARN. EARN. SHARE**

### ***Save \$200 – BOG Exam fee waived for Fellow Applications by June 30***

Now is the perfect time to apply for Fellow status in ACHE (FACHE). When you submit your completed application by June 30, 2018, along with the \$250 application fee and all supporting documents, ACHE will waive the \$200 fee for the Board of Governors Exam if you take the test within six months after your application has been approved.

Eligible members must meet all the requirements—including the three years of ACHE membership tenure and five years of executive-level healthcare management experience—by June 30 to submit the application in time for this offer. (Fellow applications may regularly be submitted at any time during the year.) For all information on the requirements and procedure for becoming an ACHE Fellow and this fee waiver promotion, go to [ache.org/FACHE](http://ache.org/FACHE).

## **UPCOMING EVENTS**

Get the most current details and register for all GAHE programs on the ["Events" page at www.gahe.org](http://www.gahe.org) (list below accurate as of publication date 3/30/18)

- **Thursday, April 19 luncheon meeting** at Maggiano's Atlanta/Buckhead - "The Shift to Value-based Reimbursement", cohosted by GAHFMA and GAHIMSS. CEUs: 1.5  
ACHE Face To Face Education
- **Thursday April 19 evening at the Braves game for Senior Executives** in Suntrust Park, Atlanta. By invitation only. Special event sponsor: DTSpade
- **Saturday, April 28** community service at Medshare, Atlanta
- **Thursday, May 17** luncheon meeting at Maggiano's Atlanta/Buckhead - "Cyber Security", CEUs TBA
- **Saturday, May 19** community service at Medshare, Atlanta

**Coming for summer:**

- **July 13 & 14** (tentative dates) – GAHE's two-day BOG Exam tutorial workshop in Atlanta featuring expert instructors in each of the 10 knowledge areas of the Exam
- **Saturday, June 16** – community service at Medshare, Atlanta
- **Thursday, July 19** luncheon meeting at Maggiano's Atlanta/Buckhead - "Technology Innovation"
- **Thursday, August 16** luncheon meeting at Maggiano's Atlanta/Buckhead - "Public Reporting", CEUs TBA

**RECENT EVENTS RECAP**

**GAHE Mentorship Program Kick-off January 24**

What an amazing kick off to our outstanding mentorship program, new for this year. The mentors and mentees who enrolled last quarter met for the first time at our networking evening at ROAM Workplace Perimeter on January 24.

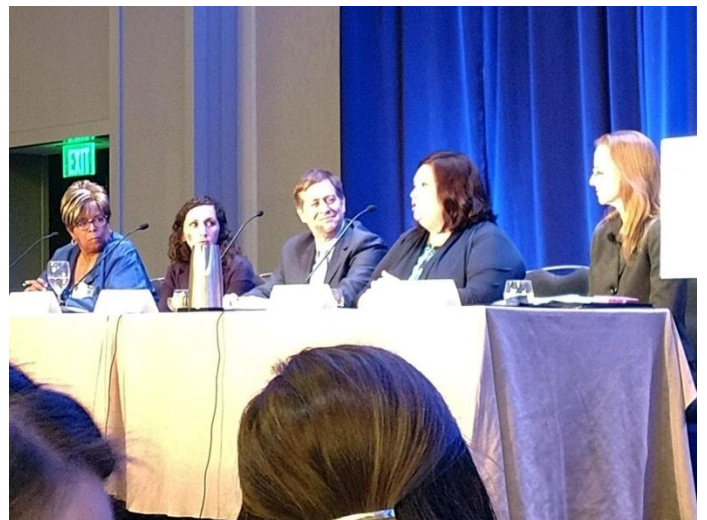
The GAHE Mentorship Program is designed in response to our commitment to the leadership development of our members and to support the professional growth of our existing and future healthcare leaders. The goal of the Mentorship Program is for participants to commit to the mentoring experience, providing all interested members with opportunities to learn and grow and make a lasting contribution to the healthcare field. Through partnerships with other local healthcare professionals, professional development will be fostered, knowledge of industry issues will be enhanced, and the value of and participation in ACHE will be promoted. Watch for the next enrollment period for our Mentorship Program coming in the fall.

*Photos below – GAHE Board member at Large and Member Relations Chair Ty Bozkurt, FACHE opens the Mentorship Kickoff evening (photos by Tim Slocum, FACHE)*



## February 22 meeting at HSPI Conference

GAHE's February meeting was a luncheon program held in conjunction with the 2018 Healthcare Systems Process Improvement Conference sponsored by the Society for Health Systems. Our topic was "Disruptive Innovations in Healthcare Delivery" and featured moderator Joyce Siegele, Northside Hospital Atlanta, Director of Productivity Management; Carolyn Booker, Northside Hospital Forsyth, Director of Patient Care and CNO; Christopher Cornue, Navicent Health, Chief Strategy and Innovation Officer; Katie Logan, Piedmont Healthcare, VP of Patient Experience; Michelle Winslow, FACHE, Department of Veterans Affairs, Virtual Care Program Manager VISN 8.



*Photo by Tim Slocum, FACHE*

## March 15 meeting: "Building the Hospital of Tomorrow"

*by Shawn McBride - Vice President Commercial Lending, First Citizens Bank, and member of GAHE Programs and Communications Committees*

More than 100 were in attendance for the March GAHE meeting. The event focused on the recent Piedmont \$450m project in Atlanta and the challenges of such a project at one of the busiest intersections in the city. Panelists discussed how they leveraged the latest technologies, 3-D mock ups, virtual reality and input from 1,000 stakeholders, including patients, family of patients, the community, physicians and others, for their input on how the experience should be and from many, how it was for them In the past. Incorporating this input into the development allows Piedmont to move this project in a direction strongly focused on the patient experience and community integration.



Some of the innovative methods used included 3-D cardboard mockups, virtual reality and a live patient room mock up with a patient bed and actual buildout to let the doctors and other stakeholders walk through, see and touch. Over 70 adjustments came out of that exercise, none of which were change orders, as they were able to incorporate the changes earlier in the process and into the final plans.

Leveraging the vicinity to the belt line, Piedmont realized they can interact with the community in a non-traditional way, shifting from 'the hospital is about sickness' to 'the hospital is also about wellness.' There's planned space for a weekend farmers' market where the planned Atlanta Beltline route will continue beside the new tower, allowing Piedmont to fully engage the community outside of care delivery.

Many lessons were learned through this project for all the panelists, which included (l-r): David Hajjar – Senior Project Manager, Brasfield & Gorrie, Mindy Goodroe – Vice President, HKS, Amanda Mewborn – Executive Director of Project Management, Piedmont Healthcare, Steve Higgs – Senior Managing Director, CBRE Healthcare moderator: Matt Enright – Executive Director of Project Management, Piedmont Healthcare.



A focus on "building the hospital of tomorrow" will allow other hospitals, designers and developers of hospitals and outpatient facilities across Atlanta and the US, to incorporate new strategies to drive change in the patient experience.

## **Giving back to our community – Community Service/Civic Engagement with GAHE**

Members of the Georgia Association for Healthcare Executives (GAHE) volunteered on March 17 at the Atlanta Community Food Bank (ACFB). It was a wonderful event despite the rain—our team packed 6,326 pounds of food, equaling 3,919 meals for Atlanta families in need.

Watch for registration for our next service opportunity, at Medshare on Saturday, April 28. GAHE members who attend our community service events receive a free GAHE "Be The Change" t-shirt!

*Photos below by Brock Beisel*



## INDUSTRY EXTRACTS

### Is going digital for hospitals and physicians the right prescription for improving the health of patients?

Consumerism is a hot topic for our ACHE members so read the newly released 'Future of Health Survey: Digital Health' from EY to weigh all the options before you implement digital solutions in your own organization. This survey, launched in early 2018 by EY, surveyed US consumers, physicians, and executives to understand how they think digital technologies will improve overall health. Similar to their experience in other industries, such as retail and transportation, consumers today expect their interaction with the health system to be supported by technology and are open to more digital interaction. Similarly, physicians also showed support for the idea that the right technologies can improve patient outcomes. The survey and report in this link explain in detail their thoughts on inviting more digital tools into the healthcare space.

**Full article:** [www.ey.com/us/en/industries/health/ey-future-of-health-survey](http://www.ey.com/us/en/industries/health/ey-future-of-health-survey)

**Authors:** Jacques Mulder, Rachel Hall, EY

### 6 Key Healthcare Trends to watch in 2018

At the start of 2018, the healthcare industry is on the cusp of more significant change, according to a recent *Health Affairs Blog* post. Highlighted below are six trends to be on the lookout for.

- **Insurance Market Stability, With Some Exceptions** - The healthcare reform strategy of Republicans going forward will likely be to focus on the states, granting them waivers to experiment with insurance programs and expand Medicaid coverage. That said, healthcare leaders are viewing 2018 as a year of greater insurance market stability. On the other hand, bad debt continues to climb, which means some healthcare leaders still face major financial threats.

- **Renewed Focus on Value-Based Care** - CMS will likely continue to ramp up the Medicare Access and CHIP Reauthorization Act of 2015 that incepts clinicians to take risks with alternative payment models. Private sector actions also appear to be expanding and accelerating the value-based payment movement, disrupting the status quo.
- **Continued Rise of Consumerism** - To ultimately succeed, health leaders realize that they need to, above all else, excel at attracting and engaging patients, families, caregivers, and consumers. More and more, providers will work with patients, families and caregivers to develop approaches to more actively manage their health and healthcare.
- **Embracing Standardization and Waste Reduction** - Healthcare leaders have a larger and more urgent financial imperative to identify and isolate wasteful practices, cost outliers and the root causes for inefficiencies. These efforts will rely heavily on having accurate and actionable data and analytics.
- **Increased Drug Market Competition** - Congress and the FDA will continue to explore new initiatives designed to unleash more competition that can moderate drug price trends. Efforts could include developing more generics where competition is lacking, streamlining the generic drug approval process, eliminating loopholes that prevent the introduction of competitor drugs and promoting biosimilars.
- **Data Warehouse Growth and Strides in Interoperability** - While providers wait for new interoperability provisions, they continue to build data warehouse systems, enhance data analytics, and train their workforce on IT-related competencies.

—Adapted from "[What To Watch In Health Care In 2018: Six Key Trends](#)," by Susan DeVore, *Health Affairs Blog*, Jan. 29, 2018.

## **CIOs Rank Most Overhyped IT Innovations**

When it comes to emerging technologies, not every innovation will make their mark on healthcare in the long run. For instance, CIO members of the College of Healthcare Information Management Executives ranked blockchain technology as the most "overhyped" IT trend in a recent CHIME study, *Healthcare IT News* reports. Although blockchain technology aims to improve data integrity and advance data security, 48.2 percent of CIOs fail to see its transformative potential. Other "overhyped" trends, according to the survey, include:

- Cloud computing (23.2 percent)
- Machine learning (7.1 percent)
- Natural language processing (7.1 percent)
- 

Instead, many healthcare organizations are focusing on trends that can make a tangible, positive impact. According to 50 percent of the CIOs surveyed, these promising innovations include Fast Healthcare Interoperability Resources and application programming interfaces. Additionally, 14 percent of CIOs said their organization has launched a dedicated IT innovation center and 25 percent said their health system has formed a partnership focused on innovation with a healthcare IT startup.

—Adapted from "[FHIR transformative, blockchain overhyped, CIOs say](#)," by Mike Miliard, *Healthcare IT News*, Jan. 19, 2018.

## ACHE NATIONAL NEWS

### Check out ACHE's enhanced Executive Coaching Directory

ACHE's Career Resource Center is pleased to bring you an enhanced version of the Executive Coaches Directory at [www.ache.org/ExecCoach](http://www.ache.org/ExecCoach). Executive coaches offer personalized support to individuals pursuing professional growth. While ACHE is not endorsing the firms or individuals listed, the directory is intended to accelerate your research process as you assess the qualifications, practice methods and fees of an array of executive coaches. Not only does this upgrade provide a better experience for members seeking executive coaches, the coaches promoting their services benefit as well. If you have questions or need assistance, please contact [coach@ache.org](mailto:coach@ache.org).

The new platform features include:

- Enhanced search capabilities for members seeking an executive coach. You can now search coach profiles based on location, area of expertise and more!
- Improved profiles, including the listed coaches' website, social media outlets and a professional headshot.
- Advanced technology that provides members and coaches with a more user-friendly experience.

### ACHE Senior Executive Program

ACHE's Senior Executive Program is designed for senior-level C-suite healthcare executives who strive to become visionary leaders. Past participants have included vice presidents, health system leaders, COOs, CMOs, CNOs and CFOs who aspire to become CEOs. The programs will be: Chicago (June 11–13); San Diego (Aug. 20–22); Orlando, Fla. (Oct. 29–Oct. 31).

The Senior Executive Program is tailored for senior leaders, providing them with an opportunity to gain skills in decision making, problem solving and team building. Participants explore crucial topics impacting the healthcare environment, how to lead an organization to success and ways to achieve lifelong learning goals. Enrollment is limited to 30 healthcare executives, and participants must attend all three sessions. A limited number of scholarships are available for qualified individuals. For more information, contact Catie L. Russo, program specialist, in ACHE's Division of Professional Development, at (312) 424-9362, or visit [ache.org/SeniorExecutive](http://ache.org/SeniorExecutive).

### ACHE Executive Program

ACHE's Executive Program is designed for the next generation of healthcare executives who strive to excel in management and achieve organizational excellence. Past participants have included mid-career executives or administrative directors, service-line

leaders and department heads. The programs will be: Chicago (June 11–12); San Diego (Aug. 20–22); Orlando, Fla. (Oct. 29–Oct. 31).

The Executive Program is tailored for mid-level managers, providing them with an opportunity to assess their skillsets in order to develop stronger leadership capabilities and prepare them for change within their organizations. Participants explore a wide range of topics essential to their professional career growth and their healthcare organization's advancement. Enrollment is limited to 30 healthcare executives, and participants must attend all three sessions. A limited number of scholarships are available for qualified individuals. For more information, contact Catie L. Russo, program specialist, ACHE's Division of Professional Development, at (312) 424-9362, or visit [ache.org/Executive](http://ache.org/Executive).

### **ACHE Member Communities Enhance Membership Experience**

ACHE offers four community groups that align with our members' professional backgrounds and commitment to diversity and inclusion. Make members in your area aware of these communities and encourage them to join one or more that meet their professional needs and goals (pending they meet the requirements).

ACHE Forums: [Asian Healthcare Leaders](#) | [LGBT](#) | [Healthcare Consultants](#) | [Physician Executives](#) . Join or renew one or more of these groups for an annual fee of \$100 each in addition to your ACHE membership dues. All benefits are accessible online and include a newsletter, an exclusive LinkedIn Group and special designation in ACHE's online Member Directory.

### **Call for Nominations for the 2019 Slate**

ACHE's 2018–2019 Nominating Committee is calling for applications for service beginning in 2019. 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, District 2 (Georgia's district) (two-year term ending in 2021)
- Four Governors (three-year terms ending in 2022)
- Chairman-Elect

To review the Candidate Guidelines, visit [ache.org/CandidateGuidelines](http://ache.org/CandidateGuidelines). All correspondence should be addressed to Edward H. Lamb, chairman, Nominating Committee, c/o Julie Nolan, and the applications to serve and self-nominations must be submitted electronically to [jnolan@ache.org](mailto:jnolan@ache.org) and received by July 15, 2018.

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CALL FOR CONTENT

### Requirements/ Deadlines

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

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

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

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