



GEORGIA ASSOCIATION
OF HEALTHCARE EXECUTIVES

CONNECTING | LEARNING | LEADING

An Independent Chapter of



AmericanCollege of
HealthcareExecutives
for leaders who care®



In this issue:

PRESIDENT'S LETTER

MEMBER NEWS

- Connect with GAHE
- Membership Report

FACHE: LEARN. EARN. SHARE.

- GAHE BOG Exam Tutorials
- ACHE's 2018 Exam Fee Waiver

UPCOMING EVENTS

RECENT EVENTS RECAP

TOPICS IN LEADERSHIP

- 4 Steps to Establishing Your Leadership Philosophy
- Enhance Your Decision-Making Skills: 3 Tips

ACHE NATIONAL NEWS

- Thomas C. Dolan Executive Diversity Program
- Run for ACHE Regent
- Forum Member Directory connects Executives with Healthcare Consultants
- Forum on Advances in Healthcare Management Research proposals
- Leader-to-Leader Program

2018 SPONSORS

CALL FOR CONTENT

PRESIDENT'S LETTER

May 31, 2018

*Two roads diverged in a wood, and I —
I took the one less traveled by,
And that has made all the difference.*

As I write this newsletter article, I am reminded and struck by Robert Frost's poem, "The Road Not Taken." Perhaps it is because we are in the season of graduations and commencements, which mean life changes for those participants and their families. Perhaps it is the terms we as healthcare leaders hear now on a daily basis, such as *disruption, innovation, rapidly evolving..., changing payment models, cutting-edge digital platforms, consumerism, engagement, integration*, and the like. Or maybe it is on a more personal level as we individually contemplate personal, familial or career changes. Regardless of your own personal perspective and situation, we are engulfed in times of change and there is little doubt that we must all "take the road less traveled."



I'm convinced that thirty years from now we will look back on today's American healthcare delivery system and identify this period as a turning point in our society. I believe we will recognize this time as one in which the game changed. We will look back and remember the time that the leaders of Amazon, Berkshire Hathaway, Inc. and JPMorgan Chase felt compelled to create a company together with the goal of reducing their healthcare costs, or when CVS bought Aetna and the headlines proclaimed that this move 'will reshape the healthcare industry.' We will have the hindsight to recognize the factors and people that actually disrupted our industry, and we will celebrate those who were the true innovators of our time. I'm also convinced that we have the leadership in place on not only the global and national stages, but also in here Georgia to conquer these weighty challenges.

GAHE is committed to helping all of us meet these challenges, and I'm pleased to report that thanks to our own leadership team, we've started 2018 very strong. We're in the midst of our first Mentorship program, which is one of the first of its kind in the nation. Our Physician Executives Group is thriving, and participation in our programs has been very high. We are planning Lunch with the CEO events, Senior Executive events, Board of Governor's Exam prep courses, volunteer opportunities, and programs available across the entire geography of Georgia for later this year. I encourage you to get involved in these upcoming events and to watch our website for news and events:

- Wednesday, June 13: NRPC Transformational Education & Innovation Forum
- Wednesday, June 13: Summer Networking Evening
- Saturday, June 16: GAHE Community Service at MedShare
- Friday & Saturday, July 13 & 14: Board of Governors Exam Review Course in Atlanta
- Thursday, July 19: GAHE Monthly meeting at Maggiano's in Buckhead

Whatever challenges and new horizons you find yourself facing or contemplating in late spring and early summer of 2018, my aspiration for us all is that we take the road less traveled. As Robert Frost taught us, that will make all the difference.

Yours in healthcare leadership,

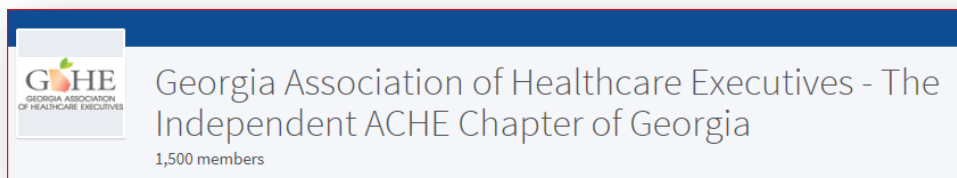
Timothy A. Slocum, FACHE
2018 President, Georgia Association of Healthcare Executives

MEMBER NEWS

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
- Twitter: @GAHEConnect -- twitter.com/GAHEConnect
- Facebook: www.facebook.com/GAHEConnect



MEMBERSHIP REPORT *(second quarter 2018, as of publication date 5/30/18)*

Congratulations to **Glenda N. Francis, DNP, RN, FACHE** who **achieved her Fellow of ACHE (FACHE) credential**. Please take a moment to congratulate your colleague for her commitment to advancing her healthcare career.

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

Velvette L. Jones, FACHE, Matthew Osucha, FACHE, Richard B. Sanders, FACHE, Chet S. Bhasin, FACHE, Mary A. Germann, RN, FACHE, Joyce T. Siegele, FACHE, J. Alan Kent, DHA, FACHE

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

Marcy A. Cent, David Curry, Steven B. Dawson, MD, Nancy D. Doolittle, DNP, James W. Huckfeldt, Cody Kemp, Ijeoma Kene-Ewulu, MD, Richard Kenney, Briah Manuel, Angelyn J. McCrory, MBA, Amanda Mewborn, Michael Ochal, Africa Okoro, Sam Patton, Mary E. Rebo, PharmD, Jessica C. Robertson, Candice Walsh, Michael S. White, MBA, Kevin R. Adams, Ken Brandeis, Michael C. Brown, Kenneth L. Brown-Wilson, James D. Griffith, Dana Harris, Andrea Houlditch, Jessica Jarrard, Joanne L. Lacourciere, Frank J. LaPoint, Patrick A. Morse, MBA, Cynthia L. Pallin, MHA, Reshunda O. Redmond, MBA, Jay Rice, Sean Riley, Lindsay G. Snow, DBA, Eric R. Sorenson, Elizabeth L. Spiva, PhD, RN, Simone D. Whatley, David L. Williamson

FACHE: LEARN. EARN. SHARE.

GAHE offers BOG Exam 2-day Tutorials

ACHE members interested advancing to Fellow must satisfy a number of requirements, including passing the ACHE Board of Governor's Examination in Healthcare Management. GAHE offers assistance in preparing for the Exam with two-day tutorial workshops. Sessions feature content expert presenters in each of the ten knowledge areas of the Exam, plus tips about the testing experience.

- Friday and Saturday, July 13-14 at Gwinnett Medical Center, Lawrenceville
-> [register here](#)
- September in Macon (dates and registration announced soon)

Registration is just \$75 and includes unlimited access to the tutorial materials. As a special benefit, GAHE offers a **registration fee rebate** to all Georgia members who take and pass the BOG Exam this year after attending our workshop!

Deadline approaching to save \$200 on BOG Exam Fee

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.

Fellow applications may regularly be submitted at any time during the year. However, eligible members must meet ALL the requirements by June 30—including the three years of ACHE membership tenure and five years of executive-level healthcare management experience—to submit the application in time for this fee waiver offer. For all information

on the requirements and procedure for becoming an ACHE Fellow and this fee waiver promotion, go to 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 5/30/18):

- **Wednesday, June 13** – One-day NRPC Transformational Healthcare Forum on care coordination (ACHE Face to Face CEUs) at Shepherd Center, Atlanta
- **Wednesday, June 13** – Summer Networking Evening, speed-networking sessions with senior healthcare leaders, at Vino Venue, Dunwoody – a joint event with GA HFMA and GA HIMSS
- **Saturday, June 16** – community service 1-4 pm at Medshare, Decatur
- **July 13 & 14** – Atlanta two-day BOG Exam Tutorial
- **Thursday, July 19** luncheon meeting at Maggiano's Atlanta/Buckhead
- **Friday, August 10** luncheon meeting featuring Chuck Stokes, FACHE – location TBA
- **Save the date:**
 - September (dates TBA)- Macon two-day BOG Exam Tutorial
 - Monday, December 4 - Annual Minicluster in Macon with 6 CEUs

RECENT EVENTS RECAP

April 19 meeting – "The Shift to Value-based Reimbursement"

By Diane McKenzie, Communications Committee member

GAHE's luncheon and meeting held on April 19 was cohosted with GA HFMA and GA HIMSS. The topic of discussion was, "The Shift to Value-based Reimbursement" which was moderated by Glenn Pearson, FACHE – Founder, Pearson Health Tech Insights. Our featured panelists were: Michael Cadger, MBA – Founder and CEO, Monocle Health Data, Mac Knight, MD, MBA – SVP and CMO, Coker Group and Raymond Snead, DSc, FHFMA, FACHE – Interim CEO, Grant Memorial Hospital, Petersburg, WV.



Our panelists discussed the challenges of successfully shifting to value-based reimbursement. Some of the challenges mentioned were addressing chronic disease management and determining how to deliver care efficiently to an aging population. There are also specific challenges for rural hospitals versus urban hospitals and smaller hospitals versus larger hospitals. A solution to efficiently shift to value-based reimbursement may take place within the next 10 years but we need to measure the

outcomes of quality and cost. The solution may come from good clinic data.

Photo by Sepi Browning

Senior Executives "On Deck" at the Braves Game

Senior healthcare leaders turned out for the Braves vs. Mets game April 19 at Suntrust Park at our second annual invitation-only evening for senior executives. Special guest Perry Minasian, Assistant General Manager & VP of Baseball Operations for Braves, generously shared time with us for a pre-game talk. It was a delightfully cool evening with a fabulous field-level view of the action in our "Below The Chop" event space in Suntrust Park – and best of all, we cheered the Braves to 12-4 victory!

Photos – top left: Jay Dennard, FACHE, Perry Minasian and Tim Slocum, FACHE pictures by Sepi Browning, Jay Dennard, Karen Manno





May 17 meeting – “Cyber Security”

By Sepi Browning, Communications Committee Chair

At the May 17 GAHE event, Georgia HIMSS Past President and current Board Member, Dee Cantrell, moderated a panel of experts who discussed Cybersecurity. Joining Dee on this panel were Stan Gatewood – Chief Information Security Officer, State of Georgia, Barry Herrin, FAHIMA, FACHE, Esq. - Founder, Herrin Health Law, P.C. and Chad Hunt – Supervisory Special Agent, Federal Bureau of Investigation Atlanta Field Office.

Dee opened the session emphatically stating that cybersecurity is not just an IT issue – it is the number one business risk of the 21st century. She continued in her opening comments to share that 25% of consumers have changed their healthcare provider in response to a data breach – reported by Accenture, 2017 Consumer Survey on Cybersecurity and Digital Trust and that the cost of cybercrime is expected to be \$6 trillion by 2021 – more profitable than the world’s drug trade. Dee then ended her opening comments with “a company is hit with ransomware every 40 seconds somewhere in America”.

This set the stage for a lively and informative panel covering topics such as planning for long-term information security, understanding an information security risk assessment, regulatory impact on information security, patient and community security concerns, staff participation in security measures and most importantly fostering an organizational culture that values information privacy and security. What an amazing event! Many thanks to all of our awesome panelists and moderator.

Photo by Sepi Browning



May 18 Lunch with CEO Jeff Myers, FACHE

GAHE offers special opportunities reserved for early to mid-careerist Members to have the undivided attention of seasoned and successful hospital Chief Executive Officers. On May 18 we held our first small-group “Lunch With The CEO” event of 2018 at Hamilton Health Care in Dalton with Hamilton’s leader, Jeff Myers, FACHE. Jeff discussed his progression to the C-Suite and some of his thoughts on keys to success for healthcare leaders today.

GAHE will offer more such events this year including on September 12 with Eastside Medical Center’s CEO, Trent Lind, FACHE, so watch for announcements!

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

By Brock Beisel, GAHE Community Service Coordinator

We have held two community service events this spring at the facilities of MedShare in Decatur, Georgia. On April 28 our group packed 184 boxes, preventing 1,908 pounds of medical supplies from going to a landfill, that will ultimately serve about 2,300 patients in one or more of the following countries: Kenya, Cameroon, Philippines, Namibia, Bangladesh, Nigeria, and Papua New Guinea. (Learn more about Medshare and its mission at www.medshare.org.)

GAHE members who attend our community service events receive a free GAHE “Be The Change” t-shirt! We hope you will join us for our next community service opportunity for GAHE members, at Medshare on the afternoon of Saturday, June 16—please [register here](#).

Photos by Brock Beisel





May 29 Physician Executives Group Dinner

GAHE's Physician Executives Group held its spring dinner gathering on May 29 with 20 physicians and non-physician senior executives gathering to hear a discussion of "Healthcare Leader Stereotypes" featuring Chuck Peck, MD - CEO, Piedmont Athens Regional Medical Center and Carrie Owen Plietz, FACHE - ACHE Governor and EVP & COO Hospital Division, WellStar Health System. Carrie and Chuck led a lively discussion of how stereotyped attitudes and expectations can influence the interactions between physician and non-physician leaders.

TOPICS IN LEADERSHIP

4 Steps to Establishing Your Leadership Philosophy

Many leaders have a list of aspirational adjectives—inspiring, benevolent, collaborative—to guide them but little idea of how to exemplify those traits in practice consistently. Thinking about leadership in vague terms can lead to confusion not only for you, but for your employees as well.

The best way to prevent this confusion is to write a personal statement or "leadership philosophy" that includes how you think, act, react and work with others, according to

Ed Ruggero, business writer and leadership teacher. These statements frequently include the following four parts:

1. **Personal beliefs about leadership.** Start by writing your beliefs about the role of leadership and general leadership principles, such as "leaders serve others" or "discipline is the bridge between goals and accomplishment".
2. **What your team can expect from you.** Acknowledging that leadership is a two-way street will surprise and impress many employees. In the second section of your personal statement, outline your personal credos and aspects of your leadership that you are working to continuously improve.
3. **What you expect of your team.** Consider how you would answer questions from employees such as "Is it OK to present you with a problem for which I have no proposed solution?" and "How long should I wrestle with a challenge before seeking help?" Most importantly, create an expectation around how employees should communicate their disagreements with you.
4. **What attracts negative attention.** Listing your pet peeves may not dramatically improve organizational performance, but it can help reduce day-to-day stress.

Creating and disseminating your leadership philosophy "engages people in an ongoing conversation about how we can be a better team," Ruggero explains. If you start to deviate from your commitments, the personal statement also enables peers or employees to help you correct your course.

—Adapted from "[4 Questions Every Great Leader Should Be Able to Answer](#)," by Leigh Buchanana, *Inc.*, April 12, 2018.

Enhance Your Decision-Making Skills: 3 Tips

Good decision making requires a sense of prediction—how different choices change the likelihood of different outcomes—and a sense of judgment—how desirable each of those outcomes is—according to a *Harvard Business Review* article by Walter Frick.

Highlighted below are three ways to improve your ability to predict the effects of your choices and assess their desirability.

1. **Avoid overconfidence.** Consider the fact that you may be more confident about each step of your decision-making process than you ought to be, and that's OK. If you embrace being less certain, however you may be more likely to revisit the logic of your decision and prepare for dramatically different outcomes than your expected one.
2. **Analyze how frequently predicted outcomes occur.** Numerous studies demonstrate that the best starting point for predictions is to ask "How often does that typically happen?" Get away from the specifics of your particular decision or individual case, and look at the base rate and outcomes of similar cases first.
3. **Learn about probability.** Research suggests basic training in probability makes people more effective forecasters and helps them avoid certain cognitive biases.

Brushing up on probability theory may help you better express uncertainty and think numerically about the question “How often does this usually happen?”

“Great decision makers don’t follow these rules only when facing a particularly difficult choice; they return to them all the time,” Frick writes. “They recognize that even seemingly easy decisions can be hard—and that they probably know less than they think.”

—Adapted from “[3 Ways to Improve Your Decision Making](#),” by Walter Frick, *Harvard Business Review*, Jan. 22, 2018.

ACHE NATIONAL NEWS

Thomas C. Dolan Executive Diversity Program – Apply by July 9

Applications are open now through July 9 for the 2019 Thomas C. Dolan Executive Diversity Program by pointing them to ache.org/ExecutiveDiversity. During this year-long program, scholars benefit from specialized curriculum opportunities to develop strategies for successful navigation of potential career challenges and enhance executive presence, one-on-one interaction with a specially selected mentor, and participation in formal leadership education and career assessments. Enhanced self-awareness, critical leadership skills and an expanded network of leaders will help prepare scholars to ascend to C-suite roles in hospitals, health systems and other healthcare organizations. Visit ache.org/ExecutiveDiversity for more information or to apply. For questions please contact Cie Armstead, director, Diversity and Inclusion, at carmstead@ache.org or (312) 424-9306.

The Foundation of ACHE’s Fund for Healthcare Leadership accepts donations to the Thomas C. Dolan Executive Diversity Program. Gifts—no matter the amount—help shape the future of healthcare leadership. Visit ache.org/ExecutiveDiversity to make your donation.

Run for ACHE Regent

ACHE is beginning the election process for new Regents to serve a three-year term on its Council of Regents, the legislative body that represents ACHE’s more than 48,000 members. Election jurisdictions which are open include: Air Force, Army and Veterans Affairs. (The next Georgia Regent election will be held in 2020). The Regent is the ACHE leader within a specified geographic jurisdiction elected by the voting members to represent the interests of members in the governance of ACHE and its chapters. Recommended knowledge, skills and experience include knowledge of the programs, products and services of ACHE and the local chapter(s); knowledge of the local healthcare community including senior-level healthcare executives, state and regional healthcare associations; negotiation, influencing and policy decision/analysis skills; and personal organizational and planning skills. Go to the Member Center for full position descriptions for [geographic Regents](#) and [federal sector Regents](#).

All Fellows who wish to run for election must submit a letter of intent to elections@ache.org by Aug. 24. If you submit your letter of intent and haven't received confirmation of its receipt by Aug. 31, contact Caitlin E. Stine, communications specialist, Division of Regional Services, ACHE, at (312) 424-9324 or cstine@ache.org.

Forum Member Directory connects Executives with Healthcare Consultants

ACHE's [Healthcare Consultants Forum Member Directory](#) serves as a resource for healthcare executives and organizations seeking the services of a healthcare consultant with a specific area of expertise.

Are you a healthcare executive searching for a consultant? The Directory's robust search functionality can help identify ACHE Consultant Forum Members who may meet your needs.

Are you a Consultant looking to gain visibility with decision makers? Join the [Healthcare Consultants Forum](#), and select your primary area of expertise.

Questions? Please contact Liz Catalano, marketing specialist, Division of Member Services, at ecatalano@ache.org or (312) 424-9374 or Erika Joyce, assistant director, Division of Member Services, at ejoyce@ache.org or 312-424-9373.

Forum on Advances in Healthcare Management Research 2019 proposals open

The American College of Healthcare Executives invites authors to submit proposals to present their research at the 11th annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's 2019 Congress on Healthcare Leadership, March 4–7. The lead presenter of each selected proposal will receive a complimentary registration to Congress. Please visit ache.org/Congress/ForumRFP.cfm for the selection criteria and submission instructions. Submit your up-to-400-word abstract by **July 2**.

ACHE's Leader-to-Leader Program

When you share the value of ACHE membership with your colleagues through encouraging them to join or advance to Fellow status, you can earn points to obtain rewards such as gift certificates toward ACHE education programs, a polo shirt, backpack tote, water bottle, umbrella and even a chance to be entered into a raffle for a free Congress registration when three or more are sponsored.

Each time a person joins ACHE or advances to Fellow status and lists your name as a sponsor on the application, you earn a point. The more points you earn, the more rewards you can receive. Points expire on Dec. 31 of the year after they were earned (e.g., a point earned on Jan. 1, 2018, will expire on Dec. 31, 2019). You can check your available points and discount program coupon codes in the My ACHE area of **ache.org**. To ensure colleagues reference you, [referral cards are available](#) that you can pass out so you receive the credit you deserve. When you help grow ACHE, you make a strong statement about your professionalism and leadership in the healthcare field and also strengthen the organization. For more information on the program, go to ache.org/L2L.

THANK YOU TO OUR SPONSORS

Platinum Sponsor



Stegenga + PARTNERS
A PROFESSIONAL STUDIO
Atlanta | Naples | 678.350.5525



Navicent
Health

Gold Sponsor



MetroAtlanta
Ambulance Service



Gwinnett
Medical Center
Lawrenceville • Duluth

Silver Sponsor



TouchPOINTZ Health LLC
Tomorrow is here Today

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 kmanno AT gahe.org, no later than close of business by the 10th day of the last month of each quarter (March, June, September, December). Approved submissions made after this date will be placed into the next newsletter.

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

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