



An Independent Chapter of



Regent's Awards presented

Congratulations to the following GAHE members who were selected by our Georgia Regent for the Regent Healthcare Executive Awards. These annual 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. The awards were presented by GAHE President Callie Andrews, FACHE at the July 18 meeting.

- Senior Career Healthcare Executive Award:
Mary Germann, FACHE
Larry Tyler, FACHE
- Early Career Healthcare Executive Award:
Doug Gregory, FACHE

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*(photos by Communications
Committee Chair
Sepi Browning)*

Call for Nominations for 2020 Slate of Officers

Are you an active member in good standing with GAHE and ACHE? WE NEED YOU! Be a part of leading GAHE into the future and choose to serve!

Slate of Officers:

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

Candidates should submit an application that includes the following:

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

Deadline for submission: August 31, 2019

Submit to: Trent Lind, Vice President of GAHE, at trent.lind@hcahealthcare.com

2019 - 2020 GAHE Nominating Committee:

Callie Andrews, FACHE, President

Trent Lind, FACHE, Vice President

Mary Germann, FACHE, Regent

Tim Slocum, FACHE, Immediate Past President

Call for Committee participation

GAHE members, do you have a particular interest in serving on a committee? Please let us know as we would love to have you join us. Current committees include Career Development, Communications, Fellow Advancement, Membership Growth & Satisfaction, Physician Executives Group, Programs, Sponsorship and Senior Executives.

Be involved and a part of our GAHE Leadership team! Submit your statement on your interest on the Committee Application Form on the [Committees page](#) of our website.

Deadline for submission: August 31, 2019

GAHE Committee spotlight: Sponsorship Committee

GAHE is excited to announce 4 new sponsors

In addition to our current 2019 sponsors - WellStar Health System, Navicent Health, Gwinnett Health System, HCA - TriStar, MetroAtlanta Ambulance, Eagle Telemedicine and DTSpade, GAHE is proud to welcome Philips Healthcare, Protiviti, Leo A. Daly and Cancer Treatment Centers of America to our group of partners.

Sponsorship is vital to GAHE because it allows Georgia's hospital and healthcare leadership access to high-quality content and leading subject matter experts and speakers. GAHE is committed to the continuous expansion of its educational and networking opportunities to positively impact the way healthcare is delivered across the state. Some of the benefits of sponsorship are based on participation level and include, but are not limited to:

- Exposure for your organization to our 1,600+ members
- Complementary admission to our events
- Participation in content creation and panels of specific events, and more

To discuss how GAHE sponsorships work, what membership represents, or to become directly involved in GAHE and our mission, please see the Sponsorship Levels on the [Sponsors page](#) of the GAHE website and contact Bobby Ryan, FACHE, GAHE Board Member At-Large and Sponsorship Committee Chair, at bryan@apollomd.com.

Leader To Leader: Your Success Benefits Everyone

Now is a great time to join ACHE. New members or former members whose membership lapsed in 2018 or earlier can join during the month of August for the **prorated 2019 rate of just \$66.67!**

When you share the value of your ACHE membership with colleagues, you not only help advance the profession but can earn rewards as well. Each time you encourage someone to join ACHE or help them earn their FACHE® you receive a reward point through the Leader-to-Leader Program. The more reward points you collect, the more rewards you can receive. When you help grow ACHE, you not only make a strong statement about your professionalism and leadership in the healthcare field, but you strengthen the organization. For more information visit ache.org/L2L.

MEMBERSHIP REPORT

(June/July 2019)

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

Heather K. Dexter, FACHE, Elizabeth Fritchley, FACHE, Beverly R. Hunt, RN, FACHE, Douglas R. Hurt, FACHE, Sharon K. Winkler, FACHE, Brendon Winstead, FACHE, Marty Chafin, FACHE, George G. Tribble, FACHE

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

Nina S. Bates
John Bennett, MD
Cindy Brooks
Kevin M. Clark
Patrick Cope
Andrew Golden
Kelly Gonzalez

Kent Haythorn
Cindy Holcomb, MSN, RN
Kinjal Kachalia
Brooke McDowell
Lyrlande (Lindy) Milhomme
Milini Mingo
Melissa A. Phagan

Minette Reyes, MSN, RN
Caswell Samms, III
Meredith Scaccia
Matt Thompson
Robbie Allen
Randall T. Crawford
Valerie Darling

Jordan T. Deen
Scott A. Filgo
Avina Goel, MD
Emily P. Haley
Prudence Howard
Angelenia Jenkins
Doug Jones
Amit Kachalia, MD

Ruth Anne Larson, BS
Amy Massey
Chad B. Massey
Constance Nagle
Kenneth O. Ogbo, Jr.
Jai Patel
Pooja Patel
Andrea P. Pierce, PharmD

Courtenay Smith
Jared Swift, RN
Peter Tran, MBA, MPH
Kristin Wedd
Monica L. Williams, MHA
Conzie Williams-Waller

UPCOMING EVENTS

Get the most current details and register for all GAHE events on the ["Events" page at www.gahe.org](http://www.gahe.org) (list below accurate as of 8/5/2019):



Thursday, August 15 - GAHE August Meeting

"Innovations in Population Health"

Maggiano's Little Italy @ 11:30 AM - 2:00 PM | Atlanta/Buckhead

CEUs: 1.5 hours ACEH Qualified Education



Tuesday, August 20 - Senior Executives Dinner

featuring Ninfa Saunders, FACHE and Gene Woods, FACHE

By invitation only, for senior leaders of healthcare provider organizations

Buckhead Club @ 6:00 - 8:30 PM | Atlanta

Special sponsor for this event: ApolloMD

CEUs: 1 hour ACEH Qualified Education



Thursday, August 29 - Lunch with the CEO in Macon

with Bill Lindsey, FACHE - CEO, OthoGeorgia

OrthoGeorgia @12:00-1:30 PM | Macon



Thursday, September 9 - Lunch with the CEO in Alpharetta

with Jon-Paul Croom - President, Wellstar North Fulton

Wellstar North Fulton Hospital @12:00-1:30 PM | Alpharetta



Thursday, September 25 - Senior Executives Dinner

featuring Carl Amato - CEO, Novant

By invitation only, for senior leaders of healthcare provider organizations

Capital City Club @ 6:00 - 8:30 PM | Atlanta

Special sponsor for this event: BDR Partners

CEUs: 1 hour ACEH Qualified Education



Thursday, September 26 - GAHE September Meeting

featuring Carl Amato - CEO, Novant

Maggiano's Little Italy @ 11:30 AM - 2:00 PM | Atlanta/Buckhead

CEUs: 1.5 hours ACEH Qualified Education



Thursday, September 26 - Joint event: Health Connect South

Georgia Aquarium @ 8:00 AM - 3:00 PM | Atlanta

50% discount for GAHE members

CEUs: 1.5 hours ACHE Face To Face Education *PLUS* ACHE Qualified Education



Tuesday, October 1 - Joint event: HIMSS Georgia Annual Conference

Cobb Galleria @ 8:00 AM - 6:00 PM | Atlanta

Free for healthcare providers / Early Bird registration by Sept. 5

CEUs: 6.5 hours ACHE Qualified Education

Save the date:

- Thursday, October 17 - GAHE October Meeting: Technology Innovation Changing the Face of Healthcare Delivery, at Maggiano's Atlanta/Buckhead
- November 6-8 - Joint event: UAB National Symposium for Healthcare Executives, at Sheraton Birmingham Hotel, Birmingham, Alabama - up to 9 hours ACHE Face To Face Education
Early Bird registration by September 6
- Tuesday, November 19 – Senior Executives Dinner featuring Jonathan Lewin, MD - CEO, Emory Healthcare, at Carter Center, Atlanta
- Thursday, November 21 - GAHE Annual Meeting: Leading a Culture of Safety, at Maggiano's Atlanta/Buckhead
- Monday, December 9 - GAHE Annual Mini-Cluster with 6 CEUs, at Mercer University, Macon

RECENT EVENTS RECAP

Photos courtesy Communications Committee chair Sepi Browning, Administrator Karen Manno

June 9 Mentorship Program Wrap-up Event

Thank you to all who participated in what was been a thrilling year for our GAHE Mentorship program! We enjoyed a 20% increase in participation, a 30% increase in contracts submitted, and a 75% increase in fun on the part of the Mentorship Committee as we added new, enthusiastic members, a closing event, and gathered lots of great input and stories to share. Watch for announcement this fall for our next Mentorship Program season.



Medshare volunteering on June 1

We had another wonderful GAHE volunteer event at Med-Share. Our group packed 198 boxes, preventing 2,145 pounds of medical supplies from going to a landfill, that will ultimately serve about 2,475 patients in one or more of the following countries: Nigeria, Jamaica, Cameroon, Ethiopia, Puerto Rico, Malawi, Benin. Watch for announcement of our fall schedule of events to join your fellow GAHE members in helping serve our community.



June 11 Networking Evening

Members of the Georgia chapters of HFMA and HIMSS joined us for a relaxed summer evening of networking at Red Hare Brewing north of Atlanta in Marietta.



Hospitals Must Focus on Scale to Combat New Competitors

Today, hospitals are struggling to hold onto their outpatient business in the face of new competitors that have the scope and technological capability never before seen in healthcare.

UnitedHealth/Optum and CVS Health/Aetna are aiming to unbolt outpatient business from legacy hospitals. Amazon, Apple and Google are investing heavily in healthcare from numerous angles, looking for the most effective entry points to care and services. Hospital organizations are doing what any company would do when confronted with a highly disruptive environment like this: They are trying to gain the financial and intellectual resources to compete in a new world.

Hospitals are making this transition in the face of a difficult financial reality. Moody's Outlook for 2019 projected that revenue growth for hospitals would continue to decline under pressure from weak inpatient volume and low reimbursement payments. At the same time, expenses would continue to grow faster than revenue. In this situation, the normal response of any company in any industry would be to seek scale in an effort to meet this new level of competition and adjust to a emerging business model. That is exactly what is happening among hospital stakeholders. "Bulking up" is a logical response.

Organizations need to grow along with everyone else. Scale will help ensure that America's hospitals can keep pace—that they can continue to build on their deep community connections, expertise treating the full range of health conditions and history of serving our most vulnerable populations.

Scale will be critical, but it is not an end in itself. Scale is a means to gain intelligence—to get the best intellectual capital, to tap information about a vast group of people, to test new ideas and then to scale those ideas. Nevertheless, scale is the platform that will allow hospitals to acquire the resources—such as more working and intellectual capital, and significant digital capabilities—to compete in this brand new healthcare marketplace.

—Adapted from "[Why Hospitals Must Seek Scale](#)," by Kenneth Kaufman, *KaufmanHall.com*, Dec. 20, 2018.

Becoming a Visionary Leader at Any Organizational Level

Creating a unifying vision for their organizations is a fundamental skill for leaders. However, building that vision has become more associated with top-level leadership than with directors, managers and others throughout the organization. Consider these critical vision-creation opportunities, each of which can propel your professional development:

Helping the CEO Shape the Company's Vision — Good senior leaders know they are missing critical information as they are typically removed from many customer experiences and operational realities. Being a conduit of the insights and experiences of others who will be touched by the work can help senior executives improve that sense of connection. Further, raising your hand to volunteer your own perspective in collective problem-solving opportunities helps you develop your own vision-creation abilities.

Translating the Company Vision to Make it Relevant for Your Team — Even if you do not have the chance to help shape early drafts of your company's vision, if you are a leader at any level, you will likely be directed to work with your team to translate that vision. Though on a smaller scale, this in itself is "vision crafting" and it will benefit from the same kind of broader perspective senior leaders themselves will want to seek. Even if you are simply "translating" vision from the upper part of the organization, take some time to solicit ideas from other parts of the company that also have a stake in your unit's performance aspirations, being sure to crosscheck your translation with those senior leaders

guiding the overall vision.

Catalyzing Your Own Vision — Sometimes a new company vision does not begin in the C-suite, but instead bubbles up from lower-level leaders already using it to drive innovation and change in their own units. Your organization may not be ready for—or even sympathetic to—bottom-up vision development. However, the need for continual innovation in today’s operating climate may give you the opportunity to promote new ideas from your own local experiences that can demonstrate potential for broader growth and even reinvention in your company.

Getting Yourself Into the Vision Game — Here are a few tips to position yourself for vision-building moments:

1. Get a clear idea on what a vision is and why it matters. Do not confuse vision (an aspirational picture of future success) with mission (why an organization exists), values (the principles and moral beliefs by which the organization chooses to operate) or strategy (the decisions about where and how to compete that bring a vision to life).
2. Watch for opportunities to contribute. Contribute to the vision-work underway by other leaders. Translate an agreed upon enterprise vision down to the unit you are leading, or focus the work of your team on a local or regional vision. Catalyze innovative change for the organization based on some front-line innovation in which you are involved.
3. If you find a vision-building opportunity, do not do all the deciding alone. Just as a senior leader might benefit from seeking your contributions to a major corporate vision, share the process with others working with you in any of your own vision-building. It will sharpen your collaboration skills as well.
4. Learn by watching or studying how others go about the vision-building process. Talk to other leaders about visions they have developed to understand how and why those visions turned out the way they did. Study visions of companies documented in the business press or learn from partners or clients about the visions they have for their organizations. You will better understand what makes for successful vision-building, which you can then bring to the next opportunity in your own organization.

Because developing a vision for an organization sets the stage for strategy and higher performance, it will always be seen as an essential capability for top leaders. However, this does not mean that vision is always above your paygrade. Visioning requires practice, and there is no better way to get that practice than by building your craft through smaller or sudden opportunities to make a contribution that comes your way.

—Adapted from "[You Don't Have to Be CEO to Be a Visionary Leader](#)," by Ron Ashkenas and Brook Manville, *Harvard Business Review*, April 4, 2019.

ACHE NATIONAL NEWS

Run for ACHE Regent for Georgia — Applications due August 23

The Council of Regents is the legislative body representing ACHE’s more than 48,000 members. Serving as an elected official is a unique opportunity that allows you to exercise your leadership ability, share innovative ideas and act on behalf of ACHE members.

Elections will be held this September in Georgia and 28 other jurisdictions. All Fellows who wish to run for election to serve on the Council of Regents must submit a [letter of intent](#) to elections@ache.org by August 23, 2019. The letter of intent must include a current business title, business address, email address and telephone number. Visit the [Official Notice for the 2019–2020 Council of Regents Elections](#) for more information, or contact Caitlin E. Stine, communications specialist, Department of Marketing, at cstine@ache.org.

Career Resources Online

Thank you to the nearly 100 volunteers who assisted hundreds of visitors to the Career Center at this year’s Congress on Healthcare Leadership. With their help, approximately 500 career advising and resume review sessions were provid-

ed there. If you missed the 2019 Congress, you can still access leadership assessments and other career management tools year-round by visiting ache.org/CareerResources. The resources available can help you advance your career, build your brand, develop your network and seek new opportunities. Whether navigating professional transitions or creating a long-term plan, everything you need to manage and develop every step of your career is a click away.

Your Resource for Consultant Expertise

The [Healthcare Consultants Forum Member Directory](#) is an excellent resource to help identify a consultant who meets your needs and has a specific area of expertise. The consultants listed in the directory are members of ACHE and its Healthcare Consultants Forum and have agreed to be contacted by those seeking more information about their services. Please contact Liz Catalano, marketing specialist, at ecatalano@ache.org or 312-424-9374 for more information.

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



CALL FOR CONTENT

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@gahe.org, no later than close of business by the 20th 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.

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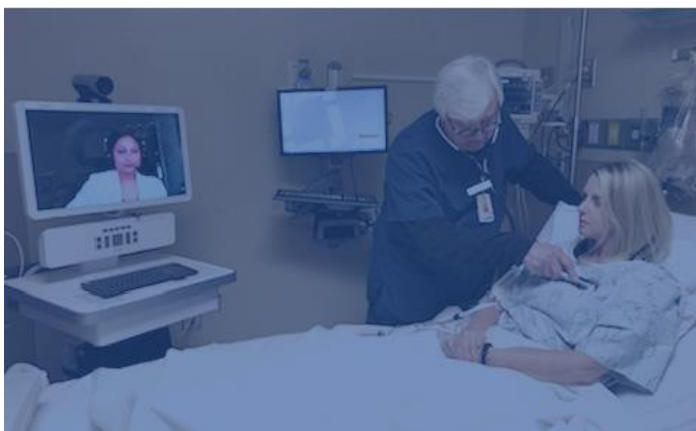
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