

An E-Newsletter for Chapter Members

SAVE-THE-DATE! October 11-12, 2017 ACHE-SETC Annual Conference **Healthcare Leadership Offers 12 Hours** of Face-to-Face CEUs.

See inside for details!

Winter 2016

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Treasurer:

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Regent:

Todd A. Caliva, FACHE todd.caliva@hcahealthcare.com



From the President's Desk



Jack Buckley Jr., FACHE President, ACHE-SETC

As 2016 winded down to a climactic electoral close, I want to thank your Board of Directors of the ACHE-SouthEast Texas Chapter for a great year of focused activity to engage you as affiliates and expand the reach of the Chapter throughout southeast Texas.

I am looking forward to working with Jeanna Barnard, FACHE, our new Chapter President and her leadership team of Carlos Escobar, FACHE, Vice President, Lee Revere, PhD, Secretary and Assistant Treasurer and Cliff Bottoms, FACHE as Treasures next year. Each of these leaders has been fully engaged this year and we should see further focus on developing more resources for you in 2017.

We thank retiring Board members: Marc Boom, MD, Ed Tucker, Adam Walmus, Andrew James and Chanda Cashen for their service this year and greatly appreciate their time and support. Todd Caliva, FACHE, our Interim Regent will assume the permanent Regent's duties during the March Council of Regents meeting in Chicago as part of the ACHE Congress on Healthcare Leadership. Todd knows our Chapter intimately from his roles as Chapter president and most recently as President of the board of our affiliated Educational Foundation.

Joining the board will be Paul O'Sullivan, FACHE, Lou Fragoso, CPA, Michael Covert, FACHE, Monica Rasmus, Dr. PH and David Bernard, FACHE. We welcome them to the Board and look forward to their active engagement.

Gerald Goodman, DrPH, has led our Board members representing the educational organizations on the Board this year and has begun an interesting discussion about the best educational preparation for the leaders of tomorrow. This dialogue with the provider organizations will provide critical insight for the educational intuitions and better prepare the students to assume leadership positions. Don Gibson facilitated an important new discussion recently with representatives of our "sister" professional organizations about opportunities to work together to bring more resources to the healthcare leaders of all our associations. Representatives of ACHE-SETC (Todd Caliva, Don Gibson and me); National Forum of Latino Healthcare Executives (Carlos Escobar); the LGBT Forum of the ACHE (Jake Casanova); the Asian Healthcare Leaders Forum of the ACHE (Diana Tran-Yu) and the National Association of Health Services Executives (Richelle Webb Dixon and Carl McGowan) met over lunch and informally talked about common interests and opportunities for coordination of efforts. Also discussed was to find a way to assist our military affiliates to be more engaged in the Chapter's activities during the year. Each representative leader found much common ground for further development of educational opportunities, including working together on the ACHE-SETC Conference on Healthcare Leadership, October 11, 12, 2017.

Richelle Web Dixon, FACHE, our Board member and the incoming national chair of the National Association of Health Service Executives (Spectacular!) was just named to the University of Michigan's Hall of Fame. Congratulations to Richelle! At our lunch meeting, we all agreed that our roles were to help her have a great year as National President.

Save the Dates!

Events You May Not Want to Miss!

2017

Houston Food Bank - SETC Community Outreach

January 28, 8:00 A.M. – 9:00 P.M. Houston Food Bank, 535 Portwall

1st Ouarter Educational Session February 23, 7:00 A.M. - 9:00 P.M. The Junior League of Houston Speaker: Armando Nahum

2nd Ouarter Educational Session May 11, A.M. – 9:00 P.M. The Junior League of Houston Speaker: TBA

15th Annual Disparities Workshop

June 19-24; Venue TBA

3rd Quarter Educational Session August 3, 7:00 A.M. – 9:00 P.M. The Junior League of Houston Speaker: TBA

What's Up, Boss? **Date and Venue TBA**

SETC LEADERSHIP CONFERENCE

October 11-12 Rice Bioscience Research Collaborative, TMC

ACHE-SETC/ 17th Annual Golf Tournament - Date/Venue TBA

4th Ouarter Educational Session November 9, 7:00 A.M. – 9:00 P.M. The Junior League of Houston Speaker: TBA

2017 Healthcare Symposium Date/Venue - TBA

We have another national leader being installed as the Chairman of the ACHE in January: Chuck Stokes, FACHE. Our Chapter is doubly honored to have both Richelle and Chuck serving as National Association Presidents almost concurrently. WOW!! When you see them, congratulate them and offer your assistance to them as they represent us nationally. We want Chuck to have a great year!

Earlier this year, the Board had asked Taylor Huffman, MHA, as a learning experience, to assist them with minute taking and working with Don Gibson, our Chapter Administrator. The affiliates amended our Bylaws in 2015 to allow for two Board Observer positions: one for a student and another for a current Resident/Fellow.

A selection process was competed at the December 8 Board meeting with the selection of Hannah Parks, MHA, Fellow with Kelsey Seybold Clinic. The student position is still available. Watch for more information on that opportunity in the very near future.

You most likely have heard of the #123forEquity Pledge which the Americana Hospital Association, the American College of Healthcare Executives, the Institute for Diversity and many other organizations are engaging their Boards, leadership teams, staff members in seeking ways to eliminate healthcare disparities among the populations we serve. The ACHE-SETC Chapter approved a resolution endorsing the #123forEquity Pledge program and encourages our Chapter members to engage in dialogue with governance and leadership teams on how your organizations reflect the communities served and actions you can take in 2017 to address any service gaps. The resolution encourages Board members to alert five colleagues to join your journey and encourage them to help eliminate healthcare disparities. The resolution will be up on our website for review and action by you.

The ACHE 2016 Member Survey Results showed that we improved in a number of areas and Chapter Affiliates are generally satisfied with the Chapter. Thank you for participating. Like any employee opinion survey, it is a snapshot at that moment, but revealing as follows:

- This year we had a 12.5% increase in respondents.
- The respondents were more familiar with the chapter activities.
- Satisfaction with the Chapter was up and met the 2016 standard of 4.0. Also satisfaction was above mean for all ACHE chapters and over last year.
- Satisfaction with chapter meetings and events: above the mean for all ACHE Chapters.
- 60%, of those surveyed, had attended an event or a meeting; above the national ACHE mean.
- Satisfaction with the event or meeting: increase over 2015 and above the national
- Services offered by the Chapter: Responses to specific services ran higher than the national means.

Opportunities for Improvement:

- Newsletter
- Advancement (BOGE) support
- Chapter volunteers:
 - 1. Explore more opportunities to volunteer
 - 2. Provide more information about the opportunities to affiliates
 - 3. Asked individuals specifically to volunteer.

We are especially pleased with the revitalization of the SouthEast Texas Golden Triangle Local Program Council, led by Sammy Davis, Becky Pleasant and Todd Senters. Watch for the announcement about their January 24, 2017 presentation: "Telemedicine in the Healthcare Delivery System." The 5:30 PM - 7:30 PM program presents panelists George Christafa Bone, DNP, Nancy Dickey, MD, and Milton Chen, PhD, with facilitator Glenn Hammack. Check the ACHE-SETC website for registration details.

Finally, I encourage you to read the article in this newsletter about the upcoming Oct. 11, 12, 2017 SETC Conference on Healthcare Leadership, to be held in the Rice Bioscience Research Collaborative building in the Texas Medical Center. It's an opportunity for our members to obtain 12 hours of ACHE Face-to-Face CEUs as well as learn from seasoned healthcare professionals about new and innovative approaches to problem-solving and staying current with the changes that we all face as we do our best to ensure improved quality and efficiency of healthcare delivery.

It has been my privilege to serve as Chapter President this year. Thank you for your continued support to ACHE-SETC.

Season's greetings and best wishes for a successful 2017!

Jack

Executive-in-Residence Texas A&M, University Health Science Center School of Public Health College Station, Texas 77843

REGENT'S MESSAGE



Todd A. Caliva, FACHE

Hello Southeast Texas Colleagues,

I hope everyone is looking forward to the holiday season; this is always one of my favorite times of the year. I hope you all get to spend some quality time with friends and family.

We had a great leadership conference in Chicago this past September and I am really excited with where our chapter is heading.

Recent Events:

November 10, ACHE-SETC provided a highly successful 4th Quarter Educational Session featuring Texas Hospital Association President Ted Shaw and Chuck Stokes, FACHE, ACHE-Chair-Elect. Each speaker covered topics that will impact our professional roles in the near future. See details about this event following my report.

November 17, co-sponsors ACHE-SETC, Gulf Coast MGMA, Texas Gulf Coast HFMA and Houston TSCPA Foundation successfully conducted their annual collaborative Symposium at the Norris Conference Center, Memorial City. ACHE-SETC offered 3.0 Hrs. of ACHE Face-to-Face CEUs.

SAVE-the-DATE!

October 11-12, 2017 – Mark your calendar to join your colleagues for another year of cutting-edge topics at the Chapter's Annual Healthcare Leadership Conference in the Rice Bioscience Research Collaborative on the corner of Main and University, Texas Medical Center. Earn 12 hours of ACHE Face-to-Face CEUs. This annual event "is more than just a conference; it's an opportunity to invest in an exchange of knowledge that may make a difference in your career growth and/or professional performance." Learn more details about this highly professional event in this newsletter.

Again, I want to thank everyone for your continued support of our chapter. Happy holidays,



Todd A. Caliva, FACHE, ACHE Regent, Southeast Texas Region Chief Executive Officer Clear Lake Regional Medical Center 500 Medical Center Blvd. Webster, Texas 77598



Event Recap: 4th Quarter Educational Session

Before an audience of almost 300, keynote speaker Ted Shaw, the President of the Texas Hospital Association, shared his prospective on what was perceived as a surprising result of the Presidential election.

Ted began his presentation by stating there is a high probability that within Trump's first 100-day activity, he will repeal and replace the Affordable Care Act (ACA, also known as Obamacare), and will most probably follow Speaker of the House of

Representatives Paul Ryan's "A Better Way" plan. Currently, more than 1 million Texans purchase health insurance through the ACA-created health insurance marketplace. Consequently, the rate of uninsured has dropped from all-time high of 25% to 19%. Repealing the ACA will mean for Texas that after January 2017, Texas population of uninsured will increase to 25% again. The CMS Innovation center will be eliminated; and the states will be given a choice of a block grant or a Medicaid per capita cap. The problem with the block grant is that the block grant does not grow, while Texas population grows.

One of the things that are apparent, as Congress looks at the ways to cut costs, is that all the cuts (\$150 billion cuts that came with the ACA) are not going away. That is not going to be repealed, so the healthcare industry will have to live with those cuts. For Texas hospitals, this means \$12-\$16 billion in funding reductions. As with any transfer of administration, we don't know who will be appointed and leading the CMS and who is going to be the Secretary of Health and Human Services.

Paul Ryan's "A Better Way" plan include the following provisions: expanding consumer-directed healthcare options, expanding opportunities for pooling, making support for coverage portable, preserving employee wellness programs, preserving employer-sponsored insurance, protecting employers' flexibility to self-insure, purchasing insurance across state lines, and medical liability reform. Medicaid 1115 Waiver is still under review; it is under extension until December of 2017. One of the good things that was done last summer was the development of the Texas delegation letter, supporting the 1115 Waiver, which will preserve uncompensated care funding. Ideally, we'll have insurance crossing state lines, which will increase competition, so that we'll have more than two or three payers per market.

Texas Governor Greg Abbott has recently stated that he wants to make Texas the best place to go for behavioral health care. That's wonderful news. The Governor also said that he wants to do a moonshot program for Texas behavioral health care.

As a result of the election, Republicans retain control of U.S. House of Representatives and U.S. Senate. Neither Texas senator was up for re-election. All 36 of Texas' U.S. representatives were up for re-election. Only two incumbents chose not to run for re-election, creating open seats in House Districts 15 and 19. Among the 34 incumbents, all won re-election. The new faces in the U.S. Congress from Texas are CD 15 - Vicente Gonzalez (D) and CD 19 - Jodey Arrington (R).

After the November election, the makeup of our legislation will be 95 Republican and 55 Democratic in the Texas House of Representatives; and 20 Republican and 11 Democratic in the

Texas State Senate. The session will begin in January and end in May 2017. They will have only one job – to deliver a balanced budget to govern state revenue collection and spending over the 2018-19 biennium.

Ted spent some time going over the Texas budget update, that revenue is currently down, fairly evident because of the price of oil (oil prices below \$50/barrel all year). Because the price of oil went down during the last two years, the State won't have \$4.5-4.8 billion surplus that could have been used to reduce property taxes; although Ted pointed out that it is the Governor's top priority. So, there will be the limit of what the dollars are available to spend. Currently, public schools, foster care, and child protective services – those are the areas that are getting attention right now. Lt. Governor Patrick's stated priorities are vouchers to allow school choice, increased border security, reduced property taxes, and regulations to address bathroom use by transgender individuals. Speaker Straus' stated priorities are improving the state's children's protective services and foster care systems; reforming the financing of the state's public K-12 school system, including special education services for children with disabilities; and bolstering mental health services. Health care is not an explicit priority. But... health and human services is the second largest item in state budget, Medicaid is 80 percent of spending of HHS budget. So... health care will be a budget priority.



Texas hospitals top three priorities are: (1) increased Medicaid reimbursement rates, (2) Coverage solution to reduce the number of uninsured, and (3) dedicated funding source for trauma care that is not paid for. Lastly, Ted noted that the great news is that Texas did not expand Medicaid, so if the Medicaid expansion will be repealed, it won't be taken from Texas anyway.



Jack Buckley, ACHE-SETC President presents Andrew James, Dr. PH, J.D., a token of appreciation for his many years of service on the Chapter's Board of Directors.



To the right of sponsor poster, **Bita A. Kash, PhD, MBA, FACHE** | Director
NSF Center for Health Organization
Transformation and Associate
Professor, Department of Health Policy
& Management, School of Public Health
| Texas A&M Health Science Center
joins Texas A&M graduate students
in expressing their enthusiasm
following the 4th Quarter Educational
Session!

4th Quarter Special Guest Speaker: Charles (Chuck) Stokes, FACHE

Chuck Stokes, FACHE, Executive Vice President and COO of the Memorial Hermann Health System, Houston, delivered his presentation on the topic of "Leading Transformation: The Value of ACHE Membership." Chuck also serves as Chair-Elect (installed as Chair 2017) of the American College of Healthcare Executives, an international society of more than 48,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations.



Chuck began his presentation by providing a comparison between the current and the future state of the healthcare industry and its workforce. The focus is shifting from individual patient to community health. Provider care is shifting from fragmented, episodic treatment to coordinated, longitudinal care. The goal is changing from treating sick to achieving wellness. The rewards are shifting from volume driven fee-for-service to value-based and outcome driven. The settings are changing from institutional based and hospital oriented to community based and range of settings.



The leadership is changing from managing departments and divisions to systems thinking and integrated processes.

Bundled payments are here to stay. It is predicted that by 2021, 86% of provider reimbursements will come from bundled payments. The changes in senior leadership teams include increased demand for

physician leadership, increased emphasis on population health, and increased emphasis on the continuum of care. There will be more mergers, acquisitions and consolidation of organizations into healthcare systems. Key leadership competences needed: change management, emotional intelligence, ability to influence rather than direct, strategic thinking, collaboration, and critical thinking. To address these new challenges, the ACHE membership offers a vibrant community, education and networking, publications, board certification, and career support. Chuck concluded his presentation by providing an overview of the ACHE Fellowship requirements and discussed each of them in detail.



Chuck Stokes, FACHE, representing ACHE as Chair-Elect (installed as Chair 2017), speaks about the values offered by ACHE membership and how leaders can support the ACHE Innovation Fund.

Congratulations to the New ACHE-SETC Board of Directors Members!

During the business portion of the 4th quarter educational session the following new board members were approved to serve in 2017 by unanimous vote. To read their biographical sketches **click here**.

David P. Bernard, FACHE, Board Member – Term ends 12/31/19 Michael H. Covert, FACHE, Board Member – Term ends 12/31/19 Lucio (Lou) A, Fragoso, CPA, Board Member – Term ends 12/31/17 Paul C. O'Sullivan, FACHE, Board Member – Term ends 12/13/19 Monica L. Rasmus, Dr.PH, Board Member – Term ends 12/31/17

Christopher R. Sandles, FACHE, Board Member – Term ends 12/31/19 (<u>Note:</u> Chris recently accepted the position of Med. Ctr. Dir./CEO of the VA Central Texas Healthcare System, Temple, TX. His replacement will be announced.)

RETURNING BOARD OFFICERS

Jeanna L. Barnard, FACHE, President (1/1/17 – 12/31/17) (CEO, Bayshore Medical Center) – Term ends 12/31/18 Carlos R. Escobar, FACHE, Vice President – Term ends 12/31/17

John (Jack) Buckley, FACHE – Past President (Executive-in-Residence, Texas A&M) – Term ends 12/31/17 Cliff J. Bottoms, FACHE – Treasurer (Retired CFO, St. Joseph Medical Center) – Term ends 12/31/18 Lee Revere, PhD – Secretary/Assist. Treas. (Dir., Healthcare Mgmt. Program, UTHSC, SPH) – Term ends 12/31/18 Todd A. Caliva, FACHE – Regent SETX (CEO, Clear Lake Regional Medical Center) – Term ends 3/2020

RETURNING BOARD of DIRECTORS

Richelle R. Webb Dixon, FACHE (VP, Ambulatory Service Line, CHI, St. Luke's Health) – Term ends 12/31/18 Gerald R. Goodman, DrPH (Program Dir./Fac. Chair, Health Administration, TX Woman's U.) -Term ends 12/31/17

William (Bill) A. Hyslop, FACHE (CEO, MDACC Serv. Corp. & MDA Physicians Network) – Term ends 12/31/18

Raymond J. Khoury, FACHE (HA Program Dir./Department Chair, UH-CL, TMC) – Term ends 12/31/17

RETURNING BOARD ADVISOR

Donald B. Wagner, LFACHE (Retired Air Force General), Board Director, Educational Foundation of SETC

4th Quarter Announcement: <u>SAVE-THE-DATE – 2017 SETC Annual Healthcare Leadership</u> Conference

ADD TO GOOGLE CALENDAR ADD TO OUTLOOK CALENDAR

SETC's Annual Healthcare Leadership Conference will be held on October 11-12, 2017 at Rice Bioscience Research Collaborative, Texas Medical Center (corner of Main Street and University Street). The conference theme is: "Values-Based Leadership". Join your colleagues for current cutting-edge topics at this premier healthcare leadership conference. Interact with health system decision-makers, trustees, key facility leaders, managers, and other healthcare professionals representing various sectors and professions in health regions, authorities and alliances, hospitals, long-term care organizations, public health agencies, community care, mental health and social services. In addition, this conference draws participants from education and research organizations,



professional associations, consulting firms, and other health-related product and service companies. <u>Earn 12 hours of ACHE Face-to-Face CEUs</u> and learn from healthcare leaders and industry experts about best practices. Discover the benchmarks that are best for your organization. Evaluate operational improvement scenarios, quality measures and solutions that may enhance the performance of your responsibilities. For an overview of a generic schedule, registration fees and exhibit space <u>click here.</u> Also watch for emails and/or website (<u>www.ache-setc.org</u>) for additional details forthcoming. SETC sponsors and other interested

businesses, exhibit spaces and sponsorships are available. For details about sponsorship and/or exhibit space, contact Don Gibson, 281-788-8665 or email: quantumleadership@ache-houston.org.

ACHE-SETC Initiates Opportunity to Broaden Relationships with Other Professionals Associations

On November 29, representatives of ACHE-SETC (Todd Caliva, Jack Buckley and Don Gibson); National Forum of Latino Healthcare Executives (Carlos Escobar); the LGBT Forum of the ACHE (Jake Casanova); the Asian Healthcare Leaders Forum of the ACHE (Diana Tran-Yu) and the National Association of Health Services Executives (Richelle Webb Dixon and Carl McGowan) met over lunch and informally talked about common interests and opportunities for coordination of efforts. Also discussed was to find a way to assist our military affiliates to be more engaged in the Chapter's activities during the year. Each representative leader found much common ground for further development of educational opportunities, including working together on the ACHE-SETC Conference on Healthcare Leadership, October 11, 12, 2017.



Left to right: Carlos Escobar, FACHE; Richelle Webb-Dixon, FACHE; Don Gibson, FACHE; Todd Caliva, FACHE; Carl McGowan; Lt. Commander Diana Tran-Yu, FACHE; Jake Cassanova, Jack Buckley, FACHE

#123forEquity Pledge Endorsement by ACHE-SETC

Under the leadership of Jack Buckley, 2016 President, ACHE-SETC, he recently engaged the Chapter's Board in a discussion to improve the care and better understand the needs of all patients through the accumulation and use of data addressing disparities of care. The AHA is a major supporter of this program and the ACHE and the Institute for Diversity are working together on a number of initiatives, including more placements for minority students through the Summer Enrichment Program of the IFD. Tomas Leon, President of the IFD, when queried about what can the ACHE Chapters do to support these initiatives, responded that the way to do this work is to encourage the ACHE affiliates to engage with the #123forEquity Pledge. This action today would encourage the ACHE affiliates to engage in discussions within their organizations about the Pledge and the work being done at each of the affiliates' institutions. For more information about the ACHE-SETC Board's endorsement for the National Call to Action to Eliminate Healthcare Disparities campaign and details about the #123forEquity please click here.

ACHE-SETC 2017 Board Observer Opportunity

One of the updates made to the Chapter Bylaws in the latter part of 2015 was a provision for engaging younger affiliates of the ACHE, as they begin their early careers, by offering an opportunity each year for one student and one Administrative Resident or Fellow, to serve on the Board as Board Observers. During the 1st board meeting of 2016 Board Observer selection criteria were reviewed and approved by the Board. Jack Buckley, Chapter President, suggested to the Board they consider inviting Taylor Huffman, Administrative Fellow, M.D. Anderson, the opportunity to serve as the first Board Observer, during 2016 until new observers could be selected from applications submitted in the fall of 2016. Taylor proved to be a valued observer and provided much needed support to members of the board and the Chapter's Administrator. The Board Observer positions were announced at the quarterly breakfast sessions and on the Chapter's web site, noting that new observers would begin the service at the first board meeting February 9, 2017. The Board, at their last meeting December 8, 2016, selected from the final slate of candidates, Hannah Parks, MHA (Texas A&M), Administrative Fellow with Kelsey-Seybold. Her preceptor is John Lyle VII, CMPE, Vice President, Operations, Kelsey-Seybold Clinic. Congratulations to Hannah Parks!

While several candidates applied for the Board Observer position for the Resident or Fellow Opportunity, surprisingly there were no student applications submitted. Recently an appeal was sent out to the Program Directors of MHA Programs in the southeast Texas region and requested they recommend a student from their program for consideration by the Board prior to the application-submittal deadline by 5:00 PM, January 27, 2017. As Board Observers, Students, Residents and Fellows have a unique opportunity to gain insight about board functions of an affiliate chapter of a premier professional association like the American College of Healthcare Executives, learn from multiple executives, take on periodic assignments of value to the Chapter, and observe the decision-making process of operating one of the largest ACHE chapters in the United States.

ACHE-SETC Board Announces 2017 ACHE Congress Scholarship Recipients

The results are in! We are pleased to announce the following recipients of the 2017 ACHE Congress Scholarships:

- Sabah Pervez, MHA/MBA Candidate, University of Houston Clear Lake, Houston, TX
- Savanna Holmen, MHA Candidate, Texas A&M School of Public Health, College Station, TX
- Donald Ngo, MHA Candidate, University of Houston Clear Lake, Houston, TX
- Ryan Horne, MHA Candidate, Texas A&M School of Public Health, College Station, TX

Each recipient received a check for \$1,500 to cover their registration fee and travel expenses to attend the March 27 - 30, 2017 ACHE Congress on Healthcare Leadership, "Discovering Possibilities & Opportunities". The Board based their decision on the recommendations of a Boardappointed committee that reviewed numerous submitted applications that included an essay and list of their official grades. For the past nine years ACHE-SETC has awarded over \$50,000 in scholarships to health administration graduate students to provide them an opportunity to experience one of the largest gatherings of healthcare leaders in the world and gain insight from thought leaders. It is hopeful that Congress scholarship recipients are inspired by the experience of attending the event and learn about methods to help be better prepared as a effective leader during their career journey. Upon returning from their experience at Congress each scholarship awardee is requested to appear in person before the Board at their next meeting, following the Congress event,

to share an overview of their experience. Congratulations to Sabah, Savanna, Donald, and Ryan! Well done students! Special thanks to ACHE-SETC Scholarship Committee Co-Chairs, Kara Abrameit and Hilary Griffin for their tireless work in reviewing the applications prior to submitting to the Board Committee for recommendation for final recipients. Their support to the Chapter is greatly appreciated.

Other GREAT NEWS!

Memorial Hermann Sugar Land Hospital Receives 2016 Malcolm Baldrige National Quality **Award**

Memorial Hermann Sugar Land Hospital has been named a recipient of the 2016 Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for performance excellence. Memorial Hermann Sugar Land becomes the first Houston area hospital and the third in Texas to win the prestigious award. "I am incredibly proud of the team at Memorial Hermann Sugar Land for achieving this national recognition for high quality and performance," said Dr. Benjamin Chu, President and CEO of Memorial Hermann Health System. "This recognition is a testament to the unwavering commitment of our employees and affiliated physicians; it's extremely gratifying to see our Memorial Hermann Sugar Land team, and their keen focus on delivering exceptional endto-end-patient care experiences, celebrated on the national stage."

Special Recognition



Dr. Mario Garner, EdD, FACHE has been recognized as the 2016 young Healthcare Executive by the National Association of Health Service Executives at its annual meeting in October. Mario is the Senior Vice President and CEO, Memorial Hermann Pearland Hospital. He was recognized for demonstrating progressive management experience in healthcare organizations and a commitment to the development and career of a young health care professional, involvement in advocacy and public policy and supporting community organizations. Congratulations Dr. Garner!

ACHE NEWS

ACHE-SETC Offers an ACHE Board of Governors Review Course

On November 12, 2016, ACHE-SETC hosted an ACHE Board of Governors Exam (BOGE) all-day review course to 18 participants that were committed to preparing for the ACHE 230 questions exam in order to successfully complete one of the ultimate qualifications required to become credentialed as a Fellow in the American College of Healthcare Executives. At least one of the 18 participants who had register weeks before to take the exam at a testing site in Houston (Prometric), the following Monday, successfully passed the exam. Given the strong interest in this review course ACHE-SETC is in the process of structuring



perhaps as many as three of these courses for 2017 with the possibility of 1-1/2 day program to provide even more support covering the 10 "knowledge areas" that provide the foundation for the exam. Watch for announcements either by email and/or on the Chapter's website (www.achesetc.org).

ACHE-SETC Accomplishments in 2016!

As of December 26, 2016, under the Chairmanship of John (Jack) Buckley Jr., FACHE, the Chapter had 1556 members (a positive variance of 32 over 2015) with a significant increase in retention rate from 78% in 2015 to 102% by the end of 2016. In addition, ACHE Corporate Performance Objectives were exceeded for advancement of Fellows by 5, with a year-end total of 24 that passed the Board of Governor's Exam. In terms of the Chapter's performance, total programming hours were 94.6 in 2015 and increased to 124.0 hours by the end of 2016. Total attendee hours increased from 2015 (19,778.2) to 35,469.5 hours by the end of 2016, due to a significant increase in days/hours of 6-day workshop, 2.5-day conference and additional repeat panel discussions. Education and networking performance exceeded the Corporate Standard of 12.9 to 23.3 (a 10.4 variance). Mean Satisfaction Corporate Standard of 4.0 was matched by the chapter's score of 4.0. During 2016 the Chapter provided its members a variety of programs resulting in a total of 92 events as opposed to 73 events in 2015. Types of programs and/or events included:

- Four quarterly educational sessions
- 12 hours of ACHE F2F Panel Discussions
- Duplicated ACHE F2 Panel Discussions
- Annual conference on healthcare leadership
- One-day symposium (collaborative event co-sponsored by the Chapter, HFMA, MGMA, and the Houston CPA Society Foundation)
- Two community outreach programs
- Health Disparities Workshop co-sponsorship
- Numerous networking events

All of the preceding results could not have been accomplished without the support and dedication of so many volunteers and sponsors that help ensure the success of ACHE-SETC. We admire and greatly appreciate all those who willingly take the time from their busy schedules to do what needs to be done in order to achieve the goals established each year. You know who you are! Thank you for all that you do to continue to help the Chapter continues its path as a highly respected affiliate of the ACHE. Please continue your support and invite your colleagues to join you in 2017, and together we can have another great year!

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 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.

Albert W. Dent and Foster G. McGaw Graduate Scholarship Promotion

On December 2, ACHE sent out a communication to ACHE Student Associates, Faculty Associates and Higher Education Network (HEN) Program Directors announcing the opening of application window for the Albert W. Dent and Foster G. McGaw Graduate Student Scholarships. Detailed information about the scholarships, eligibility requirements, and how to apply can be found by clicking here. Between the Dent and the McGaw scholarships, ACHE awards up to 15 scholarships in the amount of \$5,000 each. Applications are accepted between Jan. 1 and March 31, 2017. Applicants will be notified about the status of their application in July. Contact ACHE's Customer Service Center with questions at (312) 424-9400.

Save-the-Date for the 2017 ACHE Congress on Healthcare Leadership

The American College of Healthcare Executives' Congress on Healthcare Leadership brings you the best in professional development, 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 2017 Congress on Healthcare Leadership, "Discovering Possibilities & Opportunities," will be held March 27-30 at the Hilton Chicago/Palmer House Hilton. Join your colleagues in 2017 and be part of this dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world. This premier healthcare leadership event provides:

- Access to more than 150 cutting-edge professional development sessions
- Networking opportunities with more than 4,200 professionals from around the globe
- Innovative solutions from the nation's top thought leaders
- The latest tools and techniques designed to enhance your career

ACHE Tuition Waiver Assistance Program

ACHE makes available a limited number of tuition waivers to ACHE Members and Fellows whose organizations lack the resources to fund their tuition for education programs. Members and Fellows in career transition are also encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership—Applications for the 2017 Congress waivers are currently being accepted
- **Cluster Seminars**
- Self-Study Programs
- **Online Seminars**
- Online Tutorial (preparation for the Board of Governors Exam)
- ACHE Board of Governors Exam Review Course

All requests are due no earlier than 16 weeks and no later than eight weeks before the program date, except for ACHE self-study courses, which have quarterly application deadlines. Incomplete applications and applications received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision not less than six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline. For additional information, visit ache.org/Tuitionwaiver.

ACHE Call for Innovations:

Management Innovations Poster Session at the 2017 Congress on Healthcare Leadership

ACHE would like to invite authors to submit narratives of their posters for consideration for the 33rd Annual Management Innovations Poster Session to be held at ACHE's 2017 Congress on Healthcare Leadership. They are interested in innovations on issues affecting your organization that might be helpful to others, including improving quality or efficiency, enhancing patient or physician satisfaction, implementing electronic medical records, using new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters Monday, March 27, between 7 a.m. and 8 a.m. and posters will remain on display March 27–29 at Congress. Please go to ache.org/CongressPosterSession for the full selection criteria and submission instructions. Submissions will be accepted through Jan. 17.

Forum on Advances in Healthcare Management Research at 2018 Congress on Healthcare Leadership

ACHE would like to invite authors to submit proposals to present their research at the 10th annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's 2018 Congress on Healthcare Leadership, which will be held March 26-29, 2018. The senior author 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 10, 2018.

Process Changes for Advancing to ACHE Fellow

On Nov. 14, 2016, ACHE's Board of Governors made an important decision designed to maintain and enhance the value and credibility of attaining Board Certification in Healthcare Management through the FACHE® designation. The process for advancing to Fellow will change **beginning** Jan. 1, 2017.

Starting Jan. 1, 2017, candidates who wish to advance to Fellow must meet all of the credential requirements prior to submitting an application and sitting for the Board of Governors Exam. Additionally, the number of references required will decrease from three (3) to two (2); one (1) must be a structured interview from a Fellow and the second may be a senior-level executive (VP or higher) in the candidate's organization. This person does not have to be a member of ACHE. However, a Fellow may still serve as the second reference. All other requirements remain the same. A succinct overview of changes can be found in this Quick Reference Guide. Those, who wish to submit an application under the <u>current requirements</u>, may do so through December 31, 2016. Beginning Jan. 1, 2017, all new applications for advancement will only be accepted under the new process.

More Noteworthy NEWS!

AHA and ACHE Alliance to Expand Healthcare Internships for Diverse Individuals

The American Hospital Association's Institute for Diversity in Health Management and the American College of Healthcare Executives (ACHE) has entered into a strategic collaboration to copromote the Summer Enrichment Program (SEP), which is designed to grow and strengthen the pipeline of healthcare leaders from underrepresented groups. The SEP places diverse graduate students pursuing advanced degrees in healthcare administration or a related field in 10-week, paid internships at healthcare organizations. Oct. 31, 2016, hospitals, health systems and other healthcare organizations interested in hosting an SEP intern in 2017 were notified that they could register their interest by going to diversityconnection.org/SEP. IFD staff will work with organizations to match SEP students with host sites beginning in February. Internships generally will take place from June through August. The SEP will be administered by IFD and co-promoted by ACHE, primarily through ACHE chapters across the country.

For more information about the SEP or on becoming a host site, visit diversity connection.org/SEP or contact Jasmin Clark, membership and educational specialist, IFD, at ifd-sep@aha.org or (312) 422-2658; Terra L. Levin FACHE, CAE, regional director, Division of Regional Services, ACHE, at tlevin@ache.org or (312) 424-9329; or Cie Armstead, director, Diversity and Inclusion, ACHE, at carmstead@ache.org or (312) 424-9306.

7 Ways Accomplished People Begin Their Morning Routine

Travis Bradberry, author of the best-selling book Emotional Intelligence 2.0, recently published an article on Forbes.com outlining seven early-morning habits people who want to be successful should adopt, summarized below.

- 1. **Drink lemon water.** The nutrients in lemon water improve physical and mental energy levels.
- **Exercise.** Research has shown exercising can boost a person's energy as well as their outlook. Positive, energized people tend to get more done.
- **Disconnect from technology.** Avoid jumping onto your phone before you even get out of bed. Texts, emails and social media alerts can clutter the mind.
- 4. Eat a healthy breakfast. There's a reason breakfast is called the "most important meal of the day." Eating a healthy breakfast can enhance short-term memory and concentration levels.
- Be mindful. Many successful leaders begin each day by meditating. The quiet time allows the mind to focus, combat stress and be more creative.
- Set goals. Setting specific, feasible goals helps leaders remain calm and productive in the face of a hectic workday.
- 7. Say no. It's important for leaders to honor their commitments, even if the commitment is to a quiet, work-free morning routine. People who can say "no" to taking on a new commitment that would encroach upon a previous engagement are less likely to overextend themselves.

—Adapted from "7 Things Wildly Successful People Do Before 7:30 A.M.," by Travis Bradberry, Forbes.com, Oct. 18, 2016.

How to Sustain Healthcare Improvement Efforts: 4 Keys to Success

There are few things more frustrating than pouring time and effort into a process improvement just to see those new workflows forgotten and an organization regress to its bad habits. Highlighted below are four tips to help overcome that obstacle.

- Test new work processes in a pilot unit. Rolling out a new work model tends to be easier when the model has already been tested on a small scale. Having a pilot unit allows management to standardize good habits and ensure the new model is aligned with the organizational goals.
- 2. Implement improvements on the front line. Engaging frontline clinical staffers who deal with the dayto-day operations of an organization is critical to the success and sustainability of a process improvement. Without the frontline staff, systems frequently revert to their old ways.
- Celebrate small successes to build morale. Change is difficult and asking for too much too quickly can be demoralizing for any staff. During the early stages of major process change, be prepared to recognize small, short-term achievements that could boost buy-in and momentum.
- Address staff grievances with improvement efforts. Positive performance reviews and promotions are not the only ways to motivate employees; frontline managers are also more likely to stick with an improvement effort if it eliminates a daily hassle in their own work processes.

-Adapted from "4 Steps to Sustaining Improvement in Health Care" by Kedar S. Mate, MD, and Jeffery Rakover, Harvard Business Review, Nov. 9, 2016.

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COMMENTS

If you have any comments about this newsletter, please Email the ACHE-SETC and the Foundation Administrative Office, (quantumleadership@achehouston.org) or call: 281-398-7877.



